

JOB HOPPING AMONG GENERATION Z EMPLOYEES

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Purpose: The aim of the article is to identify the causes of the phenomenon of job hopping among representatives of Generation Z. The author of the article examines the impact of the socio-demographic characteristics of respondents on the assessment of factors contributing to their decision to change frequently.

Design/methodology/approach: The study was conducted in the second and third quarter of 2023 on a sample of 592 people from Generation Z. The CAWI method was used, which included a survey questionnaire made available to respondents via the Internet. The χ^2 test of independence was performed and statistical evaluation was performed.

Findings: For the needs of the research conducted, three research hypotheses were formulated and verified:

1. Socio-demographic factors of Generation Z representatives differentiate the perception of negative employment conditions that are intended to contribute to their change of job.
2. The differences in the perception of the negative characteristics of superiors that are the reason for changing jobs by representatives of Generation Z are closely related to their socio-demographic characteristics.
3. A significant number of socio-demographic factors differentiate the positive attitude of Generation Z employees towards the consequences of frequent job changes.

Research limitations/implications: The conducted research allowed for a deeper understanding of the reasons for frequent job changes among Generation Z, but did not exhaust all aspects related to the topic. Therefore, it is recommended to expand the research area in this area.

Practical implications: The study provides management staff dealing with human resources management with the opportunity to multi-facetly identify the reasons why young people often decide to resign from their current employment. In order to limit the tendency for this phenomenon to spread, managers should make efforts to provide employees with a stable working environment.

Originality/value: In Poland, there is a lack of scientific literature on the issue of frequent job changes. However, it is quite often discussed in foreign literature, but not sufficiently researched. This article is part of the trend of scientific research on limiting the spreading phenomenon of job hopping in Poland.

Keywords: generation Z, organization, job hopping.

Category of the paper: science article.

1. Introduction

The modern workforce, considered a key element of a company's success (Saif, Siddiqui, 2019), is increasingly prone to changing jobs. It is understood as a tendency in which a newly employed person works for a short period of time, giving up long-term employment (Saleem, Qamar, 2017). This trend creates significant challenges for organizations that want to attract and retain employees with high potential and positive work experiences (Lake et al, 2018).

Recent years show that more and more people regularly change employment, and staying in one company will not take them more than two years. Within a short period of time, people employed in several companies were called "job hoppers". There are many reasons why they will not hesitate to change jobs. They are interested in a job that offers attractive employment conditions, including better financial conditions and a wide range of career development opportunities. It is worth remembering that this may be the result of excessive ambitions and high expectations, disproportionate to the competences possessed (<https://www.praca.pl>)

Frequent job changes do not have to be a problem that will disqualify young job seekers. Those who have extensive experience and have high competences have a greater chance of applying for interesting positions.

One of the goals of the study was to analyze the reasons that contributed to the frequent change of job by representatives of Generation Z. It was checked what unfavorable working conditions and the characteristics of an ineffective supervisor influenced young people's decision to frequently change their place of employment. Relationships were determined between the answers provided by respondents and their characteristics in terms of gender, marital status, length of service, and the size of the organization for which they were employed. The second part of the study focused on determining the frequency with which young people changed jobs and what the consequences of their decisions were. The answers provided by the respondents were also analyzed in terms of their socio-demographic characteristics.

2. Characteristics of the job hopping phenomenon

Employees working in companies have always changed jobs, but when this happens frequently, we can talk about the phenomenon known as job hopping. It occurs when work performed in one position does not last longer than two years. The essence of this phenomenon comes down to the willingness to change jobs frequently, resulting from the employee's own will (Pranaya, 2014). From the point of view of Polish labor market experts, one should bear in mind the question: how to interpret the word "often"? In the case of employees who decide to change jobs every few months or even once a year, we can talk about frequent changes of

employment (<https://www.hrk.pl/know-how>). S.E. Sullivan and Y. Baruch believe that people belonging to Generation Z are the most willing to change their workplace (Sullivan, Baruch, 2009). Young people looking for a new job are aware of their own value in the labor market and therefore have high aspirations. They show interest in work consistent with their abilities, in which they will be able to use their own potential of knowledge and skills (Niki, 2017). When companies meet these conditions, employees can easily adapt to their culture and value system.

