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Job Hopping among Millennial Journalists: Sharing Malaysian Experiences

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Abstract

The employment sector around the world including Malaysia has seen an increasing involvement of millennial generation workers, however, millennial is also being described as frequent job hoppers compared to the previous generation. Millennials are easily leave their organizations less than two years. There is still a lack of knowledge on the real causes of job hopping in collectivist and high power distance society.   In this study, six (6) deliberately selected journalists were interviewed and data were analysed using thematic. The findings revealed four main themes: (i) career development; (ii) salary; (iii) work-life balance; and (iv) organization justice, crucial towards preventing millennial journalist from job hopping A proposed concept was presented to explain the job hopping scenario amongst millennial journalists.
Keywords: Job Hopping, Salary, Career Development, Work-Life Balance, Organization Justice

Introduction

Job hopping was already discussed 48 years ago by Ghiselle (1974) who called it as *'hobo syndrome'* – the behaviour of changing organization frequently. According to Khatri et al (1999), job hopping definition varies from one country to another, Settersten and Ray (2010) even renamed job hopping as *job shopping* which refers to the action of those who frequently change jobs, not necessarily due to anxiety or change but deploy as a strategy for better progress and profits. Generally, job hopping occurs for positive purposes, such as seeking for working experience and better rewards (Saleem et al., 2016), quick financial gains or career advancement (Naresh and Rathnam, 2015).

Besides that, Yuen (2016) study conducted in Hong Kong has confirmed that job hopping occurs voluntarily and not forcibly (e.g., dismissal). Yuen (2016) found that the main differences between job hopping and actual turnover rests on the frequency and short employment period which is between one to three years. Damin and Xiayun (2010) explained that there were cases where employees had intention to job hop but remained working in the same organization for more than three years because of the lack of better offers from other organizations. However, some studies associated job hopping as the cause of high turnover rates (Pathak, 2014). For example, a study on job hopping in Malaysia was found to

be numerous because most employers in the country failed to distinguish between job hopping and actual turnover (Queiri et al., 2015). However, as Yuen (2016) highlighted, such problems were not impossible because job hopping could be part of the turnover problem. ast studies have also explained the impact of job hopping on organisations, including affecting profits, organisation development planning, and increased advertising expenses, recruitment and training with an estimated amount of RM25,000 to RM30,000 for one new employee (Kontar and Asamoah, 2013). A survey by Deloitte (2014) confirms this concern and explains that the cost of organizational expenses increases due to the replacement of new employees to ensure that the company continues to develop and be competitive. Furthermore, employees working in organisations with constant job-hopping incidents might feel unfair or burnout because they would have to cover the workload left behind. Despite only speculated causes, there has been a lack of solid knowledge on the actual causes of job hopping (Buang et al., 2016). Therefore, this paper aimed to identify organisational factors that may contribute to job hopping, particularly among millennials journalists. This can be useful as a guide for human resource managers, specifically those in the media industry.

The main contribution is to diversify the findings for generation studies and the literature. Researchers predict that there are differences or similarities between millennial demand in this country and western countries that have yet to be identified or confirmed. This is in line with the views of past researchers who call for more research on generational behavior in non-western countries in different dimensions (Hofstede, 2001; House et al., 2004). Therefore, the first contribution is to identify the most dominant factors and then other factors that are the main demands of the millennial generation in this country. Job satisfaction and loyalty to the current organization through the provision of organizational factors expected by millennial journalists can lead to better service delivery in media organizations and society as a whole. The second contribution is to provide a more holistic analytical understanding of millennial intentions to job hopping among millennial journalists. The results of the study can lead to social change in the organization. The results of this study can provide information and help employers in media organizations to deal with job-hopping behavior.

Objective of Study
Research objective of this study is to understand factors contributing to job hopping intention among millennials journalist in Malaysia.

Literature Review
Millennials and Job Hopping
Millennials has a different perspective in the world of work because they have been heavily influenced by globalization, good economic development, advanced technology, communication, and information. Millennials are digital experts and technology literate compared to prior generation (Bilgihan, 2013) Millennials use technological expertise to improve their job and to maximize productivity (Myers and Sadaghiani, 2010). According to generational theory, millennial has seven characteristics, namely special, sheltered, confident, team-oriented, achieving, pressured and conventional (Howe and Strauss, 1991).

