

Bibliometric Analysis: Phenomenon of Job Hopping Among Millennials

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ABSTRACT

Introduction/Main Objectives: This study examines the growing phenomenon of job hopping among millennials, driven by the need for work-life balance, flexibility, and career development. It further analyzes the implications of frequent job transitions for both organizations and individual employees. **Background Problems:** The job hopping phenomenon that is rampant among millennials, driven by career dissatisfaction and lack of work flexibility, has resulted in high recruitment costs, unstable work culture, and decreased work productivity. **Novelty:** Uses bibliometric analysis, this study adopts a methodological approach that has not been widely used in previous research to examine the phenomenon of job hopping among millennials. This report maps research patterns since 2018, finds gaps in the long-term effects of job hopping, and provides recommendations for employers in creating data-driven employee retention strategies using data from VOSviewer and Scopus. **Research Methods:** The methods used in this study include descriptive methods and quantitative methods. This study also uses Scopus publication data and VOSviewer software for bibliometric analysis, including co-occurrence, temporal trends, and keyword networks. **Finding/Results:** The results indicate that dominant themes in the literature include career development, work flexibility, and job satisfaction. They also highlight a growing research focus on job hopping since 2018, particularly in countries such as the United States, India, and the United Kingdom. **Conclusion:** This study provides practical implications in the form of data-based employee retention strategy recommendations to reduce turnover (job hopping) and increase loyalty, while also offering insights for further research on the long-term impact of job hopping.

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1. Introduction

Job hopping or the tendency of employees to change jobs in a relatively short time, has become an increasingly prominent phenomenon, especially among the millennial generation. This generation, born between 1980 and 2000, is known for its characteristics that value work flexibility, work-life balance, and continuous career development opportunities (Karl Mannheim, 1952). In Indonesia, this trend is influenced by social and economic factors, such as dissatisfaction with career development paths and lack of work flexibility, as mentioned by (Naveenan, 2017). Job hopping is not only a national trend, but also a global phenomenon that continues to receive academic attention.

This phenomenon has significant impacts on both individuals and organizations. From the individual side, job hopping is often seen as a strategy to improve skills, expand professional networks, and achieve better career opportunities (Rivers, 2018). However, this behavior can also carry risks to long-term career stability and psychological well-being, such as stress and uncertainty (Sverke et al., 2019). On the other hand, for organizations, high levels of turnover consequence job hopping can create instability, increase recruitment costs, and weaken work culture (Larasati & Aryanto, 2020). Therefore, understanding the dynamics and impacts of job hopping is essential for designing effective employee retention strategies.

Although there has been a lot of research discussing the phenomenon job hopping, there are several research gaps that need to be addressed. Most previous studies used a descriptive approach or qualitative analysis to explore the reasons and impacts of job hopping (Ng et al., 2010) (Leovani, 2022) However, this approach has not fully identified research trends in depth. Bibliometric analysis, which is able to map the development of literature and identify dominant themes in certain studies, is still rarely used in related studies job hopping. However, this method offers the potential to generate new insights into existing research patterns and to identify opportunities for future scholarly exploration.

In addition, the long-term impact of job hopping on individuals and organizations has received little attention. For example, the impact on psychological well-being, such as work stress resulting from career uncertainty, has not been widely explored (Sverke et al., 2019). Similarly, cross-sector and cross-cultural research exploring how the dynamics of job hopping differences across industries and countries are still very limited (Zahari & Puteh, 2023). This research is important considering that this phenomenon is influenced by diverse social and economic contexts in each region.

To address this gap, this study uses a bibliometric approach as the main method. Bibliometrics allows quantitative analysis of scientific publications to identify research patterns,

collaboration between authors, and the development of research themes over a certain period of time (Marwantika, 2022). By using data from the database Scopus and software VOSviewer, this study aims to visualize the relationships among key elements such as keywords, authors, and institutions in order to provide a comprehensive overview of the development of research related to job hopping. Analyze publication trends, citation networks, and seminal publications in the field to map the research landscape of job hopping. To comprehend collaborative networks in job hopping research, identify important contributors, such as well-known authors, organizations, and nations. This study analyzes thematic developments to identify emerging trends and research gaps by visualizing topic clusters and keyword co-occurrences. It aims to provide insights for future research by highlighting underexplored areas and suggesting potential directions for further studies on job hopping.

This study aims to (1) identify dominant themes and trends in job hopping research through bibliometric analysis, (2) reveal countries, institutions, and authors with significant contributions, and (3) identify research gaps and future research directions based on bibliometric and co-occurrence analysis.

The findings of this study are expected to contribute to the advancement of human resource management theory and practice, particularly in the development of effective employee retention strategies. Practically, organizations can understand the dynamics of job hopping to design policies that reduce turnover and increase employee loyalty, while individuals can manage career transitions strategically. From the introduction it is obtained research questions follows:

RQ 1: What are the dominant themes and trends in job hopping research based on bibliometric analysis?

RQ 2: Which countries, institutions, and authors contribute the most to job hopping studies?

RQ 3: What are the research gaps and future directions in job hopping studies based on citations and co-occurrence analysis?