Tanwar and Kumar (2019) agree that the company itself should care about integrating its norms and values with the personal values and preferences of employees, so that they can feel that they have become part of the organization because they are suited to it (Martocchio, 2019). Amy A. Hall, Brandon Morgan, Kleinjan Redelinghuys citing J.L. Hollanda point out that people change jobs to those where they can develop their interests and competences and achieve better results. This is about the employee's adjustment to the environment, called congruence. In such an environment, importance is attached to caring for relationships with employees, their development and rewarding for work efficiency, as well as taking actions focused on increasing employee satisfaction (Hall, In, 2022). The lack of adaptation of an individual to the work environment has serious consequences in the form of aversion to it and the work itself, and ultimately leads to a change of workplace. One can see the motive of escaping from the work environment here (Lake, In, 2017).

For representatives of Generation Z, the principle that one must remain loyal to the employer in order to appreciate the possibility of employment is not important. This means that many people decide to resign from their current job if they are not guaranteed the facilities they care about most, for example: access to useful knowledge through participation in training programs, opportunities for professional development and achieving stability in their professional career, opportunities transferring from one position to another in one company (Viakarina, Pertiwi, 2022).

From the point of view of Hoang-Phu Nguyen and Hoai-Nam Le (2022), the decision to change a job may result from reasons related to the need for a person's career development, perceived as a condition for success associated with deriving financial benefits and obtaining professional advancement. Employees who care about improving their skills, gaining experience and knowledge, but perceive little opportunities for development, show low commitment to the tasks assigned to them. Due to the growing feeling of underappreciation, employees do not enjoy their duties. Work that does not give them satisfaction and a sense of professional fulfillment causes them to think about leaving their current place of employment (Ng, In, 2016). If for some employees the meaning of life is to pursue the pursuit of climbing the next career ladder, and they do not have such an opportunity in their current workplace, they will not hesitate to consider the decision to change employment. The vision of promotion is an excellent motivation for these employees to take advantage of better job offers in another company (Lake, Highhouse, 2014).

According to A. Goleniowska, the young generation is interested in work in which a precise career path is defined and the employee's professional path enables him to achieve professional growth. An employee may also want to change his job to one in which the atmosphere there suits him and he can combine his private life with his professional life(<https://www.pulshr.pl>). Currently, there is a belief that Generation Z is not like the generation from two decades ago, for whom work was the goal and meaning of life.

Therefore, it becomes the norm for them to seek harmony between the professional and personal spheres (Karaś, Bełzowski, 2020).

3. Consequences of changing a job for an employee

Frequent job changes can have positive and negative effects, both for employees and employers. I. Privalko (2019) includes positive consequences from the employee's perspective such as: improvement of the financial situation, greater opportunities and opportunities for career development, overcoming internal weaknesses, improving skills. The main limitation of a young person's employment with another employer is the employer's negative opinions when analyzing the job candidate's professional CV when submitting a job offer. The costs that organizations must incur in connection with the departure of an employee and replacing him with a new one usually concern: advertising the company related to acquiring a new and invaluable employee; candidate's participation in the recruitment and selection process, staff training (Larasati, Aryanto, 2020). In the context of job change, Pandida and Ray (2018) see indirect costs in the form of reduced staff satisfaction and morale and low work motivation of those who remain. In addition to the costs mentioned above, frequent departures from the company have a negative impact on the company's image and give an advantage to competitors (Dharmawansha, Thennakoon, 2014). But Fallick and his colleagues see the economic benefits of job switching. These include: the flow of knowledge and the rapid reallocation of resources towards companies with the best innovations (Fallick et al., 2006).

