

Research Horizon

ISSN: 2808-0696 (p), 2807-9531 (e)

Research Horizon

Volume: 05

Issue: 04

Year: 2025

Page: 1075-1088

Citation:

Wulandari, N., & Athoillah. (2025). The effect of compensation and career development on job hopping in the banking sector. *Research Horizon*, 5(4), 1075-1088.

Article History:

Received: July 1, 2025

Revised: July 29, 2025

Accepted: July 31, 2025

Online since: August 30, 2025

The Effect of Compensation and Career Development on Job Hopping in the Banking Sector

Novita Wulandari^{1*}, Athoillah¹

¹ Universitas Negeri Semarang, Semarang, Indonesia

* Corresponding author: Novita Wulandari (novitaaawlndr@gmail.com)

Abstract

This study aims to analyses the influence of compensation, career development, and employee engagement on job hopping, as well as the mediating role of employee engagement in the relationship between compensation and career development on job hopping. This study uses a quantitative approach with a purposive sampling method on 160 employees of the banking sector in DKI Jakarta. Data testing was carried out using the SmartPLS analysis tool through validity, reliability, and hypothesis tests. The results of the study show that compensation, career development, and employee engagement have a significant effect on job hopping. Career development also has a significant effect on employee engagement, and employee engagement has been shown to play a significant mediating variable in the relationship between career development and job hopping. However, no significant relationship was found between compensation for employee engagement, and employee engagement did not mediate the relationship between compensation and job hopping. These findings emphasize the importance of career development and employee engagement in managing job hopping tendencies, while compensation in this context has no direct or indirect relationship through employee engagement.

Keywords

Banking, Career Mobility, Compensation, Employee Engagement, Job hopping.

1. Introduction

In an increasingly competitive world of work, the high level of job mobility has become a key focus for many global organizations (Al-Sulaiti, 2023). A phenomenon known as job-hopping behaviour, it has actually been known for a long time and was first conceptualized as job-hopping syndrome more than three decades ago (Munasinghe & Sigman, 2004; Zeb et al., 2023). This concept refers to the tendency of individuals to change jobs voluntarily in search of new experiences, as defined by Pranaya (2014) and Jindal and Mohsin (2017). For many job hoppers, changing jobs frequently is a way to gain valuable experience (Lee et al., 2023). However, on the other hand, the rampant transfer of employees has a significant impact on organizations, especially in the banking sector which requires human resource stability. Empirical data shows that the job turnover rate reached 11.10% at Bank Danamon, 10% at Bank DKI, and 9.09% at Bank Mega, which has the potential to disrupt operational continuity through the loss of institutional knowledge and increased recruitment costs (Kasa et al., 2023; Alnehabi & Al-Mekhlafi, 2025). Furthermore, the long-term impact can disrupt the continuity of service to customers and reduce the bank's competitive advantage in an increasingly tight market.

Job hopping is common not only in Western countries like Europe and Pakistan but also across Asia including China, Nepal, and India with varying motivations depending on region and industry (Jide et al., 2015; Saleem & Qamar, 2017; Sharma, 2017; Oentaryo et al., 2018; Pandey, 2019). While prior studies have explored this trend in finance, marketing, and IT sectors (Nguyen, 2021; Lee et al., 2023; Tran et al., 2025), the banking sector remains understudied despite its unique hierarchical structure, regulatory demands, and market volatility. Al-Sulaiti (2023) examined banking but focused only on emotional exhaustion and commitment. Children et al. (2023) emphasized compensation and career opportunities as key drivers of job hopping. Scott (2017) found that ineffective use of training and compensation strategies contributes to employee movement between banks. Unstructured interviews with banking practitioners confirm that job hopping often occurs at operational levels, driven by career stagnation and better compensation offered by competitors.

A fair compensation system is essential for attracting and retaining talented employees, as well as enhancing performance (Loh et al., 2024). Key components such as healthcare benefits and paid leave significantly influence millennials' decisions to stay or leave a company (Tetteh et al., 2021). When compensation meets financial needs, employees are more likely to display productive behaviours (Panjaitan et al., 2020). In contrast, inadequate compensation often leads to dissatisfaction and job-seeking behaviour. Similarly, career development strongly impacts employee retention, especially among younger generations. Putri et al. (2024) defines it as a lifelong growth process, while Lee et al. (2023) and Kusuma et al. (2024) show that better development opportunities reduce job hopping. Kosali (2023) emphasizes the motivational role of career programs, and Zahari et al. (2020) note that clear advancement paths enhance commitment. Conversely, limited career prospects increase turnover risk. Although various studies have explored these factors, the combined influence of compensation and career development on job hopping in banking remains under-researched especially the mediating role of employee engagement. Dewantar and Suardana (2025) found that engagement amplifies the effects of compensation and career development, but their study was limited to millennials in Denpasar, differing from the DKI Jakarta banking sector.

