

## THE PHENOMENON OF JOB HOPPING AMONG GENERATION Z EMPLOYEES IN THE SILESIAN VOIVODESHIP

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**Purpose:** The aim of the article is to identify the reasons why representatives of Generation Z make frequent decisions to change their workplace. Two groups of causes have been identified: unfavorable employment conditions and ineffective behavior of the superior contributing to the occurrence of job hopping. Next, the focus was on determining the frequency with which young people changed jobs and what the consequences were. The essence of the study was to determine the relationship between the respondents' answers and their socio-demographic characteristics, such as: gender, marital status, length of service, and the size of the organization in which they decided to take up employment.

**Design/methodology/approach:** The research was conducted in the first quarter of 2024 and covered Generation Z employees in the Silesian Voivodeship. The CAWI method was used, in which a survey questionnaire sent to respondents via the Internet was used to obtain answers to the research questions. The analyzed research group consisted of 417 people. K. Pearson's  $\chi^2$  test of independence was used to examine the correlation between the analyzed variables. The calculations were performed with the statistical program STATISTICA 13.3 by Statsoft.

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

H1. Factors in the dimension of unfavorable employment conditions are positively correlated with job hopping and the socio-demographic characteristics of respondents participating in these studies.

H2. Some socio-demographic variables of the respondents significantly differentiate their answers to the question about the characteristics of an ineffective supervisor that are the reason for the decision to frequently change jobs.

H3. Most of the analyzed socio-demographic factors differentiate the attitude of Generation Z employees to the consequences of frequent job changes.

H4. Socio-demographic factors determine the frequency of job hopping among representatives of Generation Z.

**Research limitations/implications:** This research filled the gap in identifying the reasons why representatives of Generation Z often give up their current jobs and the positive consequences resulting from this. These studies did not cover all aspects related to this phenomenon. Therefore, there is a need to expand the research field to include still unknown aspects related to the subject matter.

**Practical implications:** The study provides company managers with knowledge regarding the socio-demographic characteristics of Generation Z employees, which are related to the

phenomenon of job hopping, as well as the reasons and benefits for which they often decide to end cooperation with their current employers. This knowledge would be helpful for business owners in developing solutions and taking sensible actions to increase Generation Z's satisfaction with their work in order to retain those whose potential can be used to develop the company.

**Originality/value:** Due to the lack of literature on this issue, the article may be a valuable source of information for managers of Generation Z employees. Since job hopping is a new phenomenon on the labor market, the article offers insight into the factors shaping it and is a starting point for further research in this area.

**Keywords:** generation Z, contemporary organization, job hopping.

**Category of the paper:** science article.

## 1. Introduction

Nowadays, we can see that the landscape of the workplace is changing. In the context of a modern organization, a frequent job change among the younger generation of millennials, known as Z, is becoming an increasingly common and disturbing phenomenon. It involves moving from one job to another in a short time and results from the will of the employee, and its occurrence is not dictated by external factors. On the employer's side, for example the desire to dismiss employees. There is no consensus among researchers of this phenomenon as to its duration. For some, the term "often" means a period of several years, for others, a few months. According to the definition in general use, job hopping can be considered when work is performed in one position for no longer than two years (Skindzier, 2023).

According to labor market experts, young people from Generation Z quickly decide to move to another employer to test their career path and consider it natural. They explain their behavior by the fact that they are young with no life commitments, and in the period of good economic situation, which resulted in an improvement in the situation on the labor market, they see opportunities to find a suitable job. Compliance with the principle of loyalty to the employer turns out to be difficult and sometimes impossible for them, because it has lost meaning for them. It is worth mentioning that a few decades ago, employees followed this principle, even in unfavorable working conditions. The statement that one should remain faithful to one employer for years remains a slogan today. Currently, young people set their professional goals on the need to feel job satisfaction and gain more and more professional experience (Koc, 2014).