2. Literature Review

Job hopping refers to the phenomenon where employees change jobs in a relatively short period of time, usually less than two years in each position (Ng et al., 2010). This phenomenon is often associated with differences in values between generations, especially the millennial generation who value work flexibility, work-life balance, and career development opportunities more than long-term loyalty to one organization (Ng et al., 2010). In Indonesia, this phenomenon is influenced by socio-economic factors, including dissatisfaction with unclear career paths and limited work flexibility (Sari, 2021).

The impact on the organization cannot be ignored. The high level of turnover employee due to job hopping increasing recruitment and training costs, creating instability in organizational culture, and decreasing productivity (Larasati & Aryanto, 2020). However, from an individual perspective, this phenomenon can bring benefits in the form of increased skills, experience, and professional networks, which are often important assets in a competitive labor market (Lake C.J, 2018).

From an individual perspective, job hopping often considered as a strategy to improve skills, expand professional networks, and pursue better career opportunities (Lake C.J, 2018). This creates a dilemma, where behavior that benefits individuals can bring challenges to organizations. Therefore, understanding the causal factors and their impacts on both organizations and individuals remains a critical focus in job hopping–related research.

The main factors that drive behavior job hopping are job dissatisfaction, lack of career development opportunities, and an unsupportive work environment (Ng et al., 2010). This dissatisfaction is often caused by a mismatch between employee expectations and conditions in the workplace, including a lack of work flexibility or a clear career path (Sari, 2021). Research by Society for Human Resource Management (SHRM) shows that 60% of employees are willing to leave their jobs for better opportunities if they feel unappreciated or dissatisfied with their working conditions.

The COVID-19 pandemic adds a new dimension to the dynamics job hopping. During the pandemic, many employees chose to stay in their jobs due to economic uncertainty. However, after the situation began to improve, there was a significant increase in the number of employees seeking new opportunities, reflecting their desire for work flexibility and better conditions (Alisa et al., 2022). This trend suggests that factors such as work-life balance and career development play an important role in employees' decisions to change jobs.

Behavior job hopping also has a positive side for individuals. According to (Rivers, 2018), job hopping allows employees to gain cross-industry experience, improve skills, and build a wider professional network. However, risks such as career instability and stress resulting from constant adaptation remain significant challenges that must be addressed. Organizations that understand these underlying motivations are better positioned to adopt proactive strategies aimed at improving employee retention.

In this context, research indicates that organizations offering competitive compensation, well-defined career development pathways, and a positive work environment are more likely to retain their talent. Therefore, data-driven strategies that leverage job satisfaction surveys and trend analysis can help organizations understand employee preferences and reduce turnover.

Bibliometric analysis has become an important tool in understanding research trends in the field of human resource management (HRM), including studies on employee retention and job hopping. This method allows the identification of research patterns, dominant themes, and relationships between concepts through data visualization (Marwantika, 2022). In the context of job hopping, bibliometric analysis helps map the relationships between factors such as “job satisfaction,” “career development,” and “employee retention.”

This study uses data from the database Scopus, which is recognized for the validity and quality of the articles it publishes. By using software VOSviewer, analysis co-occurrence shows that the themes of “career development” and “work flexibility” are the main focus in the related literature. The visualization of the keyword network in this study places “job hopping” as the center of these themes, demonstrating the relevance of these factors in influencing this phenomenon.

Temporal analysis also shows that since 2018, there has been an increase in attention to issues such as work-life balance, work flexibility, and career development among millennials. The United States, India, and the United Kingdom are the countries with the highest publication contributions, while institutions such as Harvard University and the Indian Institute of Technology have played a significant role in the development of this literature (Hu, 2022).

However, this study identified several research gaps, including a lack of studies on the long-term impacts of job hopping on psychological well-being, as well as limited cross-sectoral and cross-cultural investigations. Future research can leverage technologies such as big data and artificial intelligence to predict patterns job hopping and develop more effective retention strategies (Zahari & Puteh, 2023).

Figure 1 provides a comprehensive overview of the development of research related to job hopping during the period from 1988 to 2024. At the beginning of the period, research on job hopping was still very limited, with an average of only one or two publications per year. This reflects the lack of academic attention to this topic at that time.

However, after 2018, there was a significant increase in the number of publications on job hopping. This surge can be attributed to growing attention to global workforce dynamics, particularly among millennials and Generation Z, who have demonstrated a greater tendency to change jobs more frequently. In 2024, the number of publications reached its peak, indicating that this topic has become one of the main focuses in HR studies.

The dominant themes emerging in this literature include “career development,” “job satisfaction,” and “work flexibility.” These themes reflect the urgent need to create a work environment that is more adaptive to the needs of the modern employee. Furthermore, the data

visualization in Figure 1 shows the close relationship between these themes and factors such as employee loyalty and retention strategies.

The increase in the number of publications also reflects a shift in how organizations address employee turnover issues. Many organizations are beginning to adopt a data-driven approach to understand employee preferences and design more appropriate policies. Further research is expected to explore the integration of technology in pattern analysis job hopping, including the use of predictive algorithms to identify risks turnover.

Overall, Figure 1 underscores the importance of cross-disciplinary research in understanding the complexity of job hopping. By combining perspectives from psychology, management, and information technology, future research may provide more holistic insights into how organizations can effectively manage workforce mobility.