This study focuses on analyzing the determinants of job hopping in the banking sector of DKI Jakarta, by exploring the role of compensation and career development as the main predictors and employee engagement as a mediator variable. The

background of the problem is based on the phenomenon of high employee turnover in the banking industry which has various operational and strategic consequences, while understanding of the underlying psychological and organizational mechanisms is still limited. This study aims to analyse the influence of compensation, career development, and employee engagement on job turnover, as well as the mediating role of employee engagement in the relationship between compensation and career development on job turnover in the banking sector of Jakarta, by exploring the role of compensation and career development as the main predictors and employee engagement as a mediator.

2. Literature Review and Hypothesis Development

2.1. Compensation and Career Growth in Job-Hopping Behaviour

Compensation and career development are two crucial factors that significantly influence an employee's decision to stay with or leave an organization. Compensation serves as a strategic element in attracting, retaining, and motivating employees (Loh et al., 2024). Fair and competitive compensation not only fulfils employees' financial needs but also enhances their job satisfaction and loyalty (Rojikinnor et al., 2023). According to Herzberg's Two-Factor Theory, compensation is categorized as a hygiene factor an external condition that, if unmet, may lead to dissatisfaction and increased turnover intention (Larasati, 2020). When compensation does not align with employees' expectations, it may trigger a desire to seek better financial rewards elsewhere (Lee et al., 2023). Supporting this, Al-Sulaiti (2023) highlights that job hoppers receive average salary increases of 10–20%, compared to only 3% for those who stay. Similarly, Afrianty et al. (2025) reports that employees staying in one company for more than two years may earn 50% less than their more mobile counterparts.

In parallel, career development plays an equally critical role. It fosters employee growth, strengthens organizational commitment, and contributes to long-term retention (Dhanapal et al., 2013; Philip, 2017). Herzberg classifies career development as a motivator an internal driver of satisfaction and engagement (Tan & Amna, 2011). Lack of growth opportunities can result in stagnation, pushing employees to seek advancement outside the organization (Tetteh et al., 2021). Data from SideHustles.com Experts (2023) shows that job changers are 64% more likely to experience career acceleration. Wider et al. (2023) further assert that employees are less likely to leave if they perceive opportunities to grow within their current organization. Thus, both compensation and career development are key predictors of job-hopping behaviour, where inadequacy in either area increases the likelihood of turnover.

H1: Compensation has a significant effect on job hopping.

H2: Career development has a significant effect on job hopping.

2.2. Employee Engagement on Job-Hopping Behaviour

Employee engagement is a key psychological construct that significantly influences employee loyalty and turnover behaviour. According to Schaufeli et al. (2002), employee engagement reflects a positive mental state characterized by vigour, dedication, and absorption in work. Kahn (1990) further defines it as the degree to which individuals involve themselves cognitively, emotionally, and physically in their job roles. In this context, engagement is not merely about task performance but also indicates the strength of the psychological connection between employees and their organizations. From Herzberg's Two-Factor Theory perspective, engagement aligns with motivating factors such as recognition,

achievement, and meaningful work (Larasati, 2020). When these factors are unmet, employee engagement declines, increasing the likelihood of job-hopping behaviour.

In today's competitive labour market, high job mobility has become a global phenomenon, particularly among younger generations seeking better compensation and faster career advancement (Lee et al., 2023; Al-Sulaiti, 2023). Job-hopping, conceptualized decades ago as a voluntary movement in pursuit of experience, has notable implications in high-stability sectors like banking (Munasighe & Sigman, 2004; Pranaya, 2014). Empirical data from Bank Danamon, Bank DKI, and Bank Mega reveals turnover rates above 9%, leading to operational inefficiencies and rising recruitment costs (Alnehabi & Al-Mekhlafi, 2025). While compensation and career development are major triggers for job changes, studies show that strong employee engagement can buffer these effects. Dewantara and Suardana (2025) found that engagement mediates the relationship between these factors and job hopping, although their study was limited to millennials in Denpasar. Therefore, exploring engagement within the structured environment of Jakarta's banking sector offers valuable insights into managing retention through psychological attachment and workplace satisfaction.

H3: Employee engagement has a significant effect on job hopping.

2.3. Career Development and Compensation on Employee Engagement

Employee engagement is significantly influenced by both career development and compensation. Findings by Muchibi (2022) show that employees supported through learning programs such as scholarships and government sponsorships demonstrate higher engagement. This aligns with Afrianti et al. (2025), who emphasize that structured career development policies can enhance employee commitment and involvement. According to Herzberg's Two-Factor Theory, career development is categorized as a motivating factor its fulfilment encourages job satisfaction and active engagement at work (Loh et al., 2024). When individuals perceive advancement and self-actualization opportunities, their emotional and professional attachment to their roles tends to grow stronger. In the global workforce, job mobility has become increasingly common (Al-Sulaiti, 2023). Job-hopping behaviour first termed job-hopping syndrome by Munasinghe and Sigman (2004) is defined as voluntary job change to gain new experiences (Pranaya, 2014; Lee et al., 2023). In sectors like banking, where turnover rates at Bank Danamon (11.10%), Bank DKI (10%), and Bank Mega (9.09%) are high operational continuity and service quality are at risk (Kasa et al., 2023; Alnehabi & Al-Mekhlafi, 2025). Interviews with banking professionals suggest that limited career advancement and compensation gaps are among the core drivers.