The aim of the article is to identify the reasons why young employees from Generation Z make frequent decisions to change their place of employment. The author's intention was to show the impact of the socio-demographic characteristics of the study participants on these decisions in two research areas - unfavorable employment conditions and the characteristics of an ineffective supervisor. The focus of research was also on the benefits of moving from one company to another and the frequency with which it was done.

## 2. Characteristics of the job hopping phenomenon

Currently, frequent job changes are an increasingly common phenomenon in Polish and global organizations. L. Highhouse and his colleagues define it as staying in the same job for only one year or up to two years at most ((Lake, Highhouse, Srift, 2018). Following the analysis of this phenomenon by Pranay, its characteristic feature is the voluntary nature of the actions taken, the employee voluntarily considers leaving his current employer in favor of moving to another one (Pranaya, 2014). People employed in a short period of time in several places have been nicknamed job hoppers and are not always perceived positively. It is worth quoting here the statements of several authors about them. H. Kaila assesses job hoppers as unstable and unable to maintain a job for a long time (Kaila, 2006), Ben-Ari, E. and Clammer, J. in Bills considers them as (1990) those who spend little time in their job, due to lack of passions she possesses (Ben-Ari, Clammer, 2000). D. Pranaya goes even a little further, claiming that these are people who cannot build positive relationships with the community that is part of the company in which they were employed (Pranaya, 2014)).

Although the discussed phenomenon is considered a new trend, its precursor was Ghiselli, who in the 1970s used the term "hobo syndrome" to refer to it. According to the above-mentioned author, this syndrome refers to people who tend to move from one place of employment to another due to irrational reasons, often decisions made under the influence of instinctive impulses (Steenackers, Guerry, 2016). The above position can be contrasted with the argument of Maertz and Griffeth, according to which a voluntary transfer to another workplace may be dictated by rational reasons (Maertz, Griffeth, 2004).

## 3. Motives for frequent job changes

The reasons for changing jobs frequently may vary. Srift (2016) and Lake (2018) adopt an inductive classification of motives for frequent job change, including the motive of escape and progress. The first one is related to the lack of adaptation of a person to the work environment and even results from aversion to it (Lake, 2018), while the second one comes from career psychology and is understood as a way to pursue a career (12,2004). According to Pelta, people who decide to resign from their current job think about developing their own professional career in order to acquire new skills and increase the competences necessary to perform the assigned tasks and responsibilities (Pelta, 2024). Among the factors influencing an employee's motivation to further career development, there are two basic needs: recognition and promotion. Employees who feel a strong desire to satisfy them will not hesitate to take the risk of leaving their current job and increasing their commitment to take action to move to

another one. As it is currently suggested, the youngest representatives of millennials, i.e. Generation Z employees, change jobs more often than previous generations, and this is due to their worse approach to work and employers. They are usually perceived as unable to be loyal and stay with the company for a long time because they focus on gaining external rewards (12, 2024).

Numerous studies conducted around the world in this area allow for the analysis of many other factors that encourage young people to change jobs frequently. B. Naresh and B. Venkat Rathnam, citing research by Leigh Branham (2005), list seven reasons why people decide to move to another employer:

- work that does not meet their expectations,
- lack of fit for work,
- lack of training support,
- work without the possibility of professional development and promotion,
- feeling underappreciated due to too low remuneration,
- stress resulting from overload with professional duties and imbalance between work and private life,
- lack of trust in senior management (Naresh, Rathnam, 2015).

Therefore, all these factors may be a reason for constant job dissatisfaction, ultimately leading to a reduction in the employee's involvement in the implementation of tasks aimed at achieving the goals pursued by the organization, and ultimately result in withdrawal from the organization (Pfeffer, 2014).