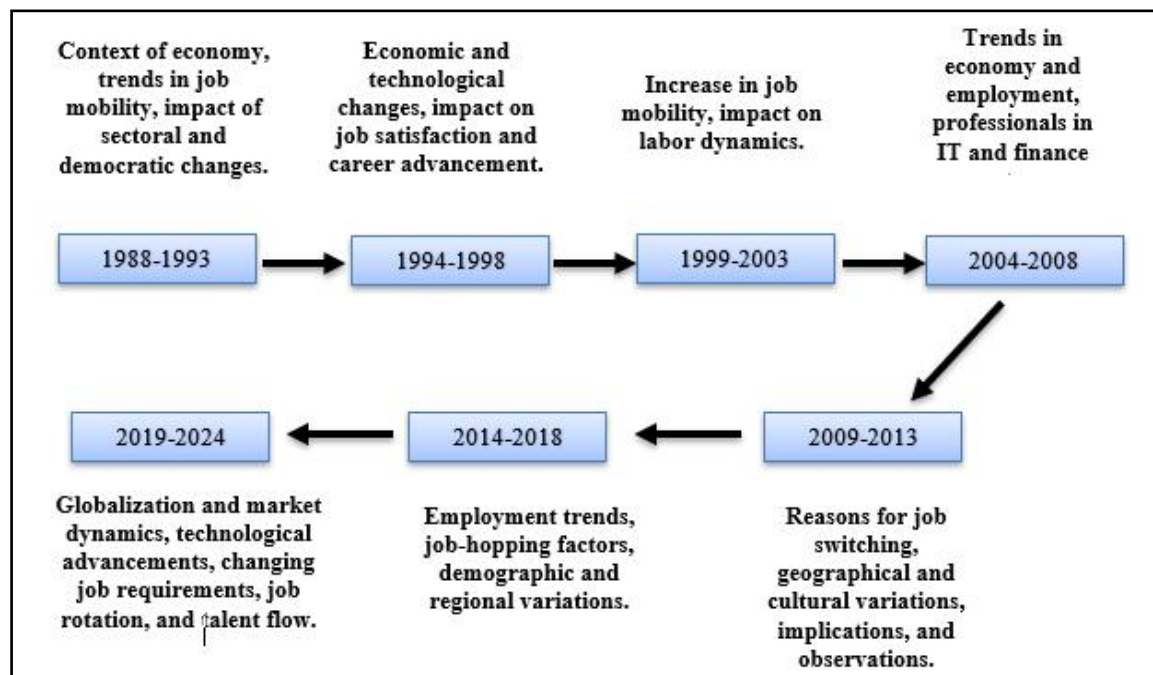


Figure 1. Development of Job Hopping Period 1988-2024

Source: Process of the authors (2025) (Chapman T.A, 2016), (Perdhana M.S, 2019), (Lee P.X, 2023), (Lake C.J, 2018), (Y.-M, 2013), (D, 2021), (Gupta O.K, 2017), (Huerkamp M.J, 2006), (Bynner J, 2019), (Hunter, 2022), (Leidner S, 2013), (Oentaryo R.J, 2017), (Essien L.S, 2019), (Coban E, 2019), (Garthe N, 2021), (Himanshu, 2011)

3. Method, Data, and Analysis

The methods used in this study include descriptive methods and quantitative methods. Descriptive research methods are an approach used to describe, analyze, and explain in detail various conditions, facts, and characteristics that exist in a population. This explanation is based on data that has been

collected during the research process, with the aim of providing a clear and detailed picture of the phenomenon being studied (Kumar, 2024).

To complete this systematic literature review, we used visualization techniques that support the implementation of meta-analysis and bibliometric analysis. Bibliometrics is a quantitative evaluation method of scientific research, the purpose of which is to measure the information disclosed in scientific publications in a particular field (Soniyatul Ummah et al., 2023).

According to Dhontu in (Marwantika, 2022), the purpose of bibliometric analysis itself is to obtain an overview of a study trend, identify gaps in knowledge, generate new ideas for further research, and position scientific contributions. This analysis is carried out using software VOSviewers version 1.6.20, the visualization results obtained to show the relationship between important elements and in this article, such as keywords, authors, countries, and year of publication. This visualization also helps us to understand the dynamics and development of the research topic being analyzed.

Selecting to use data from Scopus the main source in this research because the platform is known to have a process peer review which is very strict, ensuring the quality and validity of published articles. Scopus is also widely recognized as one of the most credible academic databases, considering the reputation of the journals and articles included in it. In the process of searching for data in Scopus, we use various combinations of relevant keywords to ensure comprehensive results that are in line with the research topics discussed as follows:

KEYWORDS (“JOB HOPPING” OR “EMPLOYEE TURNOVER” OR “JOB SWITCHING”))

The articles successfully collected were 337 articles with the type of articles only in English which were taken on November 15, 2024. Through this search process, it is hoped that articles can be collected that can provide in-depth insights regarding job hopping, and highlights current trends and issues in the research.