Compensation is another critical factor that affects engagement. Nikisi (2024) highlights that employee participation key to achieving organizational goals is highly driven by compensation. Employees lacking engagement may develop negative emotional responses toward their work, undermining company success. Similarly, Christianto (2022) and Rahmana (2022) find that better compensation correlates with increased engagement. In Herzberg's theory, compensation is a hygiene factor its inadequacy causes dissatisfaction (Larasati, 2020). Thus, fair compensation provides the security and comfort necessary for employees to be cognitively, emotionally, and physically invested in their roles.

H4: Career development has a significant effect on employee engagement.

H5: Compensation has a significant effect on employee engagement.

2.4. Employee Engagement and Job-Hopping Behaviour

Compensation is classified as a hygiene factor an external element that, while not directly increasing job satisfaction, plays a crucial role in preventing dissatisfaction and disengagement (Larasati, 2020). Adequate compensation can enhance employee engagement, defined as emotional and cognitive attachment to work, which has been shown to reduce intentions to leave an organization (Schaufeli et al., 2002). Empirical evidence supports this link; for instance, inadequate compensation often triggers job-hopping, while attractive compensation packages such as healthcare and paid leave are valued by millennial workers and can serve as strong retention tools (Tetteh et al., 2021). In the banking sector, where turnover rates such as 11.10% at Bank Danamon and 10% at Bank DKI can disrupt operations, strategic compensation becomes critical (Dayona, 2017; Alnehabi & Al-Mekhlafi, 2025).

At the same time, career development is identified by Herzberg as a motivating factor, which directly contributes to job satisfaction and organizational commitment (Deti et al., 2023; Loh et al., 2024). Putri et al. (2024) describes career development as a lifelong process involving continuous learning and progress. When career paths are clear and accessible, employee engagement tends to rise (Kahn, 1990; Zahari et al., 2020), fostering loyalty and reducing job-hopping tendencies (Schaufeli et al., 2002). Studies by Lee et al. (2023) and Kusuma et al. (2024) affirm that limited career advancement opportunities increase the desire to seek employment elsewhere.

Thus, both compensation and career development significantly influence job-hopping behavior, either directly or indirectly through employee engagement. In organizations like banks where knowledge continuity and retention are vital strengthening employee engagement through fair rewards and developmental programs is key to minimizing voluntary turnover (Kosali, 2023; Dewantara & Suardana, 2025).

H6: Compensation has a significant effect on job hopping through employee engagement.

H7: Career development has a significant effect on job hopping through employee engagement.

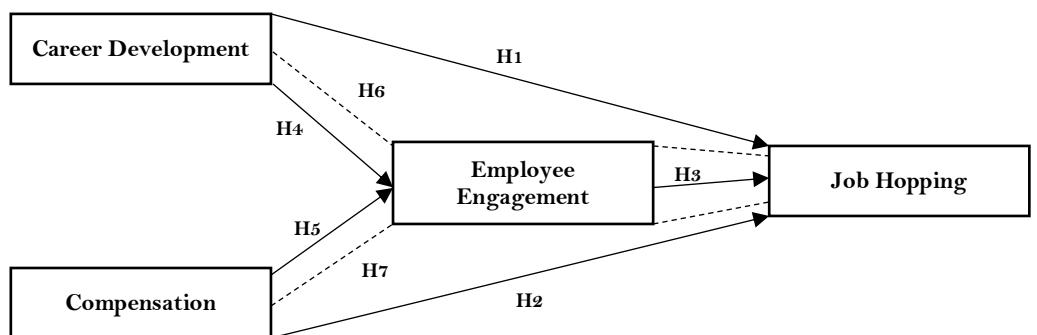


Figure 1. Conceptual Framework

Figure 1 is a conceptual model depicting the relationship between career development and compensation on job hopping, with employee engagement as a mediating variable. The arrows from career development and compensation point to employee engagement, indicating that both variables influence the level of employee engagement. Furthermore, employee engagement influences job hopping, as illustrated by the arrow pointing from employee engagement to job hopping. This model indicates that career development and compensation can indirectly reduce employees' tendency to change jobs by increasing their attachment to the organization.