## 4. Methodology

The aim of the study was to verify the relationship between factors intended to contribute to the voluntary decision by representatives of Generation Z in the Silesian Voivodeship to frequently change their workplace and the respondents' characteristics such as gender, marital status, seniority and company size. The analysis of the relationship between these variables allows for a synthetic illustration of the features characterizing this generation and a comparative assessment of their impact on decisions about frequent job changes. In the first part of the study, employment factors were identified that were considered unfavorable by the people participating in the study, as well as features of an ineffective supervisor that led to considerations of frequent job changes. The second part of the research concerned determining the frequency with which young people changed jobs and what were the consequences of the decisions they made? The respondents were residents of the Silesian Voivodeship belonging to Generation Z, i.e. people born after 1995. The research was conducted in the first quarter of

2024. The CAWI method was used, in which a survey questionnaire sent to respondents via the Internet was used to obtain answers to the research questions. The analyzed research group ultimately consisted of 417 people. The characteristics of the study sample are presented in Table 1.

**Table 1.**  
*Characteristics of the research sample (N = 417)*

Features of the study group		N	%	Sum
Sex:	woman	216	51,80	417
	man	201	48,20	
Marital status:	lonely	285	68,34	417
	married	132	31,65	
Seniority:	up to 6 months	62	14,86	417
	1-2 years	355	85,13	
Organization size:	micro	25	6	417
	little	110	26,37	
	mean	227	54,43	
	big	55	13,18	

Source: own study.

$\chi^2$  independence tests were performed for the given research sample. The level of statistical significance was assumed to be  $p < 0.05$ . The calculations were performed with the statistical program STATISTICA 13.3 by Statsoft. The study assessed which factors related to unfavorable employment conditions and the characteristics of the supervisor considered ineffective resulted in the intention to leave the job again. Additionally, the aim of the study was to determine whether the nature of the answer to the question depends on the socio-demographic characteristics of the surveyed group.

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

H1. Factors in the dimension of unfavorable employment conditions are positively correlated with job hopping and the socio-demographic characteristics of respondents participating in these studies.

H2. Some socio-demographic variables of the respondents significantly differentiate their answers to the question about the characteristics of an ineffective supervisor that are the reason for the decision to frequently change jobs.

H3. Most of the analyzed socio-demographic factors differentiate the attitude of Generation Z employees to the consequences of frequent job changes.

H4. Socio-demographic factors determine the frequency of job hopping among representatives of Generation Z.

## 5. Results

In order to verify H1, the correlations between the answers of young respondents in the context of specifying unfavorable employment conditions influencing the occurrence of job hopping and selected socio-demographic variables were examined. This hypothesis was confirmed to a small extent. The tables below present research results regarding this research area.

**Table 2.**

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

Unfavorable conditions employment		Sex		The value of the statistic	
		Women	Men	Chi2( $\chi^2$ )	p
		%	%		
Unsatisfactory salary	Yes	95,83	95,52	0,024	0,875
	NO	4,17	4,48		
No development prospects	Yes	88,43	94,53	4,913	0,026
	NO	11,57	5,47		
Work-life balance	Yes	77,31	81,59	1,163	0,280
	NO	22,69	18,41		
Unfavorable employment contract	Yes	73,15	69,15	0,810	0,368
	NO	26,85	30,85		
Workload and stress	Yes	44,44	37,31	2,188	0,139
	NO	55,56	62,69		

Source: own study.

The results of testing the relationship between the specified variables regarding unfavorable employment conditions and the respondents' gender indicate only in one case a positive, statistically significant relationship between them. The obtained result suggests that the lack of development prospects in the company will become an incentive for young generation employees to consider the decision to frequently change jobs. In relation to this pair of variables, the percentage of declarations indicating the willingness to leave the current place of employment was higher in men (94.53% of indications) than in women (88.43% of indications). It is possible that this results from the desire to expand competences that may make it easier to take up a better job position.