4. Methodology

One of the goals of the study was to analyze the reasons that contributed to the frequent change of job by representatives of Generation Z. It was checked what unfavorable working conditions and the characteristics of an ineffective supervisor influenced young people's decision to frequently change their place of employment. Relationships were determined between the answers provided by respondents and their characteristics in terms of gender,

marital status, length of service, and the size of the organization for which they were employed. The second part of the study focused on determining what the consequences of their decisions were. The answers provided by the respondents were also analyzed in terms of their socio-demographic characteristics. Respondents from all over Poland took part in the study. The study was conducted in the second and third quarter of 2023. The CAWI method was used in which a survey questionnaire was sent to respondents via the Internet to answer the questions. When the survey was available on the Ankieta.pl website, 613 people completed it. Due to the fact that not all forms returned by respondents were correctly completed, 592 full-fledged questionnaires were accepted for analysis. The characteristics of the study sample are presented in Table 1.

Table 1.
Characteristics of the research sample (N = 592)

Features of the study group	N	%	Sum
Sex:			
woman	307	51.8	592
man	285	48.1	
Marital status:			
lonely	401	67.7	592
married	191	32.2	
Seniority:			
up to 6 months	68	11.4	592
1-2 years	524	88.5	
organization size:			
micro	31	5.23	592
little	129	21.79	
mean	358	60.47	
big	74	12.5	

Source: own study.

χ^2 independence tests were performed for the given research sample. On its basis, it was assessed whether the nature of the answer to the question depended on the socio-demographic characteristics of the surveyed group. Statistical evaluation was performed using the χ^2 test of independence at the significance level of 0.05. The Statistica program was used for calculations.

Based on the analysis of the literature on the subject in the researched areas, it seems interesting to find answers to several research questions as follows:

1. What socio-demographic factors have a differentiating impact on the perception by representatives of Generation Z of unfavorable employment conditions that are the reason for frequent job changes?
2. Employees with what socio-demographic characteristics are more likely to notice negative features of their supervisor, which may contribute to considerations about changing their workplace?
3. What socio-demographic characteristics of the surveyed respondents differentiate their attitudes towards the positive consequences of frequent job changes?

For the purposes of this study, the following research hypotheses were formulated and verified:

1. Socio-demographic factors of Generation Z representatives differentiate the perception of negative employment conditions that are intended to contribute to their change of job.
2. The differences in the perception of the negative characteristics of superiors that are the reason for changing jobs by representatives of Generation Z are closely related to their socio-demographic characteristics.
3. Most socio-demographic factors differentiate the attitude of Generation Z employees to the consequences of frequent job changes.

5. Results

In order to verify H1, the correlations between respondents' answers in the context of specifying unfavorable employment conditions contributing to frequent job changes and socio-demographic factors (gender, marital status, length of service) were examined. This hypothesis was partially confirmed. Regarding this research area, the research results are presented in the tables below.

Table 2.

Relationships between the reasons for frequent job changes (unfavorable employment conditions) among representatives of Generation Z and the gender of the respondents

Unfavorable conditions employments	Sex		The value of the statistic	
	Women	Men	Chi2(χ^2)	p
unsatisfactory remuneration	44,19	55,81	15,313	0,000
unfavorable form of employment	49,68	50,32	4,207	0,040
bad work atmosphere	53,13	46,87	1,572	0,209
lack of development opportunities	50,21	49,79	2,473	0,115
workload and stress	52,39	47,61	0,234	0,627
no promotions	51,89	48,11	0,000	0,991

Source: own study.

The research results showed that there is a significant statistical correlation between the gender of the people participating in the study and such unfavorable employment factors as: unsatisfactory remuneration and unfavorable form of employment. Men assessed them much more severely than women, believing that they contributed to frequent decisions to change their workplace. In the remaining cases, the p value was higher than 0.05. This means that the remaining factors included in the category of unfavorable employment conditions, in which the differences in the assessment of the impact of this category on the phenomenon of job hopping from the point of view of Generation Z representatives are not statistically significant.

