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Gen Z Workforce and Job-Hopping Intention: A Study among University Students in Malaysia

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Abstract

Recruiting and retaining top talents are crucial for firm competitive advantage. However, job hopping behaviour has become a significant problem for HR practitioners. In Malaysia, job hopping trend among Generation Z has led to a high turnover rate. It causes damages as firms must endure a significant loss in both financial and non-financial costs. This phenomenon is contributed by several factors that spur them to leave their current employment for other job opportunities. This study has twofold objectives namely: to investigate the relationship between motivational factors and job-hopping intention among Gen Z, and to determine which motivational factors that have significant influence on job hopping intention among Gen Z. This research applied a quantitative method via survey. The items of the questionnaire were adopted from past studies that employed similar instruments that links the job-hopping intentions among Gen Z. Validity and reliability tests had been conducted to test the variables. Data was gathered from 369 respondents who are currently enrolled in public and private universities in Malaysia. Inferential analysis was performed to examine the relationship and influence between motivational factors and job-hopping intention among Gen Z. This study found that both intrinsic and extrinsic factors have significant relationships with job hopping intention among Gen Z. Findings reveal that only four factors have significant impacts on job hopping intention among Gen Z; and achievement factor was found to be the most influential factor in predicting job hopping intention among Gen Z. This study provides insight to government, researchers and organization on the issue related to human resource problem and the possible key factors to motivate and retain them from leaving their current employment. This study enables the organization to find suitable solutions to retain the Gen Z professionals that possess excellent skills and experience for a future growth of the company.

Keywords: Job Hopping, Generation Z, Salary and Benefits, Interpersonal Relationships, Working Conditions, Recognition, Career Advancement, Achievement.

Introduction

This article presents a study on the relationship and influence of intrinsic and extrinsic motivational factors on job-hopping intention among Gen Z. This is because job hopping has emerged as a significant social workplace trend nowadays (Rivers, 2018). Larasati and Aryanto

(2020) highlight that job hopping is not a new phenomenon in the workforce. It has existed since the early industrial era. In recent decades, job hopping activities in the workforce have mostly been associated with younger generation employees. Gaidhani et al (2019) expected that more than 30% of Gen Z (those born after 1995) are projected to begin their first forays in the workforce by year 2020. Since Gen Z's have started to hunt for employment, job hopping issue has become one of the concerning matters to the employers and brings about significant transformations in the future workforce. As the business world today is changing rapidly with the involvement of Gen Z as the newest generation in the industry, recruiting and hiring the finest employees who are suited for the organization is a difficult task, especially for HR practitioners. While much of the firm was successful in hiring young people who met the job requirements, retaining top talent in the organization is proven to be even tougher and very challenging task for HR practitioners.

Yuen (2016) argues that it is difficult for an organization to retain and sustain their valuable employees who possess high skill and experience in their work fields. This barrier encourages some problems to emerge automatically and grants an unnecessary impact on the organization from the occurrence of the job-hopping phenomenon. Moreover, the organization also suffers from financial and non-financial costs as a result of high turnover rates in the company. Turnover is costly to the company. A study by Belete (2018) found that employees' turnover has a strong influence on the performance, quality of the products, services, and profitability of the company. Haider et al (2015) concur that organization not only has to incur financial losses, but also other employee's motivation and productivity are greatly affected if there is a high turnover rate in the organization. Selvanathan et al (2019) highlighted that some of the employers remain cautious in recruiting job hoppers in their company. This is because these types of individuals are likely to change jobs again in the future and may bring important information, skills, and expertise to the new organization, which may indirectly damage the current organization. Job hopping impact to organization goes beyond money, time, and resources.

In Malaysia, the Ministry of Human Resource highlighted that the trend of job hopping among younger employees was critically serious which led to the problem of higher turnover rate (Ghazali et al., 2018). A study by Ghazali et al (2018) revealed that since 2009 to 2011, the percentage of turnover rate among Malaysian workforce had escalated from 10% to 15.9% respectively which was greatly caused by the rising of the job hopping activities among employees. The tendency of workers engaging in job hopping activities in Malaysia has increased over the years, which is critically concerning and should be taken more seriously by employers. Moreover, Rong (2015) mentioned that a prior survey conducted towards university graduates revealed that approximately 57% of the respondents agreed that they would remain on the same job in less than three years before deciding to change to another career. Malaysia will hardly face the talent shortage and talent crunch problems in the industry, if this issue is not taken care of delicately (Queiri et al., 2015). Interestingly, Gen Z appear to be more flexible, technological savvy, self-reliance, demand for personal freedom, self-directed and materialistic (Gaidhani et al., 2019), and their work preferences are differ from other generations. It is irrefutable that Gen Z are not afraid of hopping and switching their job frequently throughout their career tenure ship as their skills and abilities are highly needed in the industry.

Therefore, the employers are urged discover the key factors that inspire their younger cohort employees to stay longer while also preventing frequent job hopping in the organisation. It is essential for the company to carefully understand what can motivate their

employees at the workplace. Despite the fact that there are quite a number of empirical studies conducted on job hopping in Malaysia (Hemdi et al., 2018; Rasli et al., 2017), the study of job hopping behaviour among Gen Z is still understudied in Malaysia. There is a lack of empirical evidence to prove and support the claim that being the younger generation, Gen Z are prone to change their job frequently in the workplace. The problem of high turnover rate particularly among younger generation employees is becoming one of the most pressing concerns confronting many organizations and employers today. Consequently, it is vital for the employers to identify and understand the preferences of Gen Z employees in the workplace. This is to ensure organizations can come out with good retention strategies while reducing the rate of job hopping among younger generations. Therefore, the purpose of this study is to determine if there is any relationship between intrinsic and extrinsic motivational factors and job-hopping intention among Gen Z and to identify the predictor of intrinsic and extrinsic motivational factors that could influence Gen Z intention in job hopping in Malaysia.

Literature Review

This study defines job hopping as the behaviour of regularly shifting jobs or employment for another available job opportunity. Philip (2017) views job hopping as an attitude or behaviour where the workforce or employees exchange their current job for another job due to several rational motives; a practice of switching a job frequently to advance their career, quick financial gain or it can be a situation when the employees decided to change their job without any specific reasons. Meanwhile, Larasati and Aryanto (2020) see job hopping a pattern of moving out from the current organization for every one to two years which is associated with an employee's own decision rather than being dismissed by their current employer.