**Table 3.**

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

Unfavorable conditions employment		Marital status		The value of the statistic	
		lonely	in a relationship	Chi2( $\chi^2$ )	p
		%	%		
Unsatisfactory salary	Yes	95,79	95,45	0,024	0,875
	NO	4,21	4,55		
No development prospects	Yes	92,98	87,88	2,979	0,084
	NO	7,02	12,12		
Work-life balance	Yes	80,00	78,03	0,213	0,643
	NO	20,00	21,97		
Unfavorable employment contract	Yes	72,98	67,42	1,359	0,243
	NO	27,02	32,58		
Workload and stress	Yes	37,89	47,73	3,605	0,057
	NO	62,11	52,27		

Source: own study.

The assessment of employment conditions in terms of the reasons that encourage the young generation to change jobs frequently does not distinguish single people from those in a relationship. In this research area, no dependencies between variables were confirmed.

**Table 4.**

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

Unfavorable conditions employment		Work experience		The value of the statistic	
		up to 6 months	from 1-2 years	Chi2( $\chi^2$ )	p
		%	%		
Unsatisfactory salary	Yes	93,55	96,06	0,803	0,369
	NO	6,45	3,94		
No development prospects	Yes	88,71	91,83	0,651	0,419
	NO	11,29	8,17		
Work-life balance	Yes	88,71	77,75	3,875	0,049
	NO	11,29	22,25		
Unfavorable employment contract	Yes	87,10	68,45	8,953	0,002
	NO	12,90	31,55		
Workload and stress	Yes	80,65	76,90	0,423	0,515
	NO	19,35	23,10		

Source: own study.

The research results showed that there is a significant statistical correlation between respondents' work experience and such unfavorable employment factors as: lack of work-life balance and unfavorable employment contract. People with short work experience - up to 6 months, more often than those who work a little longer (from 1 - 2 years) included the following factors as factors influencing their decisions to frequently resign from work: lack of work-life balance and unfavorable contract for a job.

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 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( $\chi^2$ )	p
		%	%		
It introduces a stressful work atmosphere	Yes	55,32	28,57	29,833	0,000
	NO	44,68	71,43		
Does not provide instructions or messages before completing tasks	Yes	33,62	40,66	2,189	0,138
	NO	66,38	59,34		
does not provide feedback on work results	Yes	32,34	27,47	1,152	0,283
	NO	67,66	72,53		
He does not appreciate the efforts of employees	Yes	23,40	22,53	0,044	0,832
	NO	76,60	77,47		
Does not listen to the team's advice and instructions	Yes	14,47	26,37	9,202	0,002
	NO	85,53	73,63		
Lack of trust in employees	Yes	14,04	17,58	0,976	0,323
	NO	85,96	82,42		
Insensitive to the needs and difficulties of employees	Yes	8,94	17,58	6,911	0,008
	NO	91,06	82,42		
Lack of ability to constructively resolve conflicts at work	Yes	96,17	86,26	13,441	0,000
	NO	3,83	13,74		

Source: own study.

The above analyzes show that some characteristics of the supervisor are considered undesirable by the young generation of employees and are the reason for frequent job changes. It can be noticed that gender differentiates the respondents in terms of perceiving their superior as ineffective in working with a young person belonging to Generation Z. The analysis of the research allows us to conclude that there are statistically significant differences between the indications of women and men if the superior displays such behaviors as: introducing a stressful work atmosphere (women – 55.32% of indications, perceive this feature more often, statistically significantly, compared to men - 28.57% indications), does not listen to the team's advice and instructions (men - 26.37% of indications, obtained a higher result than women - 14.47% of indications), is insensitive to the needs and difficulties of employees (men - 17.58% of indications, obtained a higher result in compared to women - 8.94% of responses), lack of skills in constructive conflict resolution (women - 96.17% of responses obtained a statistically significantly higher result than men - 86.26% of responses). In other cases, the results of people of different genders did not differ statistically significantly.