3. Methods

A quantitative approach was chosen in this study to analyse the relationship between determinants and behaviours job-hopping, as has been applied in various previous studies (Dewantar & Suardana, 2025). This method allows for empirical measurements of key variables that affect job hopping, following a well-tested analytical framework in the relevant literature. Data collection in this study was mainly done through online surveys. The online-based questionnaire used consisted of respondent profile questions and substantive questions related to the focus of the research. The distribution of the questionnaire is carried out through the professional platform LinkedIn and the messaging application WhatsApp. This study distributed 160 questionnaires through Google Form to banking professionals in DKI Jakarta as the target population. The purpose of data collection was to analyse the trend of job hopping among respondents. The online survey method was chosen because of its cost efficiency and ability to reach a wider variety of responses. Respondents can submit their answers directly after completing the questionnaire. The focus of the research is on banking practitioners who are actively working in the DKI Jakarta area, Indonesia. Data collection was carried out through the distribution of questionnaires in DKI Jakarta, which was chosen as the research location considering its position as a national financial centre with the highest concentration of banks. The dynamics of high competition in the banking industry in this city create a phenomenon job hopping, thus making the collected data have a high level of relevance and accuracy for this research.

This research instrument is divided into two parts, all of which utilize a closed-ended question format. The first part focused on collecting data on the demographic profile of participants, while the second part exclusively measured the various dimensions of work attitudes. All measurement items applied a five-level Likert scale ranging from 1 for Strongly Disagree to 5 for Strongly Agree that had been adapted from various previous research instruments that had been tested for validity. This instrument consists of 32 items, the compensation variable is an adaptation of Sturges et al. (2001) and Rojikinnor et al. (2023). Then, the career development variable comes from with the adoption of items from Jena and Nayak (2023). Furthermore, employee engagement items come from Schaufeli et al. (2002) with the adoption of items from Dwidienawati et al. (2025).

4. Results

Construct validity and reliability testing aims to verify that the research tool can measure variables appropriately and remain stable. Table 1 shows the results of construct validity through the value of the loading factor and Average Variance Extracted (AVE) values in each indicator. A loading factor of more than 0.70 and an AVE above 0.50 indicates that the majority of indicators have met the requirements of convergent validity. Meanwhile, Table 2 presents the results of construct reliability using Cronbach's Alpha and Composite Reliability values. All variables in this study met the reliability standard because their values were higher than the recommended threshold.

Table 1. Construct Validity (Loading Factors and AVE)

Variable	Indicator	Outer Loading	AVE	Result
Compensation	X1 1	0.761	0.596	Valid
	X1 2	0.768		
	X1 3	0.721		
	X1 4	0.747		
	X1 5	0.841		
	X1 6	0.812		
	X1 7	0.813		
	X1 8	0.706		
	X1 9	0.772		
Career Development	X2 1	0.785	0.617	Valid
	X2 2	0.778		
	X2 3	0.799		
	X2 4	0.826		
	X2 5	0.779		
	X2 6	0.783		
	X2 7	0.779		
	X2 8	0.727		
	X2 9	0.796		
	X2 10	0.798		
Employee Engagement	Z1 1	0.740	0.579	Valid
	Z1 2	0.766		
	Z1 3	0.817		
	Z1 4	0.786		
	Z1 5	0.772		
	Z1 6	0.842		
	Z1 7	0.723		
	Z1 8	0.728		
	Z1 9	0.778		
Job Hopping	Y1 2	0.753	0.598	Valid
	Y1 3	0.722		
	Y1 4	0.702		
	Y1 5	0.858		

Table 1 presents the results of testing the validity of the indicators through the outer loading and average variance extracted (AVE) values for four research variables, namely Compensation, Career Development, Employee Engagement, dan Job Hopping. All indicators show an outer loading value above 0.70, which indicates that each indicator has a strong contribution to the construction of its respective variables. The AVE value for each variable was also above the minimum threshold of 0.50, which was 0.596 for Compensation, 0.617 for Career Development, 0.579 for Employee Engagement, and 0.598 for Job Hopping. Based on these results, it can be concluded that all indicators in this model meet the conditions of convergent validity, which means that the instrument used is able to measure the construct well.

The results of the construct validity test revealed that all variables had a loading factor value exceeding 0.70 and an Average Variance Extracted (AVE) above 0.50. This proves that these indicators are able to measure the construct accurately and precisely. Variables such as compensation, career development, employee engagement, and job hopping have met the criteria for convergent validity, which indicates that this research instrument is reliable and valid for use in further measurements. No indicators need to be omitted as all have met the set validity standards.

Table 2. Construct Reliability

Variable	Cronbach's Alpha	Composite Reliability	Result
Compensation (X1)	0.915	0.941	Reliable
Career Development (X2)	0.931	0.930	Reliable
Employee Engagement (Z)	0.765	0.930	Reliable
Job Hopping (Y)	0.916	0.846	Reliable

Based on Table 2, all variables in this study met the strict reliability criteria with Cronbach's Alpha and Composite Reliability values consistently exceeding the limit value of 0.7 recommended by. These results indicate that all measurement indicators not only have excellent internal consistency, but also high stability in representing the measured constructs. These findings strengthen the validity of the research instrument and guarantee that the measurement of variables is performed reliably and can be replicated. Thus, the data obtained through this instrument can be relied upon for further analysis in hypothesis testing.