Agarwal and Vaghela (2018) revealed that the upcoming workforce will face a drastic change due to the involvement of Gen Z in the workplace. In average, the amount of time spent per job by Gen Z is approximately 1.2 years and cross examination of job hopping trends related to Gen Z for the past five years showed that they have held 2.4 jobs respectively (LiveCareer, 2018). It appears that Gen Z employees tend to have a proclivity for changing their current employment and hopping from one job to another for a short period of time. Decembrele (2018) affirmed that young professionals among Gen Z employees tend to change their jobs three times higher than other generations in the workplace. These younger generation are said to have high confident that they can change careers easily without fear of losing anything because their talents and abilities are highly needed in the industry, especially in areas pertaining to the advancement and adoption of latest technology.

Past studies show several factors that motivate younger generations in deciding to change their current job for other job opportunities available in the market. Insight on both intrinsic and extrinsic motivational factors that contribute towards the phenomenon of Gen Z intention to do job hopping are explained in the following subsections.

Salary and Benefits

Past studies indicate that extrinsic factors such as salary and benefits are the most important factors to be considered during the selection of a job (Philip, 2017; Yuen, 2016; Haider et al., 2015; Hoang, 2021; Jules, 2017; Krishnan, 2012; Pandey, 2019; Larasati & Aryanto, 2020). A competitive salary offered by the organization is cited as the most critical aspect in regards to job hopping activities (Philip, 2017). People are frequently changing their job or jumping from

their current job to another mainly due to the higher salary and better monetary rewards offered by other companies; thus the economic needs of the employees can be satisfied (Yuen, 2016). Realizing this, Haider et al (2015) asserted that among the key strategies applied by the organization to effectively attract and keep their best personnel is by offering attractive remuneration or payment. A study conducted by Hoang (2021) emphasized that job hopping activity allows an individual to increase their current salary and earn higher financial profits throughout their career. Krishnan (2012) asserted that people switching and changing their company due to the higher payment and a good employment prospect offered by other companies. It further concurs by a report by Human Resource Online (2015) indicates, 83% of Malaysian workforce had chosen salary as their most priority when attempting to do job hopping (Jules et al., 2017). Pandey (2019) also found that one of the main reasons employees opted to pursue or seek better job opportunities was due to poor salary they earned from their current company. Moreover, Larasati and Aryanto (2020) also agreed that better pay offered by other companies does influence employees to do job hopping. Salary and benefits can influence the behaviour of the employees in determining whether they want to stay or leave their current company.

Nonetheless, several previous research indicates a contradictory findings that salary and benefits are not the primary motivators for employees in deciding to leave the organization (Chin, 2018; Agarwal & Vaghela, 2018). Chin (2018) found that salary and benefits have no significant relationship with employees' turnover intention in Malaysia. Agarwal and Vaghela (2018) also argued that Gen Z employees tend to be less motivated by money compared to other generations in the workplace. This implies that monetary factors such as low salary and benefits offered by an organization to their employees do not affect employees' decision to leave their current position for another job. Therefore, it is prudent for the employers to identify whether financial factor does motivate and drive Gen Z employees to stay longer in the company as obviously people have different perception and needs in their life. Based on the discussion, hypothesis 1 is developed namely H1: There is a significant relationship between salary benefits and job-hopping intention among Generation Z.

Interpersonal Relationships

Interaction and social communication between employers and employees in the workplace are vital to enable them to pursue and reach the same organizational goals (Dalimunthe et al., 2017; Adil & Awais, 2016; Sharma & Mittal, 2017; Pandey, 2019; Havlíček et al., 2018; Agarwal & Vaghela, 2018; Chillakuri, 2020). Dalimunthe et al., (2017) assert that an effective communication and good leadership can help to build a strong interpersonal relationship in the company; and good relationship among workers can lead to high job satisfaction, increase in productivity, and improve employee's retention. Adil and Awais (2016) believed that an effective interpersonal relationship between employer and employees is essential in the workplace. Their study found that there is a positive relationship between interpersonal relationships and employee turnover intention in the workplace. Thus, this results in higher performance, increase job satisfaction, and reduce the number of turnover intentions in the company. Sharma and Mittal (2017) are of an agreement that interpersonal relationships have a significant relationship with job hopping rates in the organization and regarded as an important component that assists to retain employees in the organization. They further suggest for an organization to pay attention on improving the relationships among employees to combat number of turnover rates. Furthermore, a study

conducted by Pandey (2019) found that the professional relationship with superior and colleagues in the workplace have a significant relationship between the intention of job hopping and employees leaving their current employment. A study by Society for Human Resource Management (2015) on job satisfaction and job engagement in the organization, found that 40% of the employees' desire to have a good relationship with their colleagues in the workplace and 53% think that the relationship with immediate supervisors helps to retain the employees.

In addition, a research by Havlíček et al (2018) revealed that Gen Z valued work relationships as well as the workplace interaction in the company. Their study also signals that Gen Z prefers to have a close relationship, open communication between employer and employees and expect regular feedback from his or her superiors. This appears to demonstrate that when an individual succeeds in developing strong relationships with their superiors or co-workers in the workplace, they are more likely to be satisfied and motivated with their job, resulting in an increase in loyalty. Agarwal and Vaghela (2018) also concur that Gen Z valued good relationships with co-workers and the importance of work in a team. Besides, Chillakuri (2020) further supports that Gen Z employees value in-person relationships in which they expect their managers, seniors and colleagues to help in providing necessary guidance for them to successfully complete their jobs. In the recent business world, the emergence of digitalization and adoption of the latest technology has led to a change in the way employees interact with each other in the company. As we all are aware, one of the traits of Gen Z is they are extremely tech-savvy. The advancement of the technology made it easier for workers to have an interaction and connection at their convenience (Chillakuri, 2020). Thus, it is important for the organization to identify how they can improve employee's interaction in the workplace. The absence of good interpersonal relationships will increase the probability of big misunderstanding among workers and uncertainties in the work environment. Therefore, it is essential for the organization to create a harmonious relationship and maximize engagement between employer and employees in the company to avoid any congruence in the future and reduce the number of turnover rates. As such, hypothesis 2 is developed namely:

H2: There is a significant relationship between interpersonal relationships and job-hopping intention among Generation Z.

Working Conditions

Review of past study indicates the importance of working conditions to the employee wellbeing and their loyalty to the organization (Baldonado, 2018; AlBattat & Som, 2013; Markey et al., 2012; Ghazali et al., 2018; Rivers, 2018; Ahmad et al., 2018; Kodithuwakku et al., 2018; Larasati & Aryanto, 2020). For instance, a study by Markey et al. (2012) claimed that a good workplace has a significant impact on the intention to quit among the employees in the company. They also found that low levels of stress in the workplace helps to reduce the number of turnover rates which makes them appreciate the management better. When the stress level is high and the workloads are unbearable for the employees to handle, it will indirectly increase the probability of the employees to seek other jobs (Markey et al., 2012). The same wave length shared by AlBattat and Som (2013) that working environment is one of the factors that leads the workforces to seek other available job opportunities and employment in other industries. Workforces tend to choose work that offers high safety, a good environment, and better working conditions.