**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	married	Chi2( $\chi^2$ )	p
		%	%		
It introduces a stressful work atmosphere	Yes	43,47	47,37	0,112	0,737
	NO	56,53	52,63		
Does not provide instructions or messages before completing tasks	Yes	36,68	36,84	0,000	0,988
	NO	63,32	63,16		
does not provide feedback on work results	Yes	69,85	68,42	0,017	0,894
	NO	30,15	31,58		
He does not appreciate the efforts of employees	Yes	22,61	31,58	0,822	0,364
	NO	77,39	68,42		
Does not listen to the team's advice and instructions	Yes	19,35	26,32	0,557	0,455
	NO	80,65	73,68		
Lack of trust in employees	Yes	15,33	21,05	0,451	0,501
	NO	84,67	78,95		
Insensitive to the needs and difficulties of employees	Yes	12,31	21,05	1,248	0,263
	NO	87,69	78,95		
Lack of ability to constructively resolve conflicts at work	Yes	93,47	57,89	30,642	0,000
	NO	6,53	42,11		

Source: own study.

Based on the obtained research results, it was observed that the marital status of the respondents statistically significantly differentiates their responses only in terms of the characteristic of an ineffective supervisor, which is the lack of ability to constructively resolve conflicts at work. Young people who are single obtained a statistically significantly higher result than those who are in a relationship with another person ( $\chi^2 = 30.642$ ,  $p = 0.000$ ).

**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		Work experience		The value of the statistic	
		up to 6 months	From 1-2 years	Chi2( $\chi^2$ )	p
		%	%		
It introduces a stressful work atmosphere	Yes	100,00	93,52	4,251	0,039
	NO	0	6,48		
Does not provide instructions or messages before completing tasks	Yes	43,55	35,49	1,474	0,224
	NO	56,45	64,51		
does not provide feedback on work results	Yes	33,87	29,58	0,461	0,496
	NO	66,13	70,42		
He does not appreciate the efforts of employees	Yes	25,81	22,54	0,318	0,572
	NO	74,19	77,46		
Does not listen to the team's advice and instructions	Yes	17,74	20,00	0,170	0,679
	NO	82,26	80,00		
Lack of trust in employees	Yes	11,29	16,34	1,022	0,312
	NO	88,71	83,66		
Insensitive to the needs and difficulties of employees	Yes	16,13	12,11	0,767	0,381
	NO	83,87	87,89		
Lack of ability to constructively resolve conflicts at work	Yes	75,81	94,65	25,021	0,000
	NO	24,19	5,35		

Source: own study.

The above results indicate that work experience statistically significantly differentiates the declarations of young employees regarding two ineffective features of the supervisor that are supposed to determine the occurrence of job hopping. Significant differences concern indications relating to such dimensions of the analyzed issue as: it introduces a stressful work atmosphere and the lack of ability to constructively resolve conflicts at work. Employees with short work experience - up to 6 months are significantly more likely to express critical comments towards their superior in the first case than respondents with longer work experience - from 1 to 2 years ( $\chi^2 = 4.251$ ,  $p = 0.039$ ). Young people with 1 to 2 years of work experience are more likely to resign from work than newly employed people if their supervisor is unable to constructively resolve conflicts occurring in the workplace. As for the other characteristics of the supervisor, the length of service does not differentiate the respondents' declarations about frequent changes of workplace.

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 show that in most cases there is a statistically significant correlation between the analyzed variables and indicate that this research hypothesis is true.

**Table 8.**

*Relationships between the positive consequences of frequent job changes and the gender of the respondents*

Benefits of changing jobs frequently		Sex		The value of the statistic	
		Women	Men	Chi2( $\chi^2$ )	p
		%	%		
possibility of regulating the work system	Yes	79,48	80,00	0,013	0,907
	NO	20,52	20,00		
financial gain	Yes	80,13	90,00	5,522	0,018
	NO	19,87	10,00		
developing career	Yes	38,44	30,00	2,495	0,114
	NO	61,56	70,00		
work-life balance	Yes	71,66	81,82	4,379	0,036
	NO	28,34	18,18		
less stress	Yes	89,25	97,27	6,606	0,010
	NO	10,75	2,73		

Source: own study.