After collecting relevant articles, then save them in CSV format for easy analysis. Next, process the data in Vosviewers to visualize and analyze the relationships between various elements, such as keywords, authors, countries, and publication years. This Vosviewers helps to identify research gaps in published articles and shows the direction of research development. Selecting an analysis co-occurrence to identify knowledge related to the topic job hopping, which will be presented in a bibliometric analysis map:

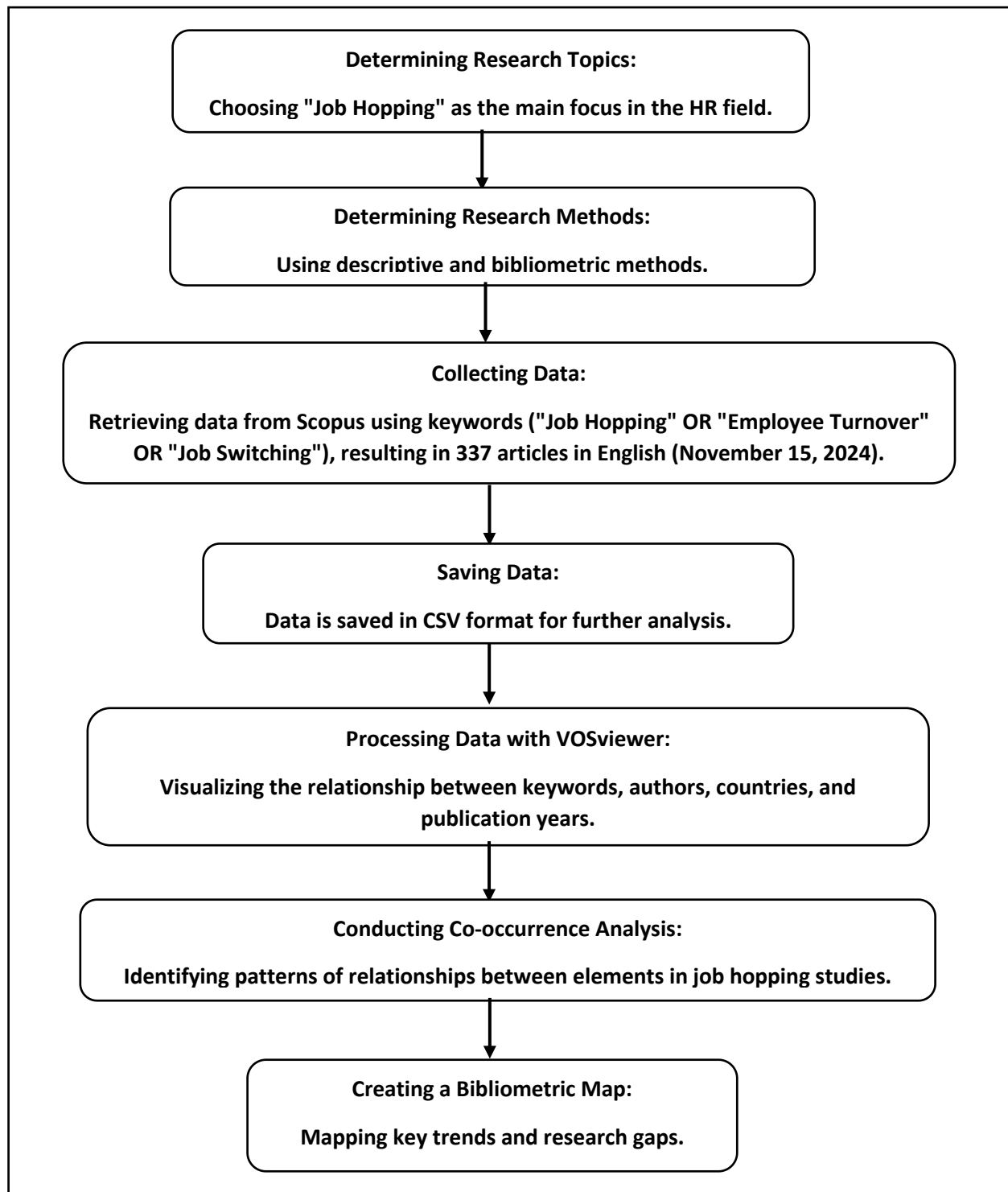


Figure 2. Method Chart, Data and Analysis

Source: Processed by the author (2025)

4. Result and Discussion

The results of the bibliometric analysis show that the dominant themes in the study job hopping covering “career development”, “employee turnover”, and “work flexibility”. These themes appear frequently in the literature, indicating the importance of career development as a key driver for employees to change jobs. Factors such as the lack of development opportunities, insufficient training, and unclear career paths are often associated with individuals’ decisions to engage in job hopping. In addition, research trends also show an increasing focus on the link with job hopping with work flexibility and work balance especially among millennials.

In addition, the temporal research trend records a spike in publications on this topic from 2018 to 2024, with a peak in 2024. This indicates increasing academic attention to this phenomenon, along with changes in employee work preferences and technological transformations that enable more flexible career movements. The analysis also identifies the relationship between eras of themes such as “job satisfaction” And “employee retention” with job hopping, emphasizing the importance of an organizational approach to increasing employee satisfaction and loyalty.

Bibliometric analysis also revealed that the United States, China, India, and the United Kingdom are the four countries with the highest publication contributions in research related to job hopping. This reflects the dynamics of the labor markets in these countries which are constantly evolving, as well as the high level of employee mobility. At the institutional level, universities such as Harvard University and the Indian Institute of Technology have emerged as leading contributors in terms of publication output on the topic. Both institutions are active in publishing research on career dynamics, both from an organizational and individual perspective.