The environment has influenced an individual's personality, values, beliefs, and expectations birth to adulthood (Howe and Strauss, 1991). For example, skills in modern technology have transformed the millennial generation's work culture, such as making virtual work possible

instead of being physically present. Job hopping can occur due to technological advancement and expertise, making it easier for millennials to find jobs. Millennials are also quickly bored with the monotonous environments at work. In fact, Human Resource Online (2017) has proven that 73 percent of workers worldwide mostly millennial workers, considering the concept of lifelong employment to be extinct. Lifelong employment means that a person's working period in an organization is long until retirement. The presence of millennials in the employment sector and high skills in modern technology, makes them wise to manage their own career path compared to the power of organizations like in the past. Moreover, with the rapidly changing environment with the 'talent war' being given serious attention in the global labor market, everyone is now competing with each other for good career opportunities, especially millennials. These different attitudes and behaviours make millennials a unique workforce that might impact human resource productivity and organizational performance (Ramli and Soelton, 2019).

Generally, millennials grew up in favourable environments as compared to their predecessors (Thompson and Gregory, 2012). A better upbringing shaped millennials into individuals with high self-confidence and feelings of security, and respects and demand the principle of personal freedom and rights in life and work... They are known as the '*why*' generation that loudly voices their rights (Montag et al., 2012). Furthermore, believing that everyone should have equal rights regardless of one's generation has prompted millennials to demand better organisational treatment and fairness. In most organisations, job hierarchy are based on seniority (such as Baby Boomers and Gen X) instead of performance or capability, and this has caused millennials to feel being unfair treated, unappreciated and subsequently led to the intend to leave the organisation. In short, millennial have developed a new worldview of work culture that was unattainable by previous generations Thus, although millennials bring many advantages in many ways that are treated as a priority of employers in this modern age, millennials in the workplace can influence and change HR practices because they feel they are entitled to the same roles as past employees. They have an ego mindset thinking organizations need them more of them need organization (Cresnar and Jevsenak, 2019).

Millennial, Organizational Factors and Job Hopping
Millennials are essential to the workforce. They are community shapers, institutional builders, and world leaders of the future. Most organizations are advised to be prepared and wisely address millennial employee behaviour (Thompson and Gregory, 2012). By year 2025, the number of millennial employees worldwide is estimated to exceed 75%. In Malaysia alone as of 2019, the number of millennial employees has exceeded 50% of the total 15.51 million (Department of Statistics Malaysia, 2018). There were studies stating that job hopping were often performed by generation X (e.g. Bova and Kroth, 2001; Jennings, 2000) and millennial generations (Rivers, 2018; Twenge and Campbell, 2008; Zimmerman, 2016). However, Gursoy et al (2008) explained that when generation x job hop, they tend to move to another organization but prefer to associate themselves with the same career, .While due to perceiving that multiple of job options were available, when millennial generation job hop, they tend to change and associate themselves with a new organization and career (Islam et al., 2014).

The data showed that job hopping amongst millennial occurs all over the world. Three countries in Asean namely Hong Kong, Taiwan, and China face high job hopping problems among millennial (Ang, 2015). However, a total of 51% millennial have performed job hopping in their careers in India and United States (Kelly Global Workforce Index, 2013; Gallup

Workforce Panel Study, 2016). While Deloitte (2016) surveyed 13,416 people in 42 countries found that more than 43% of millennial expressed an intention to leave the current organization within two years. In Malaysia, a total of 276,558 employees, mostly millennials, migrated to other countries such as Singapore and Australia (Choong et al., 2013).

Managing an organization is not easy because it involves various employee behavior. Organizational factors can be thought of as attributes of operations, processes, or conditions in an organization. It can take two opposite forms: effective factors and non-effective factors. Effective factors will produce a sense of affection, responsibility, and belonging whilst ineffective factors will trigger negative behaviours such as infidelity, job dissatisfaction, intention to quit, and job-hopping (Islam et al., 2013). This is because, all organizational factors can be seen to change or affect human behavior (Zidanea et al., 2019). Although previous studies have consistently shown that organizational factors as predictors of job performance, job perceptions and turnover intention (e.g., Jehanzeeb et al., 2013), literature that highlights the relationship between organizational factors with job-hopping among millennial have yet to reveal a complex concept. This is important because the workforce is experiencing dramatic changes with the presence of millennials whose characteristics are different from previous generations (Twenge 2010; Twenge & Campbell 2008), and as the largest generation in the world population growth trend (Savaneviciene et al., 2019). Millennials become the backbone of organizations to face the challenges of a dynamic business environment (Trapero et al., 2017). This generation has different expectations in life and work that lead to differences in terms of perceived values, personality, attitudes and demands in the workplace (Lyons & Kuron, 2014).