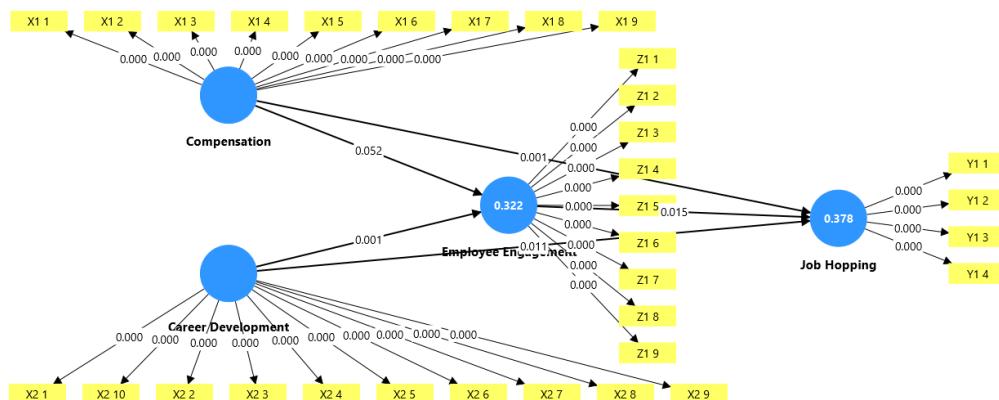
**Figure 2.** Empirical Research Method

Figure 2 visualizes a structural model that analyses employee job hopping determinants through the Partial Least Squares Structural Equation Modelling (PLS-SEM) approach. This model integrates three main exogenous variables, namely Compensation (X1) with 9 measurement indicators (X1.1-X1.9), Career Development (X2) with 10 indicators (X2.1-X2.10), and Employee Engagement (Z) with 9 indicators (Z1.1-Z1.9). These three variables affect Job Hopping (Y) both directly and indirectly. Job hopping itself is operationalized through 4 specific indicators (Y1.1-Y1.4) that represent these variables.

Table 3. The Structural Model Coefficient Analysis

Hypothesis	Std. Deviation	T-statistics	P-values
Compensation-> Job Hopping	0.131	3.307	0.001
Career Development -> Job Hopping	0.121	2.548	0.011
Employee Engagement -> Job Hopping	0.092	2.441	0.015
Career Development-> Employee Engagement	0.110	3.357	0.001
Compensation-> Employee Engagement	0.114	1.940	0.052

Based on Table 3 the results of the structural model coefficient analysis presented in Table 3 hypothesis testing revealed that most of the relationships between variables are statistically significant. In particular, the relationship between compensation and job hopping ($\beta=0.001$, $p<0.05$) and between Career development and Job Hopping ($\beta=0.011$, $p<0.05$) were both significant, supporting the

acceptance of alternative hypotheses of H1 and H2 respectively. This suggests that compensation and career development affect job hopping. Furthermore, the relationship between Employee Engagement and Job Hopping ($O=0.015$, $p<0.05$), along with Career Development and Employee engagement ($O=0.001$, $p<0.05$), both of which were statistically significant, supported the acceptance of the H3 and H4 hypotheses. However, there is one relationship that does not support the direct hypothesis. The relationship was related to compensation for employee engagement ($O=0.052$, $p>0.05$). A p-value that exceeds this threshold of statistical significance indicates that compensation has no significant effect on employee engagement. In other words, the H5 hypothesis is not acceptable in this study.

Table 4. The Structural Model Coefficient Analysis Indirect

Hypothesis	Std. Deviation	T statistics	P values
Career Development -> Employee Engagement -> Job Hopping	0.041	2.020	0.043
Compensation -> Employee Engagement -> Job Hopping	0.036	1.374	0.170

Based on Table 4 the results of the indirect path coefficient analysis in Table 4, compensation for job hopping through employee engagement does not show statistical significance ($O=0.050$, $T=1.374$, $p=0.170$), so the mediation hypothesis in this case is not acceptable in hypothesis 6. This means that employee engagement does not conclusively mediate the effect of compensation on job hopping in the context of this study. These findings indicate that while compensation can have a direct effect on an employee's decision to change jobs, it is not strong enough to form employee attachment which then impacts job hopping. Meanwhile, the indirect path of the influence of career development on job hopping through employee engagement was shown to be statistically significant ($O=0.083$, $T=2.020$, $p=0.043$). This suggests that employee engagement mediates the relationship between career development and job-hopping tendencies that are aligned with hypothesis 7. Employee engagement has been shown to mediate the influence of career development on job hopping (H7 accepted), but does not act as a mediator between compensation and job hopping (H6 rejected).