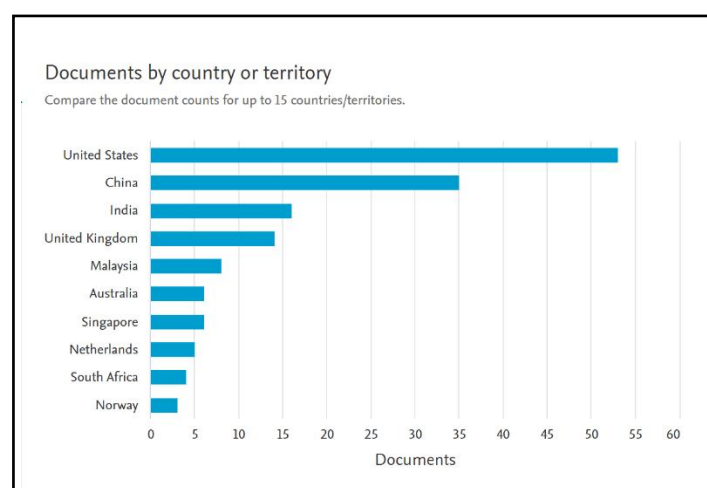


Figure 3. Top 15 Countries That Contribute to the Topic of Job Hopping

Source: Analyze Scopus Results (2025)

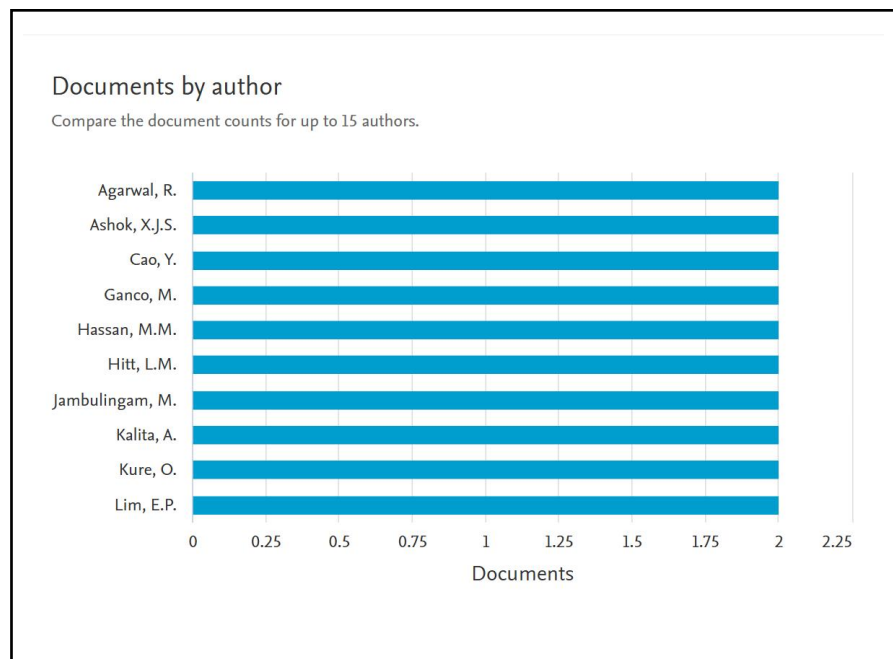


Figure 4. Top 15 Authors That Contribute to the Topic of Job Hopping

Source: Analyze Scopus Results (2025)

At the author level, several academics such as Agarwal, R, Ashok, X.J.S, Cao, Y, Ganco, M and Hassan, M.M are key contributors to the development of this literature. Their research addresses many factors that influence job turnover, including role flexibility and millennials' motivations. These authors have provided in-depth insights into strategies that companies or organizations can implement to manage job turnover behavior through data-driven approaches and more inclusive policies.

Based on bibliometric analysis, the main research gaps in the study job hopping found in three aspects. First, there has not been much research exploring the long-term impacts job hopping on individual psychological well-being. Although some studies highlight positive impacts such as skill development and professional networking, negative effects such as stress, career instability, and burnout less in-depth attention (Sverke et al., 2019). Second, there are still limited cross-sector studies related to the effectiveness of organizational strategies in suppressing turnover in industries with different characteristics, such as technology and health (Leovani, 2022).

Future directions of research indicate the importance of technology integration in analyzing job hopping. In-depth studies that leverage big data and artificial intelligence (AI) can help predict patterns job hopping based on employee behavior and preferences (Zahari & Puteh, 2023). In addition, cross-cultural research is conducted to understand the differences in employee dynamics job hopping in various countries, considering that this phenomenon is influenced by the local social

and economic context (Ng et al., 2010). Furthermore, an interdisciplinary approach that integrates psychology, human resource management, and information technology can offer comprehensive solutions for organizations seeking to foster employee loyalty in an era characterized by increasing work flexibility.