Several past studies identified millennial demands on organizational factors. As example, millennial in Malaysia wanted to work with organizations that offer high salaries because they wanted to live a luxurious lifestyle. Millennial in Malaysia are allegedly willing to leave the current organization with only the attraction of a 20% salary increase (Queiri et al., 2015). However, a survey conducted by *BCG Malaysia* (2020), found that career development was an organizational factor that cause millennial in the country to leave their organizations. In contrast Randstad Employer Brand Research (2018), found work life-balance to be the cause of millennial in Singapore and Hong Kong leaving their organizations. So, the question is, what are the organizational factors that can attract millennial journalist to stay long working in their organization? Identifying organizational factors that can improve millennial retention is essential to create a healthy work culture and without understanding the value of credible dynamic relationships, millennial is likely to find other jobs and harm the organization itself.

Journalism Industry

Journalists play an important role as agents to channel information to society and the importance of the role of journalists in political, social, and economic institutions is indisputable (Lee and Kim, 2014). Many studies from western countries claim that the journalism industry is problematic, stressful, and risky compared to other careers and even ranks seventh most stressful careers (Reinardy, 2014). The researchers found that in most countries, journalists work in poor conditions (Liu et al., 2017), while El-Sheikh (2018) explained most journalists feel that there is injustice in the organization in the provision of organizational factors (e.g., salary different monthly). The media industry operates in a competitive market with relatively low profit margins, irregular task scheduling, low employment resources, poor welfare, uncertain job security, frequent policy changes, financial constraints, leading to the escalation of stress in the journalistic profession (Reinardy,

2006). It occurs following the failure of the media organization itself in providing motivational factors that can increase the loyalty of journalists to stay in their jobs.

The presence of millennial in journalism is seen timely for media organizations to shift to digital newspapers now largely, forcing media organizations to open job opportunities to millennial to become journalists due to their skills in modern technology. Empirical studies have found that the career attitudes of junior employees differ from those of senior employees (Bradley, 2007). Here, we can assume that millennial journalists have different behaviours and demands when compared to senior journalists. Currently, the journalism industry is facing big issues with many journalists leaving their jobs. Statistics show that 20,000 journalists in the United States left the profession from 2007 to 2016 due to failures related to organizational factors (Reinardy 2017). Furthermore, millennial journalists were found to experience a decline in involvement in the career of a journalist and quickly feel frustrated when they find that the values taught were not always nurtured in the context of real-world practice. Despite media speculation and existing research findings on millennial, relatively little information is known about the motives underlying millennial decisions to change jobs (Buang et al., 2016).

Empirical studies documenting job hopping antecedents of Malaysian millennials are also very limited. Considering that this is an important issue, it should be rectified, especially as millennials are going to be a large part of the workforce. In journalism, even there were many journalism studies but its more on job satisfaction and turnover in western countries (examples, Beam, 2006; Weaver et al., 2018). As example, Reinardy (2017) found that 20,000 media practitioners in United States had quit their jobs in media organizations between 2007-2016, while Weaver, Weaver, and Wilhoit (2018), found that female journalists tend to leave the career as early as the age of 40 due to job dissatisfaction, stress, and fatigue. However, such studies take place in western countries, and it is difficult to elucidate the same situation occurring among journalists in Malaysia. Differences in characteristics, cultures and events between western and non-western countries make the findings of the study difficult to equate (Lee and Kim, 2014). While little consideration has been given to millennial journalists needs in Malaysia and no journalism research in Malaysia has investigated the antecedents of job hopping. Journalism studies in Malaysia have been focusing more on the journalistic ethics, scope and role of journalists and writing style (examples studies in Indonesia and India: Nidhi, Bansal, and Upasna, 2017; Rani and Samuel, 2016). Thus, the presence of millennial journalists who are often stereotyped as active job hoppers, needs to be overcome immediately by looking at the strengths and weaknesses of organizational factors that can attract their interest either to stay working for a long time or to do job hopping.