Table 3.

Relationships between the reasons for frequent job changes (unfavorable employment conditions) among representatives of Generation Z and the marital status of the respondents

Unfavorable conditions employments	Marital status		The value of the statistic	
	Lonely	In relation with	Chi2(χ^2)	p
unsatisfactory remuneration	59,0	41,0	1,868	0,171
unfavorable form of employment	78,80	21,20	1,539	0,214
bad work atmosphere	78,40	21,60	0,668	0,413
bad work atmosphere	79,79	20,21	5,719	0,016
workload and stress	80,65	19,35	10,358	0,001
no promotions	80,66	19,34	1,667	0,196

Source: own study.

The table above shows that marital status is an important factor differentiating respondents in terms of decisions to frequently change their workplace due to the lack of development opportunities and the burden of responsibilities and exposing people to stress. As can be seen, women resign from their current employment much more often than men if the company is not serious about guaranteeing subordinates the conditions they care about the most. The test did not show a statistically significant difference between this feature of the respondents and other factors considered unfavorable by the respondents.

Table 4.

Relationships between the reasons for frequent job changes (unfavorable employment conditions) among representatives of Generation Z and the respondents' work experience

Unfavorable conditions employments	Seniority		The value of the statistic	
	up to 6 months	1-2 years	Chi2(χ^2)	p
unsatisfactory remuneration	20,0	80,0	40,742	0,000
unfavorable form of employment	11,35	88,65	0,041	0,839
bad work atmosphere	11,45	88,55	0,025	0,872
bad work atmosphere	12,77	87,23	3,672	0,553
workload and stress	12,83	87,17	3,641	0,056
no promotions	3,77	96,23	19,324	0,000

Source: own study.

It was observed that work experience is also a factor differentiating young people in terms of frequent job changes in the studied area. Young people with longer experience are more likely to resign from work if the employer does not guarantee them satisfactory remuneration and prevents them from pursuing career advancement.

In order to verify H2, the relationships between the analyzed variables in the research area regarding the reasons for changing jobs due to the characteristics of an ineffective employer and the socio-demographic characteristics of the respondents were examined. The obtained results are presented in the tables below. The results presented therein show that in some cases there is a statistically significant correlation between the analyzed variables and inform that this research hypothesis is partially true.

Table 5.

Relationships between the reasons for frequent job changes due to the characteristics of an ineffective supervisor and the gender of the respondents

Characteristics of an ineffective supervisor	Sex		The value of the statistic	
	Women	Men	Chi2(χ^2)	p
ignores employees' expectations and opinions	65,0	35,0	29,637	0,000
cannot appreciate the employee and willingly criticizes him	55,0	45,0	1,405	0,235
introduces a stressful work atmosphere	58,0	70,0	3,777	0,051
dominant, excessively strict and demanding	56,0	44,0	2,260	0,322
provides no support or guidance to achieve goals	38,0	62,0	12,412	0,002
does not provide feedback on work results	48,0	52,0	1,370	0,503
distributes tasks unfairly	37,0	63,0	8,629	0,003

Source: own study.

The analysis of the research results leads to the conclusion that the gender of the surveyed group of respondents has a significant impact on job change due to some characteristics of an ineffective supervisor. It can be noticed that men decide to resign from work much more often than women if their superiors divide tasks unfairly. An additional factor that makes it difficult to retain young men in the company is the lack of support and guidance to achieve professional goals. Women, however, attach more importance to respecting their expectations and opinions. If they are ignored in this respect, they are significantly more likely than men to consider the idea and decide to look for another employer.

Table 6.