This study takes related data job hopping taken from Scopus published between 1988 and 2024 that discuss related concepts job hopping. The number of articles found is 337 and continues to increase every year. This publication is taken from 10 different countries. The year 1988-2003 averaged one so that the year is an early stage. From 2004-2018 the articles published increasing and peaking in 2024 with 40 articles. For more details, see the following image:

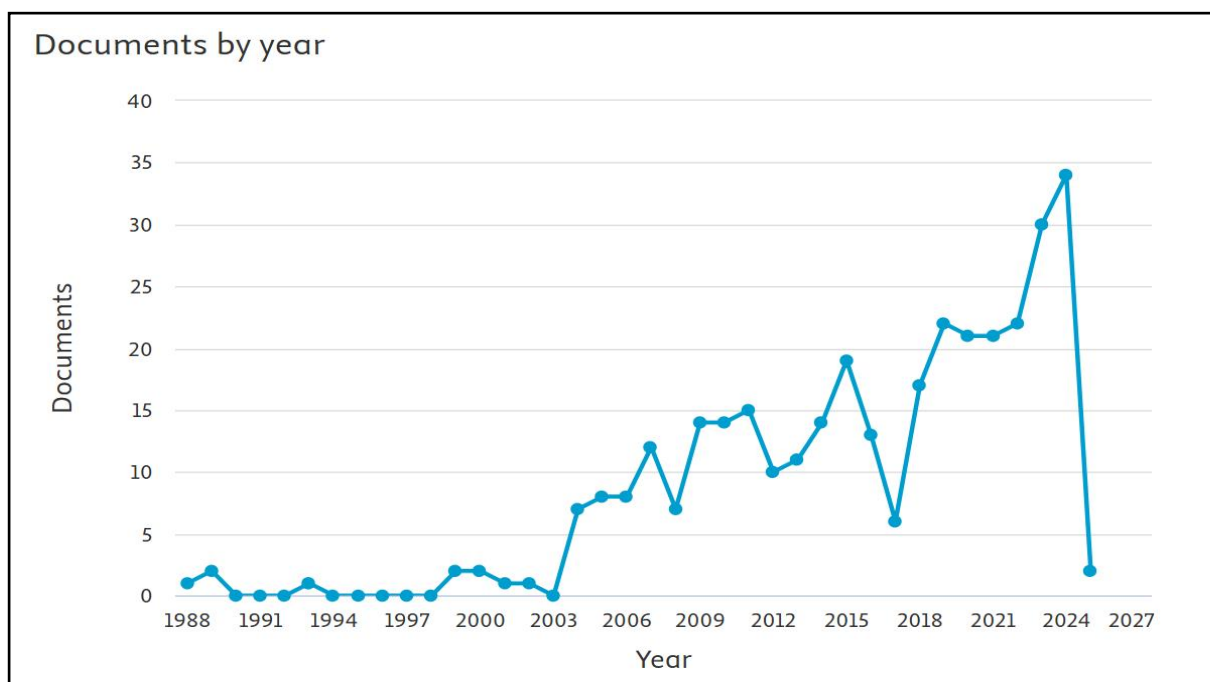


Figure 5. Research Development Job Hopping in Scopus (1988-2024)

Source: Analyze Scopus Results (2025)

Based on the results of the analysis carried out using software Vosviewer, it is known that there are a number of keywords that often appear in connection with the discussion of the topic job hopping. Some of the dominant keywords include "career development", "employee turnover", and "human resources". The appearance of these words with high frequency indicates a significant relationship between these factors and the phenomenon job hopping which is often done by employees.

The keyword "career development" suggests that one of the main reasons employees decide to change jobs is their desire to seek better career opportunities elsewhere. When organizations fail

to offer clear career pathways or opportunities for skill development, employees may experience a sense of stagnation and become more inclined to seek alternative employment that aligns better with their professional aspirations.

In addition, the keyword "employee turnover" highlights the high rate of turnover which is one of the direct impacts of job hopping. This phenomenon shows that companies that are unable to retain their employees often experience losses, both in terms of resources and operational efficiency. High turnover levels not only disrupt organizational stability but also negatively impact team performance and overall workplace culture.

Furthermore, the term "human resources" emphasizes the importance of the role of HR management in dealing with issues job hopping. The HR management team has a big responsibility to create a supportive work environment and provide opportunities for employees to grow, so as to minimize their desire to leave the company. Effective strategies in HR management, such as training, mentoring, and providing competitive incentives, are essential to reduce the risk turnover.

Overall, this analysis provides valuable insights into the factors that drive employee behavior related to job hopping. By understanding the key roles of career development, employee turnover, and HR management, companies can design better strategies to retain talented employees and create a work environment that supports individual and organizational growth