Materials and Method
The purpose of this study is to identify what is the importance organizational factors that can make millennial journalist to stay or make them leave their organizations. It is important to explore the individual's (informant) views on job hopping using the qualitative research approach. Qualitative research focuses on individuals' lived experiences and to ensure representation across disciplines, roles, and sectors (Patton MQ, 2005). It is all about the explanation, the described result based in fact. Qualitative approach makes informants more human and relevant rather than consisting of objective statistics without emotion and feelings (Lim, 2014). Furthermore, it is useful for discovery of new or additional information

related to a research topic that is not well understood (Creswell, 2003). Therefore, by attempting to answer the how or why question, qualitative methods are better at exploring the experiences of informants and obtaining deeper, meaningful insights into real life situations.

Meanwhile, the study design was phenomenological. An old researcher, Reiss (1971), once advised researchers to exploit the potential of social observation to gain a deeper picture of new phenomena or problems such as job-hopping behaviour. The most qualitative studies are based on phenomenological principles (Hatch, 2002). Although, there are challenges to conduct qualitative interviews such as dealing with stereotypes and the influence of views on the behaviour, as mentioned by Moustakas (1994), but researcher found phenomenological study design meet the objectives of this study. One of the strong reasons is that the researcher has a way to get closer to the informant and get honest and real answers from the informants.

Individual interview is a method of data collection, conducted by researcher using a set of structured questions. Interview methods can reduce time wastage (Kothari, 2004). The output of this individual interview study was made with pre-defined questions and asked in a predetermined order. The process of data collection of the interview is by note-taking as the validity of the data. The structure of the interview questions includes two important questions namely Question 1 related to questions about the informant's perception on organizational factors provided by their organizations. Researchers then extend this with question 2, that is related to the informant's intention to job hop, the duration to work in the current organization, career change or organizational change. The researcher then explained about security and privacy, that is, the information obtained is based on correct ethics to ensure that no one suffers adverse consequences from participating in research (Cooper and Schindler, 2014), and was given a description of the objectives of the interview conducted as well as the contribution of the interview that will be given to the research and its results. After obtaining consent from informants, interviews were conducted, and took approximately 30 to 60 minutes for each informant. During the interview session, details of the answers were taken with handwritten notes and audio recordings. Written notes and audio recordings were then scrutinized, revised for open coding, to research answers and identify key ideas and themes that emerged from the data. Several key themes emerge from analysing the transcripts for Research Question 1.

Figure 1, shows four themes of variables surfaced which is of interest to millennial journalists in their organizations and can influence them to job hop from organization (i) salary; (ii) career development; (iii) work-life balance; and (iv) organizational justice. The excerpts from the in-depth interview are included in the findings to provide additional details and understanding the causes of job hopping.

Career Development	Salary	Work-life Balance	Organizational justice

*Figure 1. Organizational factors which influence job hopping intention of millennial journalist.
Note. Source: Developed by the authors for this research.*

Table 1 displays participants' names, age, gender, years of experience, status and position in current organisation. The participants included a total of six male and female informants from

four media organizations in Sarawak, namely Utusan Sarawak, Suara Sarawak, Sarawak Voice and New Sarawak Tribune. The age of the participants ranged from 25 to 31 years and five of the participants were single. Three participants have a degree level education, two participants have a diploma, and two others have a Sijil Pelajaran Malaysia (SPM) education level. Participants were labelled as first journalist (J1), second journalist (J2), third journalist (J3), fourth journalist (J4), fifth journalist (J5) and sixth journalist (J6). A total of seven main sub-themes were voiced by all informants from the interviews conducted, namely (i) salary, (ii) promotion, (iii) continuous training, (iv) flexibility in work scheduling, (v) freedom of work, (vi) procedural justice and (viii), distributive justice. The sub-themes are selected and arranged in an orderly manner in specific themes to enable reference to existing literature. Finally, four main themes were compiled, namely (i) salary, (2), career development, (3), work-life balance and (4), organizational justice. Each of the main themes will be discussed in the sub-themes in the next paragraph. Excerpts from in-depth interviews are included in the findings to provide additional detail and understanding of the causes of job hopping.