Relationships between the reasons for frequent job changes due to the characteristics of an ineffective supervisor and the marital status of the respondents

Characteristics of an ineffective supervisor	Marital status		The value of the statistic	
	lonely	in relation with	Chi2(χ^2)	p
ignores employees' expectations and opinions	88,0	12,0	1,742	0,186
cannot appreciate the employee and willingly criticizes him	87,0	13,0	0,166	0,683
introduces a stressful work atmosphere	86,0	14,0	0,011	0,915
dominant, excessively strict and demanding	87,0	13,0	0,166	0,683
provides no support or guidance to achieve goals	86,0	14,0	0,011	0,915
does not provide feedback on work results	80,0	20,0	2,519	0,283
distributes tasks unfairly	78,0	22,0	5,357	0,020

Source: own study.

The results presented in the table above indicate statistically significant differences between the marital status variable and only one feature of an ineffective supervisor, namely: he unfairly distributes tasks to be performed. Single people are significantly more likely than those in a married or civil partnership to resign from work if management is prone to such behavior.

Table 7.

Relationships between the reasons for frequent job changes due to the characteristics of an ineffective supervisor and the respondents' work experience

Characteristics of an ineffective supervisor	Seniority		The value of the statistic	
	up to 6 months	1-2 years	Chi2(χ^2)	p
ignores employees' expectations and opinions	20,0	80,0	40,742	0,000
cannot appreciate the employee and willingly criticizes him	16,0	84,0	8,254	0,004
introduces a stressful work atmosphere	13,0	87,0	1,146	0,284
dominant, excessively strict and demanding	12,0	88,0	0,883	0,642
provides no support or guidance to achieve goals	9,0	91,0	0,364	0,833
does not provide feedback on work results	8,0	92,0	0,776	0,678
distributes tasks unfairly	11,0	89,0	0,030	0,861

Source: own study.

It was observed that work experience also turned out to be a factor differentiating the assessment of the characteristics of an ineffective supervisor. People with longer work experience are significantly more likely than newly employed people to decide to leave the company if their superior ignores their expectations and opinions, does not appreciate them and is willing to criticize them.

The third research hypothesis (H3) concerned the difference in the assessment of the impact of the socio-demographic characteristics of the study group on the perception of the benefits resulting from frequent job changes. The obtained results are presented in the tables below. The results included indicate the existence of statistically significant correlations between all analyzed variables and the respondents' characteristics, such as marital status and company size. In the case of the respondents' gender, a significant statistical correlation can be indicated only with the work-life balance factor. Therefore, it should be concluded that this hypothesis was largely confirmed.

Table 8.

The relationship between the positive consequences resulting from frequent job changes from the perspective of Generation Z representatives and the gender of the respondents

Benefits of changing jobs	Sex		The value of the statistic	
	Women	Men	Chi2(χ^2)	p
work – life balance	51,28	48,72	6,576	0,010
material benefits	50,86	49,14	1,720	0,189
developing career	54,85	45,15	1,756	0,185
less stress	51,47	48,53	0,078	0,778
possibility of regulating the work system	50,81	49,19	4,569	0,101

Source: own study.

Based on the results obtained during the analysis, a significant statistical correlation should be indicated between the gender of the study group and the positive consequences of frequent job changes regarding the ability to maintain a balance between private life and professional work. Women pay attention to this aspect of the discussed benefits significantly more often than men.

Table 9.

The relationship between the positive consequences resulting from frequent job changes from the perspective of Generation Z representatives and the marital status of the respondents

Benefits of changing jobs	Marital status		The value of the statistic	
	lonely	in relation with	Chi2(χ^2)	p
work – life balance	87,97	12,03	18,986	0,000
material benefits	87,72	12,28	5,618	0,017
developing career	91,79	8,21	11,789	0,000
less stress	89,46	10,54	9,936	0,001
possibility of regulating the work system	87,97	12,03	18,986	0,000

Source: own study.

Marital status turned out to be a factor differentiating the assessment of the positive consequences of changing a job. Single people were significantly more likely than those in a relationship to notice the benefits of deciding to frequently change their workplace in each of the discussed aspects of this issue.

Table 10.