In a more recent study, Baldonado (2018) claimed that creating a suitable working condition is one of the best strategies to elevate job satisfaction among Gen Z employees; thus, calls for employers to rethink and re-design a safe, enjoyable, and comfortable working environment that emphasizes on Gen Z employee's preferences and lifestyles so that they can effectively motivate and retain their top talent employees for a long period of time. The same opines by Ghazali et al (2018) that stressful environment which made them unable to cope with stress and pressure in completing their jobs correlates significantly with the intention to do job hopping among employees. A study by Rivers (2018) revealed that employee turnover can happen due to stress and burnout; thus a pleasant working condition and jobs with a high safety and security environment is highly preferred. This argument is consistent with findings by Ahmad et al (2018) that most Malaysian youth are reluctant to work in the 3Ds sector (Dirty, Dangerous and Demeaning) due to poor and discouraging working conditions. Moreover, Kodithuwakku et al (2018) concur that creating a positive working environment enables the organization to unleash the potential of their employees. An undesirable working environment such as stress in the workplace was found to be a predictor of turnover intention in the workplace (Larasati & Aryanto, 2020); thus urged the tendency for the employees to hop for other jobs that can offer them a better company environment. It is beyond doubt that the employees feel more motivated and satisfied if they can spend their time to complete their tasks in better work environments. This signals to the employer to ensure the working environment needs to be taken care of to avoid talented employees from leaving the company. Hence, hypothesis 3 is formulated namely H3: There is a significant relationship between working conditions and job-hopping intention among Generation Z.

Recognition

Numerous scholars (Harrison, 2013; Ghazali et al., 2018; Hemdi et al., 2018; Rasli et al., 2017; Dhanapal et al., 2013; Hemdi et al., 2018; Amoatema & Kyeremeh, 2016; Tessema et al., 2013; Ghazali et al., 2018; Rasli et al., 2017; DaVinci, 2019) claimed that recognition can be used by the organization as a key remedy for an employee's retention plan. The employees feel appreciated if their hard effort is rewarded and recognised. Harrison (2013) agreed that appreciation is an essential to the human need. Workers frequently acknowledge appreciation in the workplace by receiving recognition for their outstanding job, which demonstrates that their effort is being valued. Moreover, one of the most effective forms of recognition is by praising the employees for their hard work and fostering a supportive culture in the workplace (Amoatema & Kyeremeh, 2016). Employees who accept appreciation or being recognized incline to be more optimistic about their ability and capability to contribute in the organization (Tessema et al., 2013); thus insisted recognition as one of the most key motivators and effective reward practices to be applied by the employer in the company. People wanted to feel appreciated, and the recognition received increase productivity and escalate their job satisfaction. Employee recognition must be cultivated as a workplace culture in effort to minimize the company's turnover rate. When superior or co-workers recognize their accomplishment, it makes them feel a lot better at work and prolong their chances to stay longer in the organization.

Recognition being the intrinsic factor motivates and influence employee whether or not to engage with job hopping (Ghazali et al., 2018; Rasli et al., 2017; DaVinci, 2019). A study by Rasli et al. (2017) confirmed that less recognition given to the employees contributes towards job dissatisfaction in the company. They found that 79.3% of the respondents agreed that

recognition has a direct impact on deciding job hopping among workers in the company. In agreement with this point it seems that the tendency for people or workers to move from one company to another is high when there is no praise given to them for all good work done. Ghazali et al (2018) also affirmed that recognition has great potential to elevate employee's job attachment to the company; and shows an organization's affection commitment to their employees. DaVinci (2019) works on Gen Z and work recognition found that employers can improve retention among Gen Z employees by helping them to achieve "Personal Fulfilment". The study also emphasized that 79% of the younger employees agreed that increasing recognition rewards in the company will make them more loyal to the organization (DaVinci, 2019). Recognition boosts their motivation to work harder and enhance job satisfaction. Hence, hypothesis 4 is formulated namely H4: There is a significant relationship between recognition and job-hopping intention among Generation Z.

Career Advancement

Review of literature (Dhanapal et al., 2013; Philip, 2017; Pillai & Naveenan, 2017; Fratričová & Kirchmayer, 2018; Ghazali et al., 2018; Rivers, 2018; Decembrele, 2018; Alias et al., 2018; Russell, 2019; Nintex, 2019) points out that one of the most critical aspects in ensuring employee's loyalty is by offering career advancement or opportunities for growth in the company. For instance, Dhanapal et al (2013) stated that people who would often move or change jobs from one to another not only want to obtain a quick financial gain but also want to expand their career prospects in their field of interest. Philip (2017) attested that as many perceived that job hopping as a negative behaviour in the workforce, yet it also brought countless beneficial outcomes such as improvement in employee's career path, experience, and career advancement. Most of the people who commit job hopping activities wanted to secure their career growth and achieve the intended result throughout their profession (Philip, 2017). Fratričová and Kirchmayer (2018) asserted that career advancement has a positive influence towards Gen Z at the workplace. This is because career advancement is considered as a motivation driver that can improve job satisfaction for Gen Z. This further supported by Ghazali et al (2018) who found career development as one of the most prominent factors which contribute to employee turnover and job hopping intention in the workplace. In addition, Rivers (2018) also admitted that the availability of advancement opportunities helps workers in achieving their career goals as well as confirming a rapid promotion.

A study conducted by Pillai and Naveenan (2017) discovered that career advancement and job hopping intention among employees in the workplace is significantly interrelated. It appears to be that the employees tend to stay longer if the organization can provide them with opportunities for professional growth and career advancement. On the other hand, Decembrele (2018) stated that approximately, 40% of Gen Z workers believe that among the factors influencing their decision to remain in their present company is due to opportunities for growth and progression in their career life. This is also consistent with the findings by Russell (2019) that found 34% of Gen Z agreed that they were motivated by professional advancement rather than salary offered in searching for employment in the market. This shows that Gen Z, has their own expectations for their career progression in deciding to accept or reject certain job offers. Moreover, Alias et al (2018) mentioned that most people who are trying to find a job will seek for anything that could allow them to advance in their career. This idea is likely to show that career advancement has an influence on why people commit on job-hopping in searching for better employment opportunities. Likewise, in a

survey conducted by Nintex (2019) which featured the insights of the current and future Gen Z employees in the workforce mentioned that newest employees desired for their efforts to be quickly rewarded. Therefore, it is fundamental for employers to invest in incremental career growth of their Gen Z's employees. As such the following H5 is formulated namely H5: There is a significant relationship between career advancement and job-hopping intention among Generation Z.