Table 1
Respondents' demographic

No	Gender	Age	Position	Length of Service	Status
J1	Women	31	Journalist	1 year	Married
J2	Women	26	Journalist	1 ½ year	Single
J3	Men	26	Photographer	2 year	Single
J4	Women	26	Journalist	1 year	Single
J5	Women	27	Journalist/Photographer	3 year	Single
J6	Women	24	Journalist/Photographer	2 year	Single

Result
Research Question 1: What is your perception regarding the provision of organizational factors in your workplace?
Career Development
Career development factors were the main themes chosen by the six informants interviewed in this study. Career development in this study provides an overview of informant's views on organizational commitment to personal growth such as promotion and continuous training. The results of the study showed that all six informants or 100% of the informants wanted the organization to take notice of their personal growth quickly and provide them with the necessary training. They feel rapid promotion and continuous training according to the skills and tasks performed, is the best method for organizations to show appreciation to their employees. Informant J3 voiced dissatisfaction with the way his organization manages the career development of employees especially to millennial journalists. "*Promotions are too long and if there are any, they are more in favor of more experienced and older employees.*" (Informant J3) "*We sometimes wonder if seniors are promoted suddenly without any prior notice. I wouldn't be working long here if the organization didn't improve this situation.*" (Informant J5). From a training standpoint, informant J2 told the organization never discussed the opportunity to undergo training. "*During the three years I worked here, only once I was given the opportunity to undergo training in Kuala Lumpur.*" "*Organizations do not emphasize*

the importance of career development opportunities and we want opportunities to develop our careers for future survival and organizations should recognize the potential and talents of everyone." (Informant J5). Synthesizing the informant's inputs, clearly shows that the informants were disappointed with the provision of career development factors in their organizations.

These findings are like previous empirical studies that also found millennial place a high value on developing new skills, along with rapid progress in the workplace (Ng et al., 2010). These phenomena may occur because informants are university graduates, and they are indeed expecting such advantages to enhance their careers and feel there needs to be a way for organizations to appreciate those who have contributed good work for quick promotion and training. Carless and Bernath's (2007) study conducted in the United States found a majority of millennial leave their organizations due to slow promotion factors. Millennial is an ambitious generation, wants quick success and always wants diverse and continuous training (Rabasca, 2017). In addition, the provision of ongoing training was thought to be able to increase their value in the job market high demands on career development and training were also possible because millennials wanted to upgrade their valuable in the job market, be part of a team in an organization that truly takes their needs seriously and a trustworthy organization (Sturges et al., 2002). Thus, support for career development either in terms of rapid promotion and continuous training is seen as a potential factor influencing millennial journalists whether to stay or do job hopping in their careers. Given that millennial is quite different when compared to other generations, it is important for management and organizations to start adapting fair process practices in promotion and training, to create a conducive work environment and motivate millennial, as an important factor in employee retention.

Salary

Based on the results, extrinsic factors such as salary became the second dominant factor with five out of six informants, or 83% informants consider salary as important factor in their lives and careers and could influence the job hopping among them. Most informants generally described salaries in terms of allowing the mantaince of consistency in living the lifestyle they desired and to pay for other commitments such as paying for car instalments and education. Informant J2 expressed dissatisfaction with the management of salary payments that were often late and disappointed with their organization which was seen as failing to solve the problem. The same view was also voiced by informant J6 who explained that the amount of salary received should not depend on work experience but also based on education level, because if it depends on work experience, of course new graduates, will not have the opportunity to receive salary according to their educational attainment.

Informant J6 commented; "*If the organization values and respects us, something needs to be done financially and don't easily neglect the welfare of new employees because they are the ones who will replace old employees.*"

It shows how salaries can be a major factor in why informants seek employment in other organizations that offer higher salaries than current organizations. Millennials believes that they are the largest assets and valuable human capital in the organization and such results are a strong indication that millennial employees highly prioritize extrinsic rewards, and if these rewards are not sufficiently provided, they will not hesitate to demand high salary and if the organization fails to meet their demands, they will not hesitate to leave the organizations. It was also once mentioned by Ben-Ari and Clammer (2000), that this

materialistic value was the cause of millennial job hopping occurring compared to Baby Boomers or GenXers. Millennials also has high level of egos and feel they are entitled to a higher salary despite not having much work experience (Twenge, 2010).