The relationship between the positive consequences of frequent job changes from the perspective of Generation Z representatives and the size of the company

Benefits of changing jobs	Company size				The value of the statistic	
	micro company	little	mean	big	Chi2(χ^2)	p
work – life balance	4,96	22,22	61,03	11,79	15,400	0,001
material benefits	1,34	22,65	63,34	12,67	134,975	0,000
developing career	-	-	-	-	-	-
less stress	6,27	25,0	60,54	7,84	25,633	0,000
possibility of regulating the work system	1,62	23,34	62,66	12,39	265,233	0,000

Source: own study.

Analyzing the variable company size, it was found that employees in medium-sized companies see significantly more benefits from frequent job changes. They see positive consequences of the job hopping phenomenon in every aspect of the analyzed issue. However, all positive consequences were mentioned much less frequently by employees of micro-enterprises.

6. Discussion and conclusions

Polish scientific literature lacks publications dealing with the phenomenon of job hopping. The findings from the conducted research refer to broader foreign literature and correspond well with the issues covered therein. The conducted own research allowed for a positive verification of research hypotheses about the relationship between the socio-demographic characteristics of respondents and their answers within individual research areas. This research leads to the conclusion that frequent job changes are not a rare phenomenon. The obtained

research results expand knowledge regarding the impact of socio-demographic variables on the occurrence of job hopping for various reasons.

There are many factors indicated as reasons influencing young people's decision to change jobs. The most frequently cited are those caused by unfavorable employment conditions. These include: lack of development opportunities, unsatisfactory remuneration, lack of work-life balance, burden of responsibilities and stress, and unfavorable form of employment. Similar research conclusions can be found in foreign publications. Research conducted by Queiri and his colleagues in 2015 also provides information that due to aspects of employment that are burdensome for young employees, they are looking for alternative jobs. When deciding to resign from their current job, they are guided by: low earnings, lack of additional benefits, failure to provide them with conditions conducive to professional development and promotion, and maintaining a balance between work and private life. The resulting dissatisfaction has negative consequences for the company related to the loss of a valuable employee (Jules, Ghazali, 2017). Similar findings are reflected in research conducted among Generation Z representatives in Nepal by Dhrub Lal Pandey, published in 2019 in the NCC Journal. Generation Z employees in Nepal concerned about the lack of good working conditions tend to make conscious decisions to leave the company (Pandey, 2019).

It often happens that the decision to change employment was made as a result of mistakes made by superiors. They are often responsible for actions that cause young people to be reluctant to work and force them to leave their place of employment. Respondents' answers indicating their intention to terminate cooperation with the company because of their superior should encourage employers to reflect on their actions. In order to prevent talented employees from leaving the company, they should implement corrective solutions (Dzięgielewski, 2023). The opinions of Polish HR experts show that we are currently dealing with the disappearance of traditional attachment to the company, which was the norm in previous decades. The Talent Trends 2023 report shows that young people are flexible and increasingly open to change. Hence, their attitude towards active job search should not be surprising. According to K. Wiązowska (2023), frequent job changes do not always have to be perceived negatively. It results from the desire to achieve success in the professional field. Young people with high professional aspirations who want to develop their careers quickly often change employers to shorten their path to a higher position. From the employee's point of view, using this strategy makes sense because it creates an opportunity to effectively climb the career ladder to fulfill the dream of promotion. Given the above, it is not surprising that the young generation of employees sees a number of benefits resulting from frequent job changes. This may be related to the awareness of available opportunities that can be exploited when young people enjoy high availability of their own competences. This may be an incentive to frequently change employment (<https://www.hrk.pl>).

In the context of the discussed phenomenon, K. Stennackers and M.A. Guerry (2016) postulate the need to increase research on the impact of the above variables on the frequency of job changes. This knowledge may prove helpful in gaining a more complete insight into the issue of job hopping and will fill the gap in analyzing significant relationships between the examined aspects due to the complexity of this issue.

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