Achievement

Large number of studies found achievement as one of the most influential intrinsic motivation factors on the intention of employees to seek new employment (Rasli et al., 2017; Shahid, 2018; Metz, 2018; Baldonado, 2018; Agarwal & Vaghela, 2018; Kirchmayer & Fratričová, 2018; Holopainen & Suslova, 2019; Schroth, 2019; Larasati & Aryanto, 2020). Achievement is the tendency and desire to do things as well as possible (Metz, 2018). In Herzberg's Motivational Theory, achievement is the top ranked important factor that can increase job satisfaction among employees (Holopainen & Suslova, 2019). The achievement demonstrates the highest outcomes of job hopping behaviour, which most individuals believe is indispensable for them to attain personal reward for their own sake (Rasli et al., 2017). As achievement can improve job satisfaction and able to influence the employees' decision to stay working for a long time, thus organization needs to recognize achievement as a powerful tool of motivation (Shahid, 2018). Interestingly, Larasati and Aryanto (2020) argue that, in most developing countries it is rare for the employees to do job hopping or leave their current company if they are satisfied enough with their current job. This is because the devotion of satisfied employees will assure the organization to achieve organizational goals (Larasati & Aryanto, 2020).

Past studies labelled Gen Z as a generation that believed in achievement-oriented; are not afraid and willing to embrace challenging works in order to achieve success and grow professionally for their career; and expect their organization to give and assign more challenging tasks for them to expand their experience and improve their job satisfaction (Schroth, 2019). A study conducted by Metz (2018) discovered that job satisfaction and achievement motivation have statistically significant correlations in which individuals pursue success at an optimal level when they are driven by an achievement motivation factor where they will strive to achieve their goals and avoid failure. Moreover, a study by Baldonado (2018) found that achievement is one of the highest motivational factors chosen by the Gen Z's employees which can make them feel satisfied in the company if it is being fulfilled. In addition, Gen Z are more optimistic about their future and their expectation towards work is more realistic compared to other generational cohorts (Agarwal & Vaghela, 2018). It clearly indicates that Gen Z are concerned about their personal achievement in the organization as they have put an expectation in every work and tasks that they do. Kirchmayer and Fratričová (2018) in their study concur that achievement is one of the substantial factors chosen by Gen Z as their motivator which they believed that after successfully achieving any sort of work-related goal, they will feel good about themselves. Therefore, it is understandable that the younger generation places a high value on achievement and accomplishment factors when determining whether to stay or quit from the organization. As such, the last hypothesis is developed namely H6: There is a significant relationship between achievement and job-hopping intention among Generation Z.

Research Methodology

This study employed quantitative approach and data of the study was collected via questionnaires. Items of the study were adopted from several past studies, tested via pilot test, and met the reliability test where Cronbach alpha value was above the threshold of 0.7. This study employs a stratified sampling technique; involving Gen Z students aged between 18 years old to 25 years old from selected universities in Malaysia namely Universiti Teknologi MARA (UiTM) Shah Alam, Universiti Malaya (UM), Universiti Putra Malaysia (UPM), Universiti Selangor (UNISEL), International Islamic University Malaysia (IIUM), INTEC College University, and Universiti Kebangsaan Malaysia (UKM) in Klang Valley region. The Klang Valley region was selected as most universities in Malaysia are concentrated in this locality.

Pearson Correlation and multiple regression analysis were used to examine the relationship between the motivation factors and job hopping as well as motivational factors that influence Gen Z to do job hopping respectively. To determine the minimum sample size required for this research, the researcher had referred to Krejcie and Morgan (1970) table. Due to COVID-19 pandemic issue, the Malaysian government has imposed on Movement Control Order (MCO) across the country. Thus, the researcher faced a significant problem in getting the exact population of the study as all universities including the selected universities had to stop their operation for a long period of time until allowed by the Malaysian government to resume their operations. The researcher had assumed that the amount of the students in this selected universities comprises of UiTM, UM, UPM, UNISEL, IIUM, INTEC, and UKM is over 1 million. Hence, by referring to Krejcie and Morgan (1970) table, therefore, the minimum sample required in this study is 380. Questionnaires were distributed to 380 respondents. However, only 369 respondents were willing to participate in this study. The response rate of this study was 96.1%. Table 1 below summarizes the response rate gathered in this study.

Table 1

Summary of Response Rate of the Study

No.	Type of questionnaire	Amount of questionnaire distributed	Amount of questionnaire received and usable	Percentage (%) of acceptance rate
1.	Online form	380	369	96.1%
	Total	380	369	96.1%

Table 2 summarises the demographics data of the respondents. The number of female respondents is greater (251) than the number of male respondents (118). Furthermore, people who are 24 years old answered the most with 106 respondents (28.7 %) while the lowest is the respondent's aged 19 years old with 11 respondents (3.0 %). Majority of the respondents were students studying bachelor's degrees with 65.6 percent. Furthermore, the majority race was the Malay/Bumiputra (319) followed by the Chinese (29) and Indian (21) respondents respectively. Lastly, the percentage of the respondents from each university did not significantly differ. Respondents from UPM (60) students was the highest followed by UiTM (54) students. Next, the respondents from UM were recorded 53 students (14.4%) and 50 respondents were from UNISEL universities. In addition, both INTEC Education College and UIA recorded 52 (14.1%) respondents respectively. The lowest respondents (48) recorded was students from UKM.

Table 2

Summary of Respondents Profile (n=369)

Description of items	Category	Frequency	Percent (%)
Gender	Male	118	32.0
	Female	251	68.0
Age	18 years old	22	6.0
	19 years old	11	3.0
	20 years old	22	6.0
	21 years old	34	9.2
	22 years old	60	16.3
	23 years old	60	16.3
	24 years old	106	28.7
	25 years old	54	14.6
Educational Qualification	Foundation	21	5.7
	Pre-Diploma	2	0.5
	Diploma	61	16.5
	Bachelor Degree	242	65.6
	Master	41	11.1
	PhD	0	0.0
	Others	2	0.5
Race	Malay/Bumiputra	319	86.4
	Chinese	29	7.9
	Indian	21	5.7
	Others	0	0.0
Name of University	UiTM	54	14.6
	UPM	60	16.3
	UM	53	14.4
	UNISEL	50	13.6
	INTEC	52	14.1
	UKM	48	13.0
	UIA	52	14.1

Results and Discussion

Both descriptive and inferential analyses were performed to answer the following research objectives as well as to test the hypotheses developed in this study. The following sub-sections discuss the findings of the study and supported by past studies.