However, this finding contradicts with Solnet and Hood (2008) finding which claimed that millennial employees seek intrinsic rewards rather than just making money or high salary as this generation seek more challenging and meaningful work. Thus, while many studies see salary as a strong factor, past studies have also shown that millennial were the most educated generation who "want it all" and "want it now." As example, in a study conducted by Ng et al (2010), found that millennial have reasonable salary expectations but at the same time have very high expectations for progress, skill development and work-life balance. This means, salary was not necessarily the cause of the behaviour of millennial journalist's job hopping in Sarawak. In this study, it can be concluded that the issue of job hopping should be seen from a broader view and should be studied in detail because there might be many factors involved in its that need to be thoroughly investigated

Work-Life Balance
The third theme chosen by the informants was the work-life balance factor. The theme associates work -life balance with two terms which was flexible work schedule and the freedom to complete work assignments. The results revealed that three out of six informants discussed the importance of work-life balance (J1, J4, J6). Excerpts from these J1, J4 and J6 interviews illustrate this point.
"*Working as a journalist is heavier and as a mother, wife and employee sometimes makes me feel tired and hopeless. Although a career in journalism is always my passion but I am very tired because I do not have enough time for myself and family.*" (Informant J1). For those who are already married and have responsibilities towards the family such as wife, husband, and children, of course, a harmonious household is important. They wanted to emerge as good parents and have a happy marriage. It demonstrates the importance of millennial generations who not only have high ambitions to succeed in their careers, but also place high expectations in their family institutions (Gibbs, 2010). Other informants expressed their opinions on work-life balance factors to their organizations, even if they were unmarried like informants J4 and J6, but they also preferred organizations that encouraged them to prioritize their personal lives by providing flexible work schedules.

As example, informant J4 also discussed the importance of well -being not only limited to work but also personal life. "*Holidays are always cancelled, and the organization considers that because I am still single and do not have a family, I can be ordered to work at any time. However, I have other commitments and often cancel appointments with friends or family.*"

To support the above opinion, Randstad Employer Brand (2016) found that 45% of millennial employees aged 18 to 24 years in Malaysia indicated that they preferred the organization to adhere to a flexible work schedule. The study found that Malaysian millennial sentiments about standard working hours were stronger than millennial in both Singapore and Hong Kong where 29% and 28% respectively stated that they preferred standard working hours. Clearly, it is evident that informants also face the problem of dividing time between work and personal life.

In addition, J6 informants felt that organizations should give them the freedom to complete assigned tasks in their own way. Informant J6 explained; "Working *on night shifts is scary and my parents are always worried if I work late at night. If we are given assignments away from the office, sometimes organizations do not allow us to send news via modern technology such as WhatsApp or email and still require us to return to the office. Organizations should use existing technological facilities and for me what is important is the news is delivered on time and there is no need to rush back to the office*."

Thus, the organizations must understand the freedom of millennial to finish their jobs because with the skilled in modern technology, this generation think that they work can be done without having to come to the office every day. After synthesizing the results, it demonstrates the importance of organizations to provide work-life balance to millennial workers to those who are married or unmarried, for them to have enough time to meet the demands of work and life with dependent responsibilities (caring for children), elderly parents, critically ill spouses and other family members) is an important issue because obviously it can put pressure on informants.

Organizational Justice
The theme of organizational justice refers to informants' perceptions of justice in various matters within the organization and to all employees. It can be an issue that arises in human resource development (HRD) such as payroll, career development, training and more. The findings of this study found that five informants, namely J1, J2, J3, J4 and J5, value a friendly work environment, and require prompt feedback, praise, and fairness in all distribution of privileges provided by the organization such as allowances, overtime pay, work schedules and many more. All informants believed an unfair organization could affect loyalty to not work for long periods of time. Informants J4 and J5, explained the perception that justice has been enjoyed in the organization proves that their rights have been respected by the employer. "*The organization is too concerned about seniority and although I am still young, but I also want the provision of factors to be given fairly to us. We have the right to receive any benefits equally because we also contribute to the success of the organization*" (Informant J4). Meanwhile, Informant J5 also argued that organizations should provide opportunities for millennial employee to voice their opinions and allow them to participate in the decision - making process. For example, deduction of allowances, overtime pay and so on should be discussed with all levels of employees and not just among senior employees. " *It is not fair to us because we are not given the opportunity to speak or give opinions or suggestions based on personal and family needs* " (Informant J5).
From these findings, the researchers found that all informants emphasized the decision-making process that that's place in their organizations. Of course, as a generation that has close ties to parents and family have high self -confidence, expect special treatment and demand equal rights or justice in all matters. In the workplace, they wanted to receive direction and guidance, wanted involvement in the decision -making process and get a clear explanation of any decisions taken by the organization (Meister and Willyerd 2010). Therefore, the organization should be fair to all employees, because for millennial, an unfair organization cannot be trusted. As explained by Karakus, Utsuner, and Toprak. (2014), that fair -acting organizations will see increased millennial work loyalty and commitment. This shows that fairness is important for creating positive feelings in the work environment and organization. Thus, the findings of this study emphasize the importance of fairness to

overcome job hopping behaviour among millennial journalists. Failure to retain talented millennial employees, can result in a shortage of skilled employees and affect the future growth of the organization. Such evidence is beyond the scope of this study and therefore, more in-depth studies need to be conducted.