The above results show that gender differentiates respondents' indications regarding the perception of benefits resulting from frequent job changes. Men benefit significantly more often than women in the following aspects: financial profit ( $\chi^2 = 5.522$ ,  $p = 0.018$ ), work-life balance ( $\chi^2 = 4.379$ ,  $p = 0.036$ ), less stress ( $\chi^2 = 6.606$ ,  $p = 0.010$ ). For the remaining benefits, differences in results were statistically insignificant.

**Table 9.**

*Relationships between the positive consequences of frequent job changes and the marital status of respondents*

Benefits of changing jobs frequently		Marital status		The value of the statistic	
		lonely	married	Chi2( $\chi^2$ )	p
		%	%		
possibility of regulating the work system	Yes	79,06	85,71	0,875	0,349
	NO	20,94	14,29		
financial gain	Yes	85,86	48,57	31,214	0,000
	NO	14,14	51,43		
developing career	Yes	37,43	22,86	2,949	0,085
	NO	62,57	77,14		
work-life balance	Yes	75,13	65,71	1,490	0,222
	NO	24,87	34,29		
less stress	Yes	90,58	100,00	3,610	0,057
	NO	9,42	0,00		

Source: own study.

The results of testing the relationship between the consequences specified in the table above resulting from frequently made decisions to change employment and the marital status of the respondents indicate in only one case a positive, statistically significant relationship between the variables ( $p < 0.05$ ). The Chi2 test showed differences between singles and people in a relationship with regard to positive consequences. Single people change jobs significantly more often due to the desire to obtain material benefits ( $\chi^2 = 31.214$ ,  $p = 0.000$ ).

**Table 10.**

*Relationships between the positive consequences of frequent job changes and the size of the company*

Benefits of changing jobs frequently		Company size				The value of the statistic	
		micro	small	mean	big	Chi2( $\chi^2$ )	p
		%	%	%	%		
possibility of regulating the work system	Yes	68,00	94,55	68,72	100,00	47,86	0,00
	NO	32,00	5,45	31,28	0,00		
financial gain	Yes	12,00	70,91	95,15	87,27	123,636	0,000
	NO	88,00	29,09	4,85	12,73		
developing career	Yes	0,00	0,00	53,50	54,55	113,352	0,000
	NO	100,00	100,00	46,70	45,45		
work-life balance	Yes	40,00	77,27	80,18	60,00	25,933	0,000
	NO	60,00	22,73	19,82	40,00		
less stress	Yes	100,00	100,00	84,14	100,00	32,979	0,00
	NO	0,00	0,00	15,86	0,00		

Source: own study.

The research results showed that the size of the company significantly differentiates the willingness to take risks related to frequent changes of workplace due to the many benefits perceived by Generation Z representatives. Young people see advantages in frequent changes

of employment. The willingness to frequently change jobs in favor of employment in large companies is significantly more often motivated by the desire to regulate the work system ( $\chi^2 = 47.86$ ;  $p = 0.000$ ) and develop one's professional career ( $\chi^2 = 113.352$ ;  $p = 0.000$ ). Changing a job for a better one in medium-sized companies is dictated by the desire to obtain better financial conditions ( $\chi^2 = 123.636$ ;  $p = 0.000$ ) and maintain a balance between professional work and private life ( $\chi^2 = 25.933$ ;  $p = 0.000$ ). The benefit of frequent changes of employment is less stress among those who move to employers of small, large and micro-enterprises ( $\chi^2 = 32.979$ ;  $p = 0.000$ ).

In order to verify H4, the relationship between the frequency of decisions made to resign from the current job and the socio-demographic characteristics of the people participating in this study was examined. The obtained results are presented in the tables below. The results presented therein indicate the existence of statistically significant correlations between the analyzed variables and inform that this research hypothesis is partially true.

**Table 11.**

*Relationships between the frequency of job changes and the gender of the respondents*

Frequency of job changes		Sex		The value of the statistic	
		Women	Men	Chi2( $\chi^2$ )	p
		%	%		
once	Yes	76,55	100,00	30,914	0,000
	NO	23,45	0,00		
twice	Yes	63,84	100,00	53,75	0,000
	NO	36,16	0,00		
more	NO	100,00	100,00	0,000	1,000

Source: own study.