To determine the relationship between salary and benefits, interpersonal relationships, working conditions, recognition, career advancement, achievement, and job-hopping intention among Generation Z.

Pearson correlation was performed to determine the possible and strength of relationship between variables of the study. Table 3 above shows the result of Pearson Correlation analysis among the six variables related to the job-hopping intention among Gen Z. Details explanation for each variable was deliberated in response to the research findings presented in the preceding section.

Table 3
Results of Pearson's Correlation Analysis (n=369)

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)
(1) Job Hopping Intention	1	-	-	-	-	-	-
(2) Salary and Benefits	0.375*	1	-	-	-	-	-
(3) Interpersonal Relationships	0.308*	0.391**	1	-	-	-	-
(4) Working Conditions	0.348*	0.337**	0.552**	1	-	-	-
(5) Recognition	0.408*	0.370**	0.353**	0.356**	1	-	-
(6) Career Advancement	0.263*	0.284**	0.404**	0.418**	0.453**	1	-
(7) Achievement	0.402*	0.251**	0.373**	0.405**	0.498**	0.464**	1

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

To determine the relationship between salary and benefits with job hopping intention among Generation Z.

It was found that there is a positive and moderate relationship between Job Hopping intention and Salary and Benefits ($r = 0.375$, $p < 0.01$). This finding was supported by Ghazali et al (2018) which found approximately 83% percent of the Malaysian workers seeking job hop due to the greater salary offered to them. As a matter of fact, most employees thought that salary or compensation is considered as the top priority for them to stay longer with one company. A study by Hemdi et al (2018) demonstrates that most individuals have chosen money as their extrinsic motivation factor to switch for another job. Yuen (2016) also stressed out that job hoppers are used to switching their jobs regularly because they expected to gain desirable external rewards such as higher salary and payment. Job seekers with prior work experience believed that they were able to negotiate and bargain for a higher wage during the interview. Besides, putting emphasis on salary and benefits is believed help to retain and

prevent employees from leaving the organization (Krishnan, 2012); while Dharmawansha and Thennakoon (2014) asserted that pay or compensation has become the most significant aspect for employees when deciding whether to stay with their current employment. It was discovered that the high pay provided is helpful and beneficial in attracting the employees to work longer in the company and the benefits can be said to act as a retention method used by the employer to reduce the turnover rate in their company. Moreover, the finding also in line Iqbal et al. (2017) who affirmed that salary and benefits have a strong influence towards employees' job satisfaction and retention in a workplace. This is because the employees are driven by the rewards received and continue to contribute their talent for the benefits of the company. Thus, it can be concluded that salary and benefits is one of the extrinsic motivational factors that drive Gen Z intention to job hop.

To ascertain the relationship between interpersonal relationships and job-hopping intention among Generation Z.

The relationship between Job Hopping intention and Interpersonal Relationship demonstrates that there is a positive and moderate significant relationship ($r= 0.308$, $p<0.01$). These findings are also consistent with prior empirical studies that asserted interpersonal or formal relationships with co-workers in the workplace are the reason behind employees seeking to change their current job for better opportunities (Pandey, 2019). Moreover, Lodisso (2019) also agreed that effective interpersonal relationships have a significant influence on job engagement among employees at the workplace. The past study conducted by Kirchmayer and Fratričová (2018) stated that among the criteria of Gen Z in finding employment in the market is they want to find a job that enables them to have a good connection especially with their supervisor or superior. On the other hand, Havlíček et al (2018) also affirmed that professional connections and workplace interaction in the organization is highly favoured by Gen Z. This is because Gen Z employees anticipate close relationships, open communication between colleagues and expect frequent feedback of their performance from their supervisors (Havlíček et al., 2018). In addition, a past study conducted by Adil and Awais (2016) emphasized that a strong interpersonal interaction between the superior and the workers is critical in ensuring high job satisfaction, boosting performance and enhancing employees retention in the company. This is because interpersonal relationships and employees' turnover intentions at the workplace have a significant correlation. This viewpoint can also be supported by findings from Chillakuri (2020) in which the researcher found that Gen Z employees value in-person connections in which they expect their supervisors and colleagues to assist in giving sufficient guidance for them to successfully complete their jobs. This evidence proves that interpersonal relationships and job-hopping intention especially among Gen Z is interconnected.

To identify the relationship between working conditions and job-hopping intention among Generation Z

Based on the Table 3 above, the correlation between Job Hopping intention and Working Conditions revealed to have a positive significant, but moderate ($r=0.348$, $p<0.01$). The finding obtained is in line with what was found by AlBattat and Som (2013) that a bad working environment might raise the intention of the employees to quit from their current employment and thus contribute to the turnover rate in their company. Moreover, Raziq & Maulabakhsh (2015) affirmed that since working environment is one of the most important factors in achieving job satisfaction at the workplace, therefore, employers must be able to

create a good working environment to enhance employee motivation and commitment. Furthermore, high turnover rates in the company are caused by employees' dissatisfaction with their working environment, thus, if decent, appropriate, conducive, suitable and good working conditions is provided for the employees, the likelihood of them staying in the company is high (Hemdi et al., 2018; Raziq & Maulabakhsh, 2015; Ozkan & Solmaz, 2015). If they found the work environment and conditions did not meet their standard or preferences, they may leave their current jobs to seek for better opportunities. This finding also concur with Dhanapal et al (2013); Ali et al (2013) in which the working environment is one of the most crucial key elements in determining a decision to job hop. Poor working conditions provided by the employer will increase the motivation of the workers to take a decision to quit the company as their needs are not properly being fulfilled; increase stressful feelings, absenteeism, low commitment, and performance of the employees (Dhanapal et al., 2013). In agreement to this idea, it seems that better working conditions can help to retain the employees longer and reduce turnover rate (Ali et al., 2013). Moreover, Markey et al (2012) affirmed that the intention to leave the organization for alternative career opportunities is strongly associated with working conditions and environment. Therefore, it can be concluded that the working environment does motivate and encourage Gen Z to do job hopping as there are lot of empirical evidence that support the finding.