Research Question 2: Do you have intention to job hopping in current organization?

The findings of this study found that all informants have the intention to perform job hopping and were looking for another job either in the same career or change careers in another organization. Two of the informants, namely informants J1 and J3, intended to job hop but were looking for opportunities in the same career in other media organization. According to J1 and J3, they wanted to stay in the same career because they have a strong interest in a career in journalism and have had strong relationships with outsiders. According to J1, to leave a career that is already ingrained in this life is difficult. The findings of this study contradict the findings of Gursoy et al (2008) who explained that millennial generation job hopping means changing the whole career and organization as opposed to Gen X job hopping which only changes organizations but in the same career.

Meanwhile, four informants (J2, J4, J5 and J6), intended to change their careers in the next two to three years in the field of public relations and the teaching profession in line with their educational qualifications. They also argued that a career in journalism does not guarantee for the future and working as a journalist is a steppingstone to gaining work experience. The intentions of these four informants were once mentioned by O'Donnell et al (2016), who explained that, when journalists decide to pursue a new career, they often seek work in related fields such as teaching, advertising, or public relation (PR). This is not impossible because the study of Kaur and Shaari (2006) Mclearly stated that young journalists refuse to work as journalists for a long time instead of changing their employment profession in the field of public relations officers or freelance writers. This might be due tp the career similarities of public relation and freelance writers to the journalism (Fisher 2017; Reinardy, 2014). With these results and supported by millennial-related empirical studies, it can be explained that job hopping is a problem that can occur quietly and affect organizations in terms of loss employee skill (Khatri et al., 2001). Thus, the findings of this study can provide an understanding of the demands of the millennial generation in journalism industry.

Discussion

The results presented here are consistent with previous research that millennial is a unique generation, have different characteristics, high skills but have diverse demands that make it difficult for organizations to identify their real demands in the workplace. The millennials have many demands and organizations become confused to satisfy the millennial generation. The millennial generation will certainly not hesitate to leave jobs that do not meet their expectations. Most millennial journalists have the intention to job hopping and nearly 67% or four of the participants planned to change their entire career in at least three years.

Through in-depth interviews, the questions posed were able to elicit the demand of millennial journalists. In general, the following core themes found that there were no drastic differences when comparing organizational motivating factors for the millennial and older generations. The small, however significant, differences of the results indicates that millennial are more focused on overall immediate satisfaction classified into four organizational factors which are career development, salary, work-life balance and organizational justice. The findings of this study also found that millennial journalists have the intention to job hop. Moreover, the

technological changes that become millennial strengths also differentiate millennial work patterns that often require freedom to work, however millennial are a creative generation that often thinks of solving problems "*outside the box*", and a generation that "*works smarter, not harder*". Generation theory by Strauss and Howe (2003) revealed that millennial often feel special about themsevels, believe they are important to the organization and want to be always protected so that if they feel depressed or feel failed, they will decide to change their jobs and organizations. If the demands are not met, they are willing to take the risk by taking any action. Millennial informants in this study value organizations that value their presence. Informant J5 has indicated that ; "*If organizations want good job performance, then they should provide organizational factors that can attract interest and motivation, so that we can continue to work faithfully and showcase good work.*"

Employers should ensure the cultivation of the organizational factor presented in this study to all generations of employees regardless of generational differences and work experience. Millennial feels they are an important asset and therefore they do not hesitate to demand more from their organization than previous generations of employees like Baby Boomers and GenX, who did not have many demands as a driver of commitment to their loyalty to the organization. Therefore, it is important for organizations to understand the work patterns of generations as well as understand their wants and demands. Improving the understanding of organizational factors that have the potential to attract millennials is important and can assist organizations in developing strategies to retain millennial in their workforce. However, these findings should be treated with caution as not all millennials have the same needs and values. Millennials has a higher work frequency and therefore, researchers suggest organizations to foster a more holistic human resource approach that effectively adapts to changing employee tastes and implement different strategies in addressing the behaviours of diverse employee generations in organizations.