The obtained research results indicate a relationship between the gender of the respondents and the frequency of job changes. Men decide to move to another employer significantly more often than women. Men change their place of work twice as often as women ( $\chi^2 = 53.75$ ;  $p = 0.000$ ). Among people declaring the willingness to change jobs only once in a relatively short time, men also had an advantage ( $\chi^2 = 30.914$ ;  $p = 0.000$ ). Regarding the higher frequency of job changes and gender, the differences in results were statistically insignificant.

**Table 12.**

*Relationships between the frequency of job changes and the marital status of respondents*

Frequency of job changes		Marital status		The value of the statistic	
		lonely	married	Chi2( $\chi^2$ )	p
		%	%		
once	Yes	84,29	76,47	2,889	0,089
	NO	15,71	23,53		
twice	Yes	72,21	77,65	1,023	0,311
	NO	27,79	22,35		
more	NO	100,00	100,00	0,000	1,000

Source: own study.

The above results indicate the lack of statistically significant differences between the marital status of the respondents and the frequency of decisions to change the place of employment.

**Table 13.**

*Relationships between the positive consequences of frequent job changes and the size of the company*

Frequency of job changes		Company size				The value of the statistic	
		micro	small	mean	big	Chi2( $\chi^2$ )	p
		%	%	%	%		
once	Yes	100,00	89,47	88,00	35,71	101,726	0,000
	NO	0,00	10,53	12,00	64,29		
twice	Yes	72,00	82,46	80,00	21,43	90,403	0,000
	NO	28,00	17,54	20,00	78,57		
more	NO	100,00	100,00	100,00	100,00	0,000	1,000

Source: own study.

The above results indicate that the size of the company is a factor differentiating the respondents' declarations regarding the frequency of job changes. Employees of small companies were twice as likely to move to another job as those from other companies ( $\chi^2 = 90.403$ ;  $p = 0.000$ ). Among people declaring the need to change jobs only once in a relatively short time, employees of micro companies had the advantage ( $\chi^2 = 101.726$ ;  $p = 0.000$ ). Regarding the relationship between the higher frequency of employment change decisions and the size of the company, the differences in the results were statistically insignificant.

## 6. Summary and discussion of results

A review of the Polish literature on the subject allows us to conclude that there is currently a lack of publications on the increasingly widespread phenomenon of frequent job changes. This issue was described from a theoretical perspective based on studies of foreign-language literature in the field of management sciences. This study is of an applied nature and offers the opportunity to identify the socio-demographic factors of Generation Z representatives and their impact on the development of the discussed phenomenon. The analysis of the data collected during the research allowed to verify the hypotheses put forward by the author in order to determine whether there are statistically significant relationships between the analyzed factors of the phenomenon of frequent job changes and the socio-demographic characteristics of the respondents. Based on the obtained research results, it can be concluded that frequent job changes may be related to two groups of internal factors originating from the organization itself. The first of them concerns unfavorable employment conditions. Analyzes of research conducted in terms of the relationship between the causes of job hopping and the socio-demographic characteristics of respondents allow us to draw the conclusions that:

- gender differentiates the respondents in terms of the lack of prospects for professional development in their current place of employment. The percentage of declarations indicating the willingness to leave the current place of employment for this reason was higher among men (94.53% of indications) than among women (88.43% of indications);
- marital status is not a factor differentiating respondents in terms of assessment of unfavorable employment conditions;
- length of service differentiates the studied population in this research area due to factors such as work-life imbalance and unfavorable employment contract. People with short work experience - up to 6 months - more often than those who have been working a little longer (from 1-2 years) indicated these reasons for their decisions to change jobs frequently.