To examine the relationship between recognition and job-hopping intention among Generation Z

The finding indicates that the correlation between Job Hopping intention and Recognition is positive and moderate significant relationship ($r=0.408$, $p<0.01$). The finding is supported by Rasli et al (2017) where 79% of their respondents stated that lack of recognition and praise given by their employers may lead to an increase in job dissatisfaction level towards the company; and that the recognition might be a great motivator for them in deciding to change jobs. Besides boost employee's motivation in completing their tasks, recognition also acts as a major influence on employee's retention. This idea is likely to ensure the employees keep on feeling motivated and feel appreciated for all the jobs that they do. This finding is also consistent with the argument by Tessema et al (2013) in which employees' job satisfaction can be elevated by appreciating and recognizing their contribution to the organization. This is because employees who have received recognition and acknowledgement from superiors and colleagues are more likely to be motivated and enjoy working in their company longer than those who have not received recognition. A survey by Sirota Consulting Company pointed out that 51% of the employees feel appreciated and valued when given recognition by their employer for a good performance (Harrison, 2013). This evidence pointed out the significance of retaining the talented employees is by acknowledging and recognizing their best efforts for the benefit of the organization. In addition, Kirchmayer and Fratričová (2017) also highlighted that in recent decades, the younger generation employees desired to be recognized by upper management for their hard effort. They expected to be recognized for the successful work done in the organization. Another study by Kodithuwakku et al (2018) revealed that to retain and enhance job satisfaction among Gen Z employees, superiors must cultivate a culture of recognizing, complimenting and praising the best staff in their company. In addition, the company should be able to recognize employees' hard work as simple acknowledgement and praise can increase the loyalty level of the employees in the company.

To determine the relationship between career advancement and job-hopping intention among Generation Z.

As depicted in Table 3, the correlation result for Job Hopping intention and Career Advancement is ($r=0.263$, $p<0.01$), which implies positive but low significant relationship. According to Lake et al. (2017) one of the desires of job hoppers to frequently shift their employment is as a strategy for professional growth and career advancement. Moreover, Ghazali et al (2018) supported that among the reasons found that cause employees turnover and the involvement in job hopping are most prominently related opportunities for better career advancement in the company offered to them. Previous study also highlighted that the younger generation employees have high expectations towards career opportunities especially in terms of training and organizational growth (Rivers, 2018). In addition, Rivers (2018) further exclaimed that by offering non-monetary rewards such as career advancement will enable the employees in attaining their career objectives as well as assuring a fast promotion throughout their career life. More recent evidence by Fratričová & Kirchmayer (2018) highlighted that career advancement has a significant impact on Gen Z in the company. Apparently, younger generation employees believe that career advancement or professional growth might be a driving factor in their decision to stay or leave for other job opportunities. Next, Philip (2017) asserted that although some people and employers view job hopping as a bad practice in the workplace, it also has several positive consequences towards employees such as opportunities for career progression and growth. Furthermore, this is also consistent with the previous study, which revealed that job hopping intention in the organization and career advancement is positively associated (Pillai & Naveenan, 2017). This finding is also in complete agreement with previous study conducted by Sudhakaran and Senthilkumar (2019) in which the researcher implied that there was a significant positive relationship observed between employee retention and career development. Therefore, it can be concluded that career advancement is interrelated with the intention of employees leaving their current employment for competitive job opportunities.

To identify the relationship between achievement and job-hopping intention among Generation Z.

The correlation analysis for Job Hopping intention and Achievement shows a positive and moderate significant relationship ($r=0.402$, $p<0.01$). This finding is supported by Dhanapal et al (2013) that found younger employees' value achievement more than senior workers in the organization. Hemdi et al (2018) also affirmed that achievement significantly contributes to the employee's intention to leave the organization. This demonstrates that achievement in completing specific or challenging work may motivate Gen Z employees at the workplace. Rasli et al (2017) revealed that achievement was recorded as the highest contributor to job hopping behaviour in the workplace. Meanwhile, achievement was found to be one of the most powerful motivators that can increase job satisfaction among Gen Z workers (Baldonado, 2018). A study by Kirchmayer and Fratričová (2018) on Gen Z motivation at the workplace found 33.6% believed that achievement is an essential value to them; they feel good when they are able to accomplish and achieve any sort of work related-goal in the organization. Job satisfaction and achievement motivation had statistically significant connections (Metz, 2018); thus, employees who are skill hungry demanded challenging work to be given to them for their own job satisfaction (Dharmawansa & Thennakoon, 2014). This is due to mostly young employees tend to have the urge to challenge themselves to complete the challenging tasks because of the enthusiasm, passion, and spirit they have within

themselves. Hence, it reduces their probability to leave the organization as they are satisfied with their current work and able to accomplish something that they desire from their job. In addition, Iorgulescu (2016) affirmed that Gen Z is believed to be hardworking and enthusiastic employees as they valued achievement at work. Agarwal and Vaghela (2018) also justified that Gen Z is an achievement-oriented generation. It indicates that they have the desire, passion, and motivation to perform an excellent job and strive to be successful in their life.

To determine the intrinsic and extrinsic factors that influence Generation Z intention to job-hopping

Table 4
Summary of Multiple Regression Analysis Results (n=369)

Variables	Beta	t	Sig.	Collinearity Statistic	
				Tolerance	VIF
(Constant)		1.845	0.066		
Salary and Benefits	0.211	4.178	0.000	0.775	1.29
Interpersonal Relationship	0.027	0.472	0.637	0.614	1.627
Working Conditions	0.127	2.242	0.026	0.619	1.615
Recognition	0.189	3.392	0.001	0.641	1.559
Career Advancement	-0.046	-0.834	0.405	0.661	1.513
Achievement	0.215	3.874	0.000	0.646	1.548

Dependent Variable: Job Hopping Intention; R-square value = 0.283, Sig=0.000

To answer the above research objective, multiple regression analysis was performed. These findings deliberate on the factors that influence Gen Z decision to do job hopping. The findings impliedly provide the best predictions and indicators for retaining employees and reducing job hopping activities among Gen Z workforces. Based on the table 4 above, it indicates that there are four factors namely Salary and Benefits (B=0.211, $p < 0.05$); Working Conditions (B=0.127, $p < 0.05$); Recognition (B=0.189, $p < 0.05$); and Achievement (B=0.215, $p < 0.05$) that influence Gen Z intention to job hopping. The R-square effect of all independent variables on job hopping intention in model summary of regression analysis is 28.3%; in which the interactions of achievement, salary and benefits, working conditions, career advancement, recognition and interpersonal relationships have a predictive power of 28.3% towards job hopping intention. This implies that 71.7% of other factors that are not included in this study influence job hopping decisions of Gen Z workers. The result of the Multiple Regression analysis proved that achievement, salary and benefits, recognition, and working conditions have a significant influence on job hopping intention among Gen Z. Nevertheless, Interpersonal Relationship, and Career Advancement have no significant impact in predicting job hopping among Generation Z. The most contributing factor to the job hopping among Generation Z is the Achievement as the Beta value of the Achievement is higher than other independent variables of the study. The whole model of the study able to predict 28.3% of job-hopping intention (R-square= 28.3 %, sig. value = 0.000).