5. Discussion

This study proves the significant influence of compensation on job hopping tendencies among Jakarta banking employees, which contradicts the findings of several previous studies, which found no meaningful relationship between the two variables (Lee et al., 2023; Wider et al., 2023; Loh et al., 2024). Data analysis confirmed that compensation was statistically significant in predicting job hopping (H1 received), a finding that reflects the specific characteristics of the banking labour market in DKI Jakarta. These findings gained strong theoretical support through Herzberg's Two-Factor Theory. Although compensation including salary and benefits are classified as Factor Hygiene that does not directly create job satisfaction, the inadequacy can actually trigger dissatisfaction and encourage employees to change companies (Larasati, 2020). In other words, the more adequate compensation an employee receives, the lower their tendency to do job hopping. Implicitly, fair, decent, and competitive compensation can serve as an effective retention mechanism. When employees feel their financial rewards are commensurate with contributions and expectations, job satisfaction and security increase and the desire to seek opportunities outside the company decreases. Thus, compensation is not only about meeting basic needs, but also a key strategy in building workforce loyalty and stability.

In addition, research proves that there is a significant influence of career development on the tendency of job hopping among banking employees in DKI Jakarta. These findings are in line with several previous studies (Lee et al., 2023; Wider et al., 2023; Kusuma et al., 2024). Although the direction and power of influence may vary depending on the industry context and demographics of the workforce. Data analysis confirms that career development is statistically significant in predicting a decrease in job hopping tendencies, reflecting the importance of professional growth opportunities in retaining employees in the banking sector.

Employee engagement significantly affects job hopping, aligning with prior findings (Abdul & Amruloh, 2025). This study confirms that H3 is accepted, showing engagement influences an employee's decision to stay or leave, depending on organizational context and perception. According to Herzberg's Two-Factor Theory, engagement stems from both motivating achievement, self-development and hygiene factors compensation and work conditions. Without fulfilling both, dissatisfaction may occur, triggering job hopping. Thus, engagement must be supported by a healthy work system to serve as an effective retention strategy.

Furthermore, career development for employee engagement obtained significant results (H4 accepted). Consistent with the findings of a number of previous studies, career development has been shown to have a significant influence on employee engagement (Elegbe, 2020; Yuniawan et al., 2021; Muchibi, 2022; Pangaila et al., 2024; Dwidienawati et al., 2025; Afrianty et al., 2025). Although the strength and form of influence can vary depending on the industrial sector and the dynamics of the work environment. These findings are in line with Herzberg's Two-Factor Theory, which classifies career development as a motivating factor, an element that intrinsically drives job satisfaction and employee engagement. When individuals feel they have the opportunity to grow and develop within the organization, they tend to show a higher commitment to their work.

The next variable is the effect of compensation on employee engagement. In this study, the results were not significantly affected (H5 was rejected). The statement is in line with Elegbe (2020) which shows that compensation has no significant effect on employee engagement. These findings emphasize the importance of a holistic HRM strategy that balances competition, career development opportunities, and increased employee engagement. HR should design retention systems based on both intrinsic and extrinsic needs to reduce job turnover and build long-term loyalty in the banking industry.

6. Conclusion

This study confirms that compensation, career development, and employee engagement significantly influence job hopping behaviour among banking employees in DKI Jakarta. Compensation serves as a hygiene factor in Herzberg's Two-Factor Theory, directly reducing the tendency to switch jobs, while career development reduces job hopping both directly and indirectly through increased employee engagement. These findings underscore the need for a holistic employee retention approach that combines financial incentives with meaningful opportunities for professional growth. Moreover, employee engagement plays a crucial mediating role between career development and job hopping, highlighting its importance in shaping long-term employee commitment.

From a practical perspective, these results offer valuable insights for HR practitioners in the banking sector. Transparent and competitive compensation structures must be complemented by structured career development programs to effectively retain talent. Investment in employee development not only enhances engagement but also builds loyalty, reducing the likelihood of voluntary turnover in a highly competitive labour market. For policy-makers and organizational leaders, prioritizing these areas can strengthen workforce stability and productivity.

Theoretically, this study reinforces Herzberg's framework by illustrating how both hygiene and motivational factors interact to influence job retention outcomes. It also extends the understanding of employee engagement as a dynamic mediator that links intrinsic motivation with behavioural outcomes such as job hopping.

However, the study is limited by its geographic and sectoral scope, focusing solely on banking employees in Jakarta and employing a cross-sectional design that restricts causal interpretation. Future research should adopt a longitudinal approach and expand the sample across industries and regions to validate and enrich these findings. Incorporating additional variables like work-life balance, job satisfaction, and organizational culture is also recommended to develop a more comprehensive model of job-hopping behaviour.

References

Abdul, D., & Amruloh, G. (2025). Pengaruh Employee Engagement Dan Work Life Balance Terhadap Job Hopping Pada Kalangan Generasi Milenial di Kabupaten Purwakarta. *Jurnal Manajemen Bisnis Dan Kewirausahaan*, 14(1), 30–42.

Afrianty, T. W., Utami, H. N., & Sasmita, E. E. (2025). Linking servant leadership and career development to employee voice behaviour through engagement and commitment: evidence from State Polytechnics in East Java, Indonesia. *Cogent Business & Management*, 12(1), 238–254.