Conclusion

The purpose of this study was to examine perception of millennial journalist on organizational factors and they intention of job hopping. Findings from this study conclude that there are four organizational factors that potentially cause dissatisfaction and influence intentions for job hopping in media organizations namely career development, salary, work-life balance, and organizational justice. The journalism industry is an important liaison in the development and dissemination of information to society. Without the existence of journalists, society may be exposed to inaccurate information and therefore, the continuity of this career must be maintained to ensure society obtains true information and lives in harmony. In general, the millennial generation is the backbone of the workforce in the future and the presence of this generation in an organization can have a positive impact on organizational development.

The number of studies specific to job hopping is limited in this country compared to western countries. However, it is quite difficult to apply studies from western countries that are already known as developed countries in terms of economic and life patterns development of generations, compared to generations in Malaysia. For example, economic development for the 'baby boomers' generation in the West is like the millennial generation (under the age of 30) in Malaysia (Comeau & Tung, 2013). Given that this is a preliminary study that had only six informants, it is interesting to look at findings from a larger number of informants up to a saturation level. The current study is limited to the private sector in the journalism industry in Sarawak. Future researchers on millennial demand and job hopping are encouraged to conduct studies with several methods to validate findings. Therefore, from the findings found

in this study it is also hoped that this view should provide some enlightenment on how to manage millennial and increase their motivation and loyalty to the organization.

Contribution

Expectations on organizational factors are becoming more complex especially with millennial's different abilities, skills and beliefs compared to previous generation, which can greatly influence their behavior in the organization (Lancaster & Stillman, 2010). Since most previous studies have focused on HRM practices and turnover intentions, the results of this study add a new dimension to job hopping behavior. There have not been many studies on job hopping conducted in this country, causing confusion among employers in this country who think that the problem of job hopping is the same as actual turnover problem (Queri et al., 2015). For this reason, the main goal of this study is to explain the true meaning of job hopping in addition to contributing contextually about the demands of millennial organizational factors in this country.

This study will contribute valuable findings and steps to deal with the problem of job hopping, by first, identifying organizational factors that are a priority in the intention to do job hopping among millennial journalists in Malaysia, and then by considering how the results of this study are accompanied by proposed solutions which can help in reducing unhealthy organizational behavior practices

Theoretically, generational theory is found to be more geared towards generational behavior in western countries (Barkhuizen, 2014; Cennamo and Gardner, 2008). Not many of these studies identify generational behavior conducted in this country. Due to the cultural differences between Western and Asian countries, some past studies have found that the demands of the millennial generation in this country are different from millennials in western countries. Nevertheless, this study has contributed new results when it was found that the demands of millennials in Malaysia and the West are almost similar, where they are more concerned with career development factors than salary factors. This means, millennials in Malaysia have the same mindset as in western countries consider that career development can help increase their salary (Ryan & Deci, 2006; Human Resource Online, 2015). Moreover, the behavior of millennials who often leave their organizations occurs in every level of different organizations and regardless of type or size (Zopiatis et al., 2014).

There are almost no studies that address the problem of job hopping through the lens of media organizations in Malaysia, which in general media organizations are very dependent on especially millennial journalists for the future development of their own organizations. Therefore, First, the results of this study explain the preferences of millennials in Malaysia regarding the factors provided in their organizations. Second, this study reveals the desire to do job hopping among journalists in media organizations, which is a profession whose behavior is less studied in this country. Improving theory and research like this is important not only to increase the number of job hopping studies in this country but as an effort to retain millennial workers because they are the strength and life cycle of an organization. Overall, it is a necessity for all employers in media organizations to improve and retain millennial journalists because they are very valuable human capital and therefore, media organizations must know their demands and wishes to implement unhealthy behaviors like job hopping and reduce the high risk of recurrence for the recruitment and training of new journalists in the future.

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Tables
Table 1
Informants' demographic

No	Gender	Age	Position	Length of Service	Status
J1	Female	31	Journalist	1 year	Married
J2	Female	26	Journalist	1 ½ year	Single
J3	Male	26	Photographer	2 years	Single
J4	Female	26	Journalist	1 year	Single
J5	Female	27	Journalist/Photographer	3 years	Single
J6	Female	24	Journalist/Photographer	2 years	Single

Note. Source: Developed by the authors for this research.
Figures

Figure 1. Organizational factors which influence job hopping intention of millennial journalist.
Note. Source: Developed by the authors for this research.