Based on Beta value and sig value as shown in Table 4 above, it was found that achievement is the most significant factor influencing job hopping intention among Gen Z. Generation Z think achievement is the most important factor in deciding to job hopping throughout their career. This finding is consistent with a study by Rasli et al (2017) that achievement is the most important element for them to decide on job hopping. Moreover,

Rivers (2018) could not agree more that employees' job satisfaction can be improved through achieving and accomplishing something that they desire in the organization. Individuals who are able to accomplish their tasks and are able to perform effectively are less inclined to leave their company. Schroth (2019) emphasized that Gen Z is an achievement-oriented generation, and strive for the best in completing their work to accomplish their goals. Agarwal and Vaghela (2018) also agreed that Gen Z workers are motivated by achievement; and are realistic and optimistic about their expectation of their work. Ozkan and Solmaz (2015) concur that Gen Z employees possessed high confidence attributes in themselves in which it can be interpreted that success needs to be the end result of their work done. Gen Z will feel more satisfied when they are able to achieve the desirable result of their target or goals; and will not leave and change their current employment as the need for achievement is fulfilled in the workplace.

The second influential factor is salary and benefits. It was ranked second highest that influence job hopping intention among Gen Z. This finding is supported by Philip (2017) and Iqbal et al. (2017) asserted that the organization cannot ignore factors such as salary and benefits as it can influence the employees job satisfaction. Mngomezulu et al (2015) argued that 30% of their respondents believed that monetary rewards provided by the organization can enhance their motivation compared to other factors. This means the monetary factor can help the organization to retain their employees and ensure the employees continue working in the same workplace for a long period of time. Besides, Hoang (2021) argues that one of the benefits and motivations for job hopping activities is that it allows the individual to promote their salary. A study conducted by Dharmawansa and Thennakoon (2014) also highlighted that salary is among the important influences that can impact the decision of the employees to do job hopping. Irrefutably, employees who decided to find another job are motivated and focused primarily on the salary offered. The job satisfaction of the employees can be enhanced by providing better benefits and salary and this also will result in higher retention rates in the organization (Iqbal et al., 2017). Therefore, salary and benefits factors provide accurate prediction towards job hopping intention among Gen Z.

The third influential factor is recognition and supported by Ghazali et al (2018) that found job hopping behaviour in the workplace is related with intrinsic factors such as recognition. The employees believed that their hard work and efforts needed to be recognized by their employer to increase their job satisfaction and hence stay longer in the company. The same wavelength is shared by Hemdi et al (2018) in their study where the result of a regression analysis between recognition and the intention to leave among employees were found to be significantly related; that the recognition predicts the intention of the employees to quit or stay in the company. Hee et al (2018) asserted that the recognition factor in the workplace should not be taken lightly by the organizations because it relates to employees' turnover intention. In addition, this finding is also consistent with Kodithuwakku et al (2018) that claimed recognition and appreciation received by the employees for their job done can increase the probability of employees' retention in the workplace especially among Gen Z employees. Therefore, it can be concluded that the recognition factor has a substantial relationship with job hopping intention and can be a predictor of the decision for the employees in job hopping intention.

Lastly, working conditions is also ranked fourthly and have significant influence towards Gen Z intention to job hopping. This finding is in line with what been found by Hemdi et al (2018) that the condition of the workplace has a significant relationship with the intention of the employees to leave the workforce. Thus, as argued by Jules (2017), to guarantee that

employees remain loyal to their current company and do not quit frequently, employers should create comfortable and better working conditions for their employees. Furthermore, Sudhakaran and Senthilkumar (2019) asserted that better working conditions are associated with the reasons why employees choose to leave their present organization and work for other competitors, and there is a tendency for the employees to not be willing to stay if the working conditions provided are in bad or poor conditions. Working conditions are among the important factors that can influence employee in deciding to change their current employment (Rivers, 2018); and employees decided to leave for better job opportunities because of the unpleasant and terrible working environment that they had experienced from their previous employment (Dharmawansa & Thennakoon, 2014). Having a good working environment can help the organization to retain and improve the loyalty of their employees, causing them to remain longer in the organization. This proved that working conditions can be a predictor of employees' intention to quit and leave their current organization for other job opportunities.

Despite a lot of empirical studies supporting the notion that career advancement is highly associated with the employees' decision to leave their current organization, conversely the findings of this study argued that career advancement had no significant correlations and influence on job-hopping intention. Hemdi et al (2018) in their study found that career advancement has no relation to the employees' intention to leave their organization. This suggests that the individuals who opted to quit their present employment were not motivated or affected by career advancement and opportunities to grow in the workplace. Nawaz and Pangil (2016) also asserted that not all employees agreed that career advancement can improve their job satisfaction as each person is distinct and is driven by different other factors. The finding of this study also consistent with Shrift (2016) that failed to support that the search for alternative job employment and career advancement were interrelated with each other. This evidence proves that the career advancement factor did not significantly link with job hopping intention of the employees to leave their current job and find better organization. In addition, Sharma and Mittal (2017) also supported that there is no significant influence of career growth factor and job hopping intention of the workers in the company. Yifei (2018) concur that there is no significant relationship between career growth and turnover intention in the organization. The employees believed that professional advancement was not a major motivator for them to leave their current employment and search for better opportunities available in the workforce. Hence, it can be said that the involvement of a career growth factor could not be associated with the turnover intention and influence employee decision to leave the organization. In this study, it can be concluded that career growth is not the predictor of job-hopping intention among Gen Z employees.

Interestingly, multiple regression analysis shows that interpersonal relationships have no significant impact on job hopping intentions among Gen Z. This finding is inconsistent with past studies that show good interpersonal relationships among employees in the workplace can affect the decision of the employees to stay in the organization. However, there were several past studies that shared the same results. For instance, a study by Hemdi et al (2018) found that interpersonal relationships in the workplace did not significantly predict the intention of job hopping among employees, and the employees' decision to stay longer with their organization was not affected by the relationships that they had with colleagues at work. Moreover, a study among youth by Parthiban and Mahfar (2019) found that interpersonal relationships did not have significant influence on the employees intention to leave their organization. Furthermore, Kim et al (2013) finding on the employee's turnover intention,

found that employees had realized and believed that interpersonal relationships are not important for their employment as they were previously. Thus, it can be concluded that the extrinsic component which is interpersonal relationships among employees cannot be a predictor of job-hopping intention among employees in the organization.