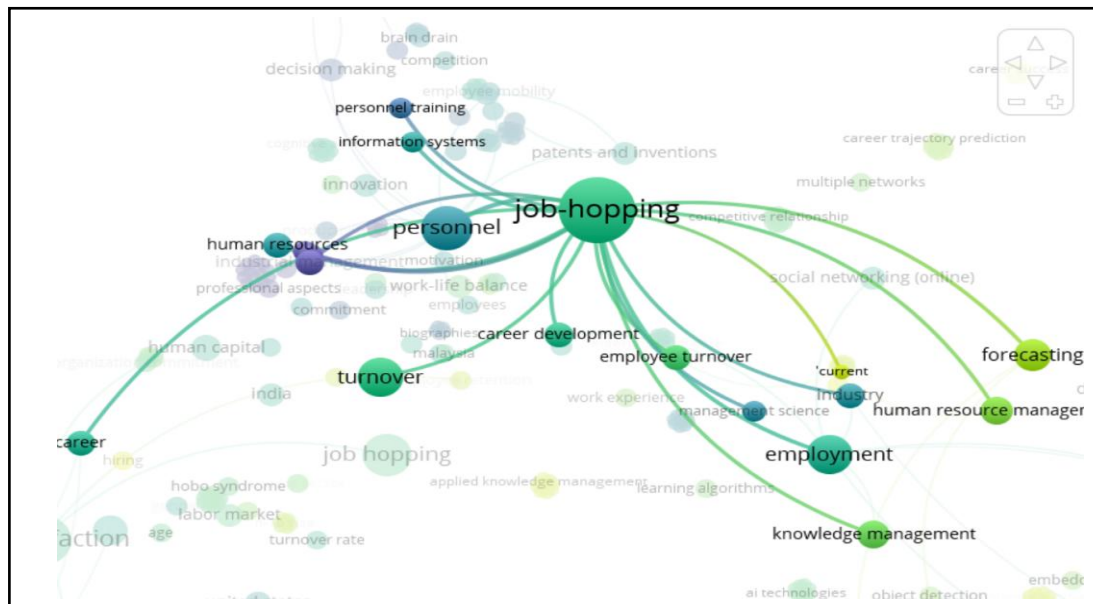


Figure 6. Visual Overlay of Co-occurrences of Keywords

Source: Author's Elaboration Results in VOS Viewer Version 1.6.20 (2025)

Figure 6 illustrates that career development is often a primary consideration for employees seeking to acquire new skills or assume greater responsibilities in the workplace. Employees who feel

they do not have development opportunities in the company tend to look for better opportunities in other organizations. In addition, high employee turnover rates can create instability and reduce employee loyalty to the company. In this context, human resource management plays an important role in retaining employees, by creating a conducive work environment and providing clear career development programs. Therefore, employees' decisions to change jobs are not only influenced by individual factors, but also by company policies in supporting their well-being and professional growth:

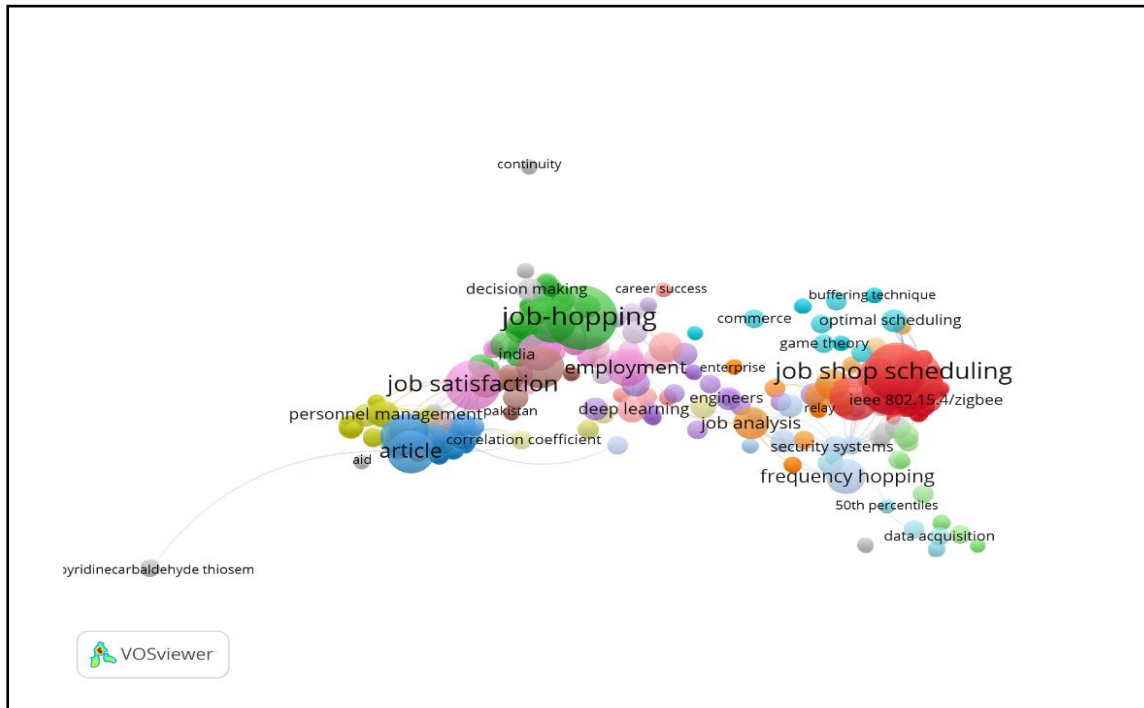


Figure 7. Network Visualization of Co-occurrences of Keywords

Source: Author's Elaboration Results in VOSviewer version 1.6.20 (2025)

Figure 7 presents a visualization of the keyword network generated using specialized software vosviewer. This visualization shows the relationship between various keywords that frequently appear in research related to the topic job hopping. Keywords "job hopping" is at the center of the network, indicating that this topic is at the heart of the research being analyzed. The keyword is connected to other terms such as "job satisfaction", "employment", and "career success", which shows that factors such as job satisfaction, job status, and career success are closely related to the phenomenon of job turnover.

