

RINGKASAN

Penelitian ini merupakan penelitian kuantitatif dengan metode pengambilan data survei pada karyawan Gen Z yang bekerja di perusahaan *Business Process Outsourcing* (BPO) di Indonesia. Penelitian ini berjudul: “Pengaruh Pertumbuhan Karir dan Lingkungan Kerja Toksik terhadap *Job Hopping* pada Generasi Z: Peluang Pekerjaan Alternatif yang Dirasakan sebagai Moderasi.” Tujuan penelitian ini adalah untuk mengetahui pengaruh pertumbuhan karir dan lingkungan kerja toksik terhadap *job hopping* pada karyawan Gen Z, serta untuk menganalisis peran peluang pekerjaan alternatif yang dirasakan sebagai variabel moderasi dalam hubungan tersebut.

Populasi dalam penelitian ini adalah seluruh karyawan Gen Z yang bekerja di perusahaan BPO wilayah Kabupaten Sleman dan Semarang. Jumlah sampel yang digunakan adalah 100 responden yang diperoleh melalui metode *purposive sampling*. Teknik analisis data yang digunakan adalah *Partial Least Square - Structural Equation Modeling* (PLS-SEM) dengan bantuan *software* SmartPLS 4.0. Berdasarkan hasil penelitian dan analisis data menunjukkan bahwa: (1) pertumbuhan karir berpengaruh negatif signifikan terhadap *job hopping advance motive*; (2) lingkungan kerja toksik berpengaruh positif signifikan terhadap *job hopping escape motive*; (3) peluang pekerjaan alternatif yang dirasakan berpengaruh positif signifikan terhadap kedua motif *job hopping* (*advance* dan *escape motive*); (3) peluang pekerjaan alternatif yang dirasakan tidak memoderasi hubungan antara pertumbuhan karir terhadap *job hopping advance motive* maupun lingkungan kerja toksik terhadap *job hopping escape motive*.

Penelitian ini memperluas literatur tentang *job hopping* dengan mengidentifikasi pertumbuhan karir sebagai *advance motive* dan lingkungan kerja toksik sebagai *escape motive*, serta menambahkan peluang kerja alternatif yang dirasakan sebagai variabel moderasi. Secara praktis, penelitian ini memberikan beberapa rekomendasi penting bagi manajemen SDM. Pertama, perusahaan harus membangun sistem promosi internal yang jelas dan adil. Kedua, perusahaan perlu menciptakan budaya kerja yang bebas dari perilaku toksik. Ketiga, penting bagi perusahaan untuk melibatkan karyawan dalam proses pengambilan keputusan dan memberikan kebebasan dalam menjalankan tugasnya. Penelitian selanjutnya disarankan dilakukan di perusahaan non-BPO atau perusahaan besar dengan struktur organisasi yang lebih kompleks. Selain itu, perlu mempertimbangkan acuan tahun lahir Gen Z yang lebih konsisten, seperti 1997–2009. Variabel peluang pekerjaan alternatif yang dirasakan bisa dipertimbangkan untuk dijadikan variabel independen, karena pengaruh langsungnya terhadap *job hopping* cukup kuat. Penelitian berikutnya juga disarankan menambahkan variabel motivasi sebagai moderator hubungan antara peluang pekerjaan alternatif yang dirasakan terhadap *job hopping*.

Kata Kunci: *Job Hopping*, Pertumbuhan Karir, Lingkungan Kerja Toksik, Peluang Pekerjaan Alternatif yang Dirasakan, Gen Z.

SUMMARY

This study is a quantitative research with a survey method targeting Generation Z employees working in the Business Process Outsourcing (BPO) companies in Indonesia. The study is entitled: “The Impact of Career Growth and Toxic Workplace Environment on Job Hopping among Generation Z: The Moderating Role of Perceived Alternative Job Opportunities.” The objective of this research is to examine the effects of career growth and toxic work environment on job hopping among Gen Z employees, as well as to analyze the moderating role of perceived alternative job opportunities in these relationships.

The population in this study consists of all Gen Z employees working in BPO companies located in Sleman and Semarang Regency. The sample comprises 100 respondents, selected through purposive sampling. Data analysis was conducted using Partial Least Square–Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS 4.0 software. The findings reveal that: (1) career growth has a significant negative effect on job hopping advance motive; (2) toxic work environment has a significant positive effect on job hopping escape motive; (3) perceived alternative job opportunities have a significant positive effect on both job hopping motives (advance and escape); and (4) perceived alternative job opportunities do not moderate the relationship between career growth and job hopping advance motive, nor between toxic workplace environment and job hopping escape motive.

This research extends the literature on job hopping by identifying career growth as an advance motive and toxic work environment as an escape motive, while incorporating perceived alternative job opportunities as a moderating variable. From a practical perspective, the study offers several recommendations for human resource management. First, organizations should establish clear and fair internal promotion systems. Second, companies need to foster a work culture free from toxic behaviors. Third, it is important to involve employees in decision-making processes and provide them with autonomy in performing their tasks. Future research is recommended to focus on non-BPO companies or large organizations with more complex structures. Consider to adopt a more consistent birth-year range for Gen Z, such as 1997–2009. Furthermore, perceived alternative job opportunities could be considered as an independent variable, given its strong direct influence on job hopping. In addition, motivation could be included as a moderating variable the relationship between career growth and job hopping advance motive; and toxic workplace environment and job hopping escape motive.

Keywords: Job Hopping, Career Growth, Toxic Workplace Environment, Perceived Alternative Job Opportunities, Generation Z.