Table 5
Summary of Hypotheses Testing Results

Hypotheses	Result correlation	Result Regression	Remarks
H1: There is a significant relationship between salary benefits and job-hopping intention among Generation Z.	p=0.000, p<0.01	B=0.211, p<0.01	Accepted
H2: There is a significant relationship between interpersonal relationships and job-hopping intention among Generation Z.	p=0.000, p<0.01	B=0.027, p>0.01	Rejected
H3: There is a significant relationship between working conditions and job-hopping intention among Generation Z.	p=0.000, p<0.01	B=0.127, p<0.01	Accepted
H4: There is a significant relationship between recognition and job-hopping intention among Generation Z.	p=0.000, p<0.01	B=0.189, p<0.01	Accepted
H5: There is a significant relationship between career advancement and job-hopping intention among Generation Z.	p=0.000, p<0.01	B=-0.046, p>0.01	Rejected
H6: There is a significant relationship between achievement and job-hopping intention among Generation Z.	p=0.000, p<0.01	B=0.215, p<0.01	Accepted

Table 5 above shows the hypotheses testing results for H1, H2, H3, H4, H5 and H6 of the study. Both correlation and regression values were inspected before decision is made whether to accept or to reject the hypotheses. It was found that out of six (6) independent variables, only four (4) are the significant predictor of job-hopping intentions among Gen Z which are Salary and Benefits, Working Conditions, Recognition and Achievement. The other two (2) variables, which are Interpersonal Relationships, and Career Advancement, are not the predictors of job-hopping intention of Gen Z. Although the result of correlation analysis shows that all variables in this study have moderate or low relationship, nevertheless further analysis based on multiple regression results depict that only achievement, salary and benefits, recognition, and working conditions are the predictor and have significant influence on job hopping intention among Gen Z. Therefore, se four (4) hypotheses are accepted while

the other two (2) hypotheses namely interpersonal relationship and career advancement were rejected due to insignificant influence.

Recommendations For Future Research

This paper also highlights several recommendations for future research. As this study employed quantitative approach, thus, future research could utilize qualitative approach through interviews, observation and focus groups for data collection. Sekaran and Bougie (2016) stated that compared to quantitative data analysis, qualitative data analysis is more difficult to be carried out. The difference between quantitative methods is the qualitative data method enables the researcher to analyse, understand and explore people's belief, attitude, interaction, behaviour and experiences which is more subjective. This will help the future researcher to get deep, rich, and meaningful opinions and ideas from the participants on the job-hopping issue. The advantage of qualitative study helps researchers to gauge and get rich information from Gen Z about their feelings, opinion, and views regarding the issues. By gathering the data through a qualitative method, the researcher also may be able to identify why Gen Z behaves in certain ways and what are the actual factors that influence their decision to hop from one job to another. It provides an in-depth exploration about their feelings; provides richer information that could be useful to further enhance the current theories and practices concerning employee motivation and their intention to leave their works.

Moreover, it is suggested for the future researcher to examine other factors that influence people to do job hopping. Other possible reasons and motivation factors that caused employees to leave their current organization for other jobs need to be discovered. This is to ensure that the future researcher can obtain and acquire wider research findings and help the organization to develop better retention plans and reduce turnover rate in their company. As noted, this study explores motivation factors as antecedents towards job hopping. As regression value indicates that these motivational factors could only predict 28.3% of Gen Z intention towards job hopping, thus it tells us that the remaining 71.7% are factors that could be explored by future studies. On the other hand, the researcher can also relate the social and economic factors such as the information from demographic data of the study that concern job hopping activities among young generation's employees such as Gender, Age, Education level, Income, Race to enhance the findings of the study.

In this study, the researchers had selected universities students that aged between 18 to 25 years old to be the respondents. However, future researchers could select their population from people who are directly involved in job hopping activities. Steenackers and Guerry (2016) also suggested that the researcher should interview job hoppers to gain a better understanding of why younger generations tend to associate with job hopping activities. This could help the researcher to identify in depth the exact reasons why people change their jobs frequently. People who are changing their current employment regularly were motivated by various factors. Since most of the respondents in this study also were students who had never worked before and have no experience in working life, thus the probability for the respondents having limited views of the factors that might motivate them in job hopping activities in the future is high. In which the respondents may have chosen factors that they preferred rather than what is the real motivator for them to decide for job hopping in the future. Therefore, selecting the right job hoppers as their target respondents in the study may help the researchers to get and obtain more accurate data. This is to ensure the researcher can obtain valid research results.

Conclusion

Employee turnover is very costly. This is because the company will bear a very high cost related to turnover such as money, time, and even loss of talented staff. As such, building an effective human resource management (HRM) practice is deemed important for organization competitive advantage. Past studies indicate that all intrinsic and extrinsic motivational factors investigated in this study have significant relationship and influence younger generations to do job hopping. This research findings are in line with past studies with respect to the relationship between all the identified motivational variables towards job hopping intention among Gen Z. Nonetheless, with respect to the factors that influence their intention to do job hopping, the findings of this study found that only four motivational factors investigated in this study are most influential factors namely achievement, salary and benefits, recognition and working condition. Meanwhile, the other two factors which are interpersonal relations and career advancement have no significant influence. Lots of measures can be taken to reduce the number of jobs hopping in the organization especially among the younger generation workforces. Hiring the right employee, understanding the characteristics, behaviour, and needs of the employee, developing a robust retention plan, enhance employee loyalty and satisfaction are among the actions that help to reduce the turnover can be reduced. As highlighted in the limitations of study, this paper suggests several recommendations for future research to explore deeper into this issue. Since Gen Z is the newest cohort of workforces, so much about them remain undiscovered. A qualitative approach or mixed method approach could provide us better understanding about them and how to manage them effectively in the future. In conclusion, further study is needed to validate and support the result of the findings in this study. This paper contributes significantly towards theoretical and contextual contributions in which the findings of the study establish further knowledge, information and new facts to the body of knowledge related to the issue of job-hopping intention among Generation Z in Malaysia. Moreover, this study also relates job hopping intention with Herzberg's Motivation and Hygiene Theory to identify both intrinsic and extrinsic factors that influence Generation Z intention to do job hopping in Malaysia. Furthermore, this study also informs the organization and policy maker the importance of retaining the employees within the organization. When the number of turnover rates increase in the organization, it will impact the long-term growth of the company and lower the morale of the organization. In this study, the researcher has found out the possible extrinsic and intrinsic factors that might motivate employees to leave their current organization. Thus, the organization can find the suitable solutions to maintain the Generation Z professionals that possess excellent skills and experience for a future growth of their company.

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