Yuniawan, A., Filatrovi, E. W., & Arraniri, I. (2021). Generation Z and organizational citizenship behavior of sharia banking. *Jurnal Siasat Bisnis* 34(3), 131–141.

Al-Sulaiti, H. M. M. S. & K. I. A.-S. I. (2023). Emotional Exhaustion, Organizational Commitment, and Job Hopping in The Banking Sector: A Mediation Analysis Approach. *Journal of Excellence in Management Sciences*, 2(2), 44–61.

Alnehabi, M., & Al-Mekhlafi, A.-B. A. (2025). Exploring the influence of the critical factors on intentions of employee turnover in the banking segment: A comprehensive mediating analysis. *BMC Psychology*, 13(1), 187.

Dayona, G. (2017). The effects of training and compensation on work satisfaction and its impact on work motivation (survey on the employees of national private banks of West Java regional office in Bandung). *International Journal of Economic Research*, 14(17), 247–253.

Putri, M., Munawarsya, M., & Santika, S. (2024). The Effectiveness of Human Resource Management in Improving the Quality of Madrasah Aliyah Nurul Muttahidah Pinotu. *IDARAH: Jurnal Pendidikan dan Kependidikan*, 8(1), 79–94.

Deti, R., Qisthi, A. I., & Yusuf, R. (2023). Fenomena Job Hopping Pada Generasi Milenial di Kota Bandung. *INOBIS: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 7(1), 65–74.

Dewantar, W. R. I., & Suardana, B. R. (2025). The Effect of career development and compensation. *Systematic Reviews in Pharmacy*, 11(3), 421–428.

Dhanapal, S., Manickam, G., Vashu, D., Mohd Alwie, S. binti, & Bee Hwa, E. T. (2013). Identifying Trends in Job Hopping in Private Institutions of Higher Learning. *International Journal of Management & Information Technology*, 3(3), 70–80.

Dwidienawati, D., Ratnasari, E., Nugraha, I., Maharani, A. L. F. I. R. A., & Arsan, M. (2025). The influence of well-being, empowering leadership, and career development on work engagement in generation Z in Indonesia. *WSEAS Transactions on Business and Economics*, 22(4), 32–47.

Elegbe, J. A. (2020). Managing Employee Engagement. *Talent Management in the Developing World*, 2020(4), 93–116.

Jena, L., & Nayak, U. (2023). Organizational career development and retention of millennial employees: role of job satisfaction, organizational engagement and employee empowerment. *International Journal of Organization Theory and Behavior*, 26(2), 115–131.

Jide, S., Qi, N., & Liangfa, S. (2015). Analysis on Current Situation and Development Trend of Construction Worker's Occupational Mobility. *The Open Construction and Building Technology Journal*, 9(1), 303–310.

Jindal, P., & Mohsin, S. (2017). Employee Engagement; Tool of Talent Retention: Study of a Pharmaceutical Company. *SDMIMD Journal of Management*, 8(2), 7–16.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.

Kasa, M., Kichin, S., Hassan, Z., Poh, S., & Ramli, N. (2023). Human Resource Practices, Organisational Commitment, and Turnover Intention Among Bank Employees in Sarawak, Malaysia. *Asian Academy of Management Journal*, 28(2), 275–307.

Kosali, A. Y. (2023). Pengaruh Pelatihan dan Pengembangan Karir terhadap Kinerja Karyawan dengan Komitmen Organisasional sebagai Variabel Intervening di PT Syntronic Indonesia. *JIIP - Jurnal Ilmiah Ilmu Pendidikan*, 6(2), 1341–1345.

Kusuma, N., Septianna, A., & Ratnasari, S. (2024). Pengaruh Kepuasan Kerja Dan Pengembangan Karir Terhadap Job Hopping Intention Pada Karyawan Generasi Milenial di Kota Palembang Pada Industri Makanan Ringan. *Forbiswira Forum Bisnis Dan Kewirausahaan*, 14(1), 89–97.

Larasati, A., & Aryanto, D. B. (2020). Job-hopping and the determinant factors. *International Journal of Management & Information Technology*, 3(3), 54–56.

Lee, P. X., Al-Ainati, S., Alahmad, F., Senathirajah, A. R. B. S., Isa, M. B. M., Haque, R., & Samy, H. (2023). Factors Impacting Job Hopping Behaviour Among Finance Professionals: Towards Improving Employment Policy. *International Journal of Operations and Quantitative Management*, 29(2), 360–377.

Loh, Q. G., Wider, W., Chong, Y. K., Jiang, L., Udang, L. N., & Tanucan, J. C. M. (2024). Job-hopping behaviour in the engineering sector in Penang Malaysia. *Journal of Infrastructure, Policy and Development*, 8(8), 1–16.

Muchibi, W. M., Mutua, S. M., & Juma, D. (2022). Influence of career development on employee engagement in the public health sector in Kenya. *International Academic Journal of Human Resource and Business Administration*, 4(1), 297–327.