Even favorable employment conditions will not make the employee want to stay in the company longer if he is disturbed by the attitude of his superior related to the lack of actions taken to benefit the young people employed. Hence, ineffective superiors have a major impact on the lack of interest in continuing employment in the current workplace. Due to the gross mistakes they make in managing Generation Z, most often resulting from the lack of knowledge and interest in them, and thus underestimating the companies' key employees, these companies will have to pay a high price in the fight against the competition when they lose talented employees.

There are many factors indicated by the respondents that prove the ineffectiveness of actions taken by their superiors, thanks to which young people express their readiness to stop cooperating with the company. There are statistically significant differences between some characteristics of an ineffective supervisor and socio-demographic characteristics.

The analysis of the research results allows us to specify such differentiating factors as:

- gender differentiates the respondents in terms of assessing their superior from the point of view of his or her ineffective features influencing the occurrence of job hopping. Women had a statistically significantly greater advantage over men, pointing out that the reasons for changing jobs were the responsibility of the superior, including: it introduces a stressful work atmosphere (women - 55.32% of responses, men - 28.57% of responses), lack of ability to constructively solve conflicts (women - 96.17% of responses, men - 86.26% of responses). A higher percentage of declarations was obtained by men compared to women when it comes to such features of an ineffective superior as: does not listen to the team's advice and instructions (men - 26.37% of responses, women - 14.47% of responses), insensitive to the needs and difficulties of employees (men - 17.58% of responses, women - 8.94% of responses);
- the marital status of the respondents is a factor that statistically significantly differentiates their indications regarding such a feature of an ineffective superior as the lack of ability to constructively resolve conflicts at work (single - 93.47% of responses; people in a relationship - 57.89% of responses);

- work experience statistically significantly differentiates the respondents' answers in terms of such negative characteristics of the superior that may decide to leave the current workplace, such as: introduces a stressful work atmosphere (respondents with up to 6 months of work experience - 100% of responses; 1-2 years of work - 93.52% of responses), lack of ability to constructively resolve conflicts at work (1-2 years of work - 94.65% of responses; up to 6 months of work - 75.81% of responses).

Focusing on the search for benefits resulting from the decisions made by representatives of Generation Z related to frequent job changes, it should be pointed out that there are positive correlations between them and the socio-demographic characteristics of the respondents.

The analysis of the research results allows us to specify such factors differentiating the respondents' statements as:

- gender is a factor significantly differentiating the respondents' answers regarding the positive consequences of moving to another employer. Men had a statistically significantly greater advantage over women, indicating: financial profit (men - 90% of responses, women - 80.13% of responses), work - life balance (men - 81.82% of responses, women - 71.66% of responses), less stress (men - 97.27% of responses, women - 89.25% of responses);
- marital status significantly differentiates the benefits perceived by young people in the form of financial gain (single - 85.86% of responses, people in a relationship - 48.57% of responses);
- the size of the company statistically significantly differentiates respondents' answers regarding benefits such as: the ability to regulate the work system (in large companies - 100% of responses, in small companies - 94.5% of responses), financial profit (medium-sized company - 95.15% of responses, large companies - 87.27% of responses), developing career (large company - 54.55% of responses, medium-sized company - 53.50% of responses), work - live balance (medium company - 80.18% of responses, small company - 77.2% of responses), less stress (large company - 100% of indications, small company - 100% of indications, micro company - 100% of indications);

The last research area was the frequency of job changes, positively correlated with such socio-demographic factors of respondents as gender and company size. Regarding the gender variable, men assume the risk of moving to another company significantly more often than women. Men change their place of work twice as often (100% of responses) as women (63.84% of responses). Men also gain an advantage (100% of responses) over women (76.55% of responses) when they move to another company only once during the period typical of the job hopping phenomenon.

Discussing the obtained research results is difficult due to the lack of publications in Poland on this new issue. Although it is quite often the subject of analysis in foreign literature, it has not been sufficiently researched in the context of Generation Z. There is no doubt that this issue is extremely interesting and should be the subject of further investigations and research.

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