In addition, keywords such as "personnel management", "decision making", And "job analysis" also appears in the network map, indicating the important role of human resource management and decision making in influencing the level of job hopping. On the other hand, there

are clusters related to technical aspects such as "frequency hopping" And "optimal scheduling", which shows the possible applications of this topic in the field of technology or operational management.

This network shows the patterns of relationships between keywords based on frequency of occurrence and relevance. Each color in the visualization represents a distinct group or cluster, indicating a close relationship among the keywords within that group. This figure aids researchers in understanding the conceptual structure of the job-hopping literature, identifying key thematic trends, and exploring areas that may warrant further investigation. To provide additional clarity, the author presents a table outlining the keywords contained within each cluster, as shown below:

Table 1. Related Topic Keyword Cluster Table

Cluster	Related Keyword	Linked Topics
Cluster 1 (Green)	Job Hopping, Job Satisfaction, Employment, Career Success	Factors influencing job turnover, such as job satisfaction and career success.
Cluster 2 (Purple)	Personnel Management, Decision Making, Job Analysis	The role of human resource management and decision making in determining job transfers.
Cluster 3 (Red & Blue)	Frequency Hopping, Optimal Scheduling	The potential for applying the concept of job migration in the field of technology and operational management, including optimal work schedule management.

Source: Author's Elaboration Results in VOSviewer version 1.6.20 (2025)

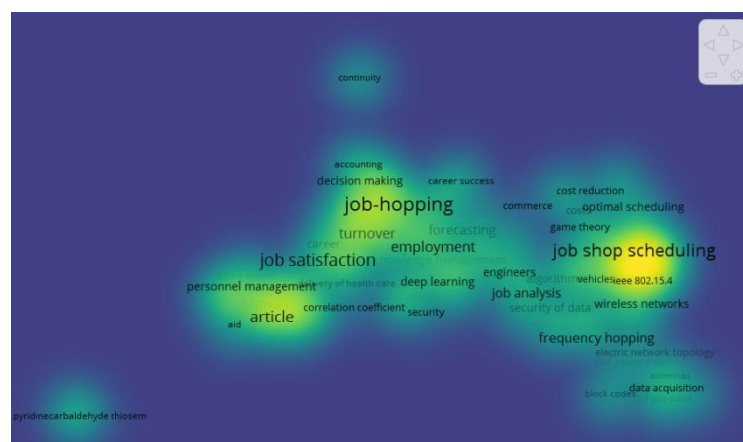


Figure 8. Density Overlay of Co-occurrences of Keywords

Source: Author's Elaboration Results in VOSviewer version 1.6.20 (2025)

Figure 8 shows a visual representation of keyword density generated using the software Vosviewer. In this visualization, areas with lighter colors (green to yellow) indicate a concentration of keywords that appear more frequently and have high relevance to the research topic job hopping. Keywords such as "job-hopping", "job satisfaction", "employment", And "job shop scheduling" appear to have a high density, indicating that these topics are highly relevant and frequently discussed in the related literature. Meanwhile, areas with darker colors indicate keywords with lower frequency and relevance. This visualization makes it easier to identify the main themes and research focuses in the analyzed field, providing insight into trends and relationships between concepts in the study job hopping.

5. Conclusion and Suggestions

5.1. Conclusion

The phenomenon of job hopping among millennials is influenced by several factors, including career development, work flexibility, and job satisfaction. Unclear career paths and limited opportunities for professional growth often prompt millennial employees to seek new employment opportunities. In addition, limited work flexibility is perceived as a barrier to achieving work-life balance, which is a key priority for the millennial generation. This trend underscores the importance of creating organizational environments that support individual growth and well-being.

Bibliometric analysis shows that countries such as the United States, India, and the UK have been the focus of research on job hopping, while institutions such as Harvard University and the Indian Institute of Technology have made significant contributions to the literature. The research also underscores the importance of incorporating cross-cultural and cross-sector perspectives to better understand the diverse dynamics underlying this phenomenon. With a more global approach, organizations can identify employee retention strategies that are appropriate to local characteristic

Future directions of research on job hopping includes exploration of impacts long-term psychological well-being and career stability of individuals, as well as the integration of technology in job migration pattern analysis. By leveraging big data and artificial intelligence, companies can predict job hopping trends and implement proactive measures to address these challenges effectively. This conclusion confirms that understanding the factors that drive these behaviors is key to creating a competitive and engaging work environment for employees.

5.2. Suggestions

To strengthen the conclusion of this bibliometric research, proposing several potential research questions for future studies would be valuable for upcoming researchers in this area. Future studies are encouraged to gain deeper insights by adopting cross-cultural and cross-sectoral approaches, as

well as by utilizing big data and artificial intelligence to predict job hopping trends. Additionally, understanding psychological dimensions and employee well-being should be prioritized to provide a holistic perspective on job hopping behaviour.

Based on the findings of this study, future research is advised to explore in greater depth how contextual factors—such as social, economic, and cultural elements—influence job hopping tendencies across various countries and industries. Additionally, the integration of technologies such as big data and artificial intelligence can enhance the ability to predict job hopping patterns and facilitate the development of proactive employee retention strategies.

Furthermore, subsequent studies should consider the psychological well-being of employees and how continuous career development programs affect employee retention, particularly among millennials. Addressing these areas will foster a more comprehensive understanding of job hopping and support the development of more effective strategies for reducing employee turnover and enhancing organizational loyalty.

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