Munasinghe, L., & Sigman, K. (2004). A hobo syndrome? Mobility, wages, and job turnover. *Labour Economics*, 11(2), 191–218.

Nguyen, H. P., & Le, H. N. (2022). Determinants of job-hopping behavior: the case of information technology sector. *International Journal of Law and Management*, 64(3), 308–320.

Oentaryo, R. J., Lim, E. P., Ashok, X. J. S., Prasetyo, P. K., Ong, K. H., & Lau, Z. Q. (2018). Talent Flow Analytics in Online Professional Network. *Data Science and Engineering*, 3(3), 199–220.

Pandey, D. L. (2019). Job Hopping Tendency in Millennials. *NCC Journal*, 4(1), 41–46.

Pangaila, G., Lengkong, V. P., & Palandeng, I. D. (2024). Pengaruh Hubungan Kerja Pengembangan Karir dan Keadilan Organisasi terhadap Employee Engagement pada Kantor Otoritas Bandar Udara Wilayah VIII Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 12(01), 828–838.

Panjaitan, B., Kosasih, & Djogo, O. (2020). The Effect of career development and compensation. *Systematic Reviews in Pharmacy*, 11(3), 421–428.

Philip, N. (2017). Job-Hopping: Does it benefit or detriment careers? *Human Resource Management Journal*, 7(4), 71–82.

Pranaya, D. (2014). Job-hopping—an analytical review. *International Journal of Research in Business Management*, 2(4), 67–72.

Rojikinnor, R., Gani, A. J. A., Saleh, C., & Amin, F. (2023). The Role of Compensation as a Determinant of Performance and Employee Work Satisfaction: A Study at The PT Bank Rakyat Indonesia (Persero) Tbk. *Journal of Economic and Administrative Sciences*, 39(4), 943–956.

Saleem, S., & Qamar, B. (2017). An investigation of the antecedents of turnover intentions and job hopping behavior: An empirical study of universities in Pakistan. *South Asian Journal of Business Studies*, 6(2), 161–176.

Schaufeli, W. B., Marisa Salanova, & Vicente González-Román And Arnold B. Bakker. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Physical Review E - Statistical Physics, Plasmas, Fluids, and Related Interdisciplinary Topics*, 63(2), 5–18.

Sharma, M. (2017). Studying employer factors having impact job hopping practices in IT industry. *Journal of Management Value & Ethics*, 8(9), 66–74.

SideHustles.com Experts (2023). *Job Hopping for Extra Income*. Retrieved May 24, 2025 from <https://sidehustles.com/job-hopping-for-extra-income/>

Sturges, J., Guest, D., Conway, N., & Davey, K. M. (2002). A longitudinal study of the relationship between career management and organizational commitment among

graduates in the first ten years at work. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(6), 731-748.

Tan, T.-H., & Amna, W. (2011). Herzberg'S Motivation-Hygiene Theory and Job Satisfaction in the Malaysian Retail Sector: The Mediating Effect of Love of Money. *Asian Academy of Management Journal*, 16(1), 73-94.

Tetteh, I., Spaulding, A., & Ptukhina, M. (2021). Understanding the job-hopping syndrome among millennial employees in the U.S. food and agribusiness sector: a national survey. *International Food and Agribusiness Management Review*, 24(1), 89-104.

Tran, T. T., Nguyen, T. T., & Nguyen, N. T. (2025). Determinants influencing job-hopping behavior and turnover intention: An investigation among Gen Z in the marketing field. *Asia Pacific Management Review*, 30(2), 298-311.

Wider, W., Mastura, S., Abu Bakar, S., Dzulkalnine, N., Saad, A., Wadhiha, M., Fauzi, M., Zhao, &, Ong, H., Puncak, A., & Selangor, M. (2023). Factors influencing Job-hopping Behaviour in Malaysian Construction Sector. *Journal for Re Attach Therapy and Developmental Diversities*, 6(10s2), 2589-7799.

Zahari, A. E., Supriyati, Y., & Santoso, B. (2020). The Influence of Compensation and Career Development Mediated Through Employee Engagement Toward Turnover Intention of The Permanent Officers Employees at The Head Office of PT Bank Syariah Mandiri. *Journal of International Conference Proceedings*, 3(1), 22-40.

Zeb, A., Goh, G. G. G., Javaid, M., Khan, M. N., Khan, A. U., & Gul, S. (2023). The interplay between supervisor support and job performance: implications of social exchange and social learning theories. *Journal of Applied Research in Higher Education*, 15(2), 429-448.

Acknowledgment

We gratefully acknowledge the contributions of individuals who supported the completion of this article.

Funding Information

This research did not receive any funding.

Conflict of Interest Statement

The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



Copyright: © 2025 by the authors.

This work is licensed under the terms and conditions of the Creative Commons Attribution-ShareAlike 4.0 International License (<https://creativecommons.org/licenses/by-sa/4.0/>).