

## Does grit reduce job-hopping intentions? Evidence from millennial industrial workers in Purwakarta, Indonesia

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### Abstract.

This study examines the relationship between grit and job-hopping intention among millennial employees in the industrial sector of Purwakarta Regency, West Java, Indonesia. Millennials are often considered a challenging generation to manage due to their dynamic work behavior and tendency to change jobs frequently. Using a quantitative approach, data were collected through 100 questionnaires from industrial workers and analyzed using validity, reliability, regression, correlation, and determination tests. The results revealed that grit among respondents was relatively low, while job-hopping intention was relatively high. Regression analysis confirmed that grit had a significant negative effect on job-hopping intention, indicating that employees with higher perseverance and resilience were less likely to intend to leave their jobs. The coefficient of determination indicated that grit explained 22.6% of the variation in job-hopping intention, with the remainder influenced by other factors, such as compensation, career opportunities, and work–life balance. These findings suggest that organizational strategies to strengthen grit, combined with supportive labor market policies, are crucial for reducing turnover intentions and enhancing workforce stability in the industrial sector.

**Keywords:** *Grit, Job-hopping intention, Millennial generation, Industrial sector, Employee retention.*

**JEL Classification:** J24, J63, M54, O15.

### INTRODUCTION

In Indonesia today, Generation Y, also known as millennials, represents a dominant segment of the workforce, with approximately 50% employed in the formal sector across various industries (BPS, 2018). As a productive cohort, millennials make significant contributions to economic development. According to the Central Statistics Agency (2018), Indonesia is undergoing a demographic bonus from 2020 to 2035—a period during which the working-age population (15–64 years) exceeds the non-working-age population. This demographic shift projects a working-age population of 64% of the estimated 297 million people, with millennials accounting for approximately 63.5 million. These figures underscore the potential of millennials to replace preceding generations and become the dominant force in the labor market (Lokadata, 2020).

This generation is expected to continue expanding in the coming years and is often regarded as a highly adaptable human resource, well-suited to the evolving needs of modern organizations. Millennials are characterized by their affinity for challenges, creativity, analytical thinking, collaboration, flexibility, and pursuit of professional development (Deloitte Indonesia, 2019). These behavioral traits distinguish them from previous generations and necessitate a deeper understanding on the part of employers and policymakers.

As millennials increasingly dominate Indonesia's demographic structure, they present both challenges and opportunities for the nation's future. Effective preparation by both the government and private sectors is essential to accommodate this emerging workforce. According to Martian (2021) in *The 5.0 Leader*, the millennial generation is one of five major trends shaping the future of work, alongside globalization, technological advancement, behavioral shifts, and new mobility patterns.

Despite their potential, millennials also pose challenges to workforce stability. Preliminary observations in one of Purwakarta's industrial hubs revealed that millennial employees exhibited only moderate levels of grit and reported relatively short job tenure, with many remaining in their positions for just one to two years. This trend suggests suboptimal perseverance and resilience in pursuing long-term goals, alongside a prevalent inclination to change jobs. These findings align with Duckworth et al. (2007), who conceptualized grit as the ability to sustain effort and interest over time, even in the face of failure, boredom, or adversity. Employees with high grit maintain motivation toward long-term goals, while those with low grit tend to abandon objectives when confronted with obstacles. This behavioral pattern aligns with findings that millennials often exhibit dynamic yet unstable work behavior, characterized by short job tenures and frequent career transitions (Yuen, 2016; Prihaningrum & Purba, 2021). Within this context, grit emerges as a potential buffer against job-hopping tendencies, which otherwise threaten organizational continuity and human resource management.

Grit, as defined by Duckworth et al. (2007), encompasses perseverance and consistency of interest in long-term goal pursuit despite setbacks. The construct has been operationalized into two core dimensions—consistency of interest and perseverance of effort—and later expanded to include aspects such as long-term endurance, courage, and a preference for excellence over perfection. These elements help explain why some employees maintain focus and motivation, while others do not. Empirical evidence supports grit as a predictor of key organizational outcomes, including performance, turnover, and commitment. Employees with higher grit levels tend to align with organizational goals, exhibit resilience under pressure, and contribute more consistently to competitiveness (Sujin et al., 2021; Dugan et al., 2019).

Several studies reinforce the importance of grit in organizational contexts. Halliday et al. (2017), Ion et al. (2017), Salles et al. (2014), and Shin et al. (2018) found that high-grit employees demonstrate better performance, greater autonomy in learning, lower stress and burnout levels, and higher psychological well-being. These findings suggest that perseverance and sustained enthusiasm foster resilience, loyalty, and commitment. Similarly, Meier & Crocker (2010) and Twenge (2010) noted that managing millennial workers requires an understanding of the generational traits that influence job mobility and satisfaction. In the Indonesian context, Irma & Yusuf (2020) highlighted the role of effective employee management in enhancing job satisfaction and reducing turnover.

In contrast to grit's emphasis on perseverance and stability, job-hopping intention refers to the tendency to seek new employment despite current achievements and stability.

Yuen (2016) defines job-hopping as frequent employment changes within short periods, typically less than two years. Millennials, in particular, are known for valuing extrinsic rewards and demonstrating lower organizational loyalty, though they may remain in their positions in the absence of more appealing alternatives. Research indicates that their average tenure is approximately two years, which they consider sufficient for learning and evaluation. Prihaningrum & Purba (2021) distinguish job-hopping intention from voluntary turnover, noting that it arises from individual agency rather than organizational factors such as layoffs or closures. Further, Holmberg-Wright et al. (2017) describe negative stereotypes of millennials as lazy, self-centered, and overly idealistic.

The competitive labor market also shapes job-hopping behavior. Yuliawan & Himam (2013) observe that job-hopping persists even during times of economic scarcity, imposing significant costs on organizations through increased recruitment, selection, and training efforts. Rusli et al. (2017) argue that millennials often view job transitions as opportunities for advancement, a trend facilitated by online job platforms. Lake et al. (2017) distinguish between advancement motives—driven by career ambition and self-confidence—and escape motives, which reflect impulsiveness, low perseverance, and an external locus of control. They also found that men, individuals with higher levels of education, and those who are financially secure are more likely to engage in job-hopping. According to Permatasari & Fajrianti (2021), job satisfaction—encompassing income, organizational support, and working conditions—strongly influences turnover intentions, with grit acting as a moderator of these effects.

From a broader perspective, Kinasih & Amin (2022) identify work motivation, job satisfaction, psychological contracts, and person–environment fit as key factors. Mobley (1986) consolidates these into three measurable indicators: thoughts of quitting, the search for alternatives, and the intention to quit. The interplay of these elements underscores the complexity of job-hopping intention and the potential of grit as a mitigating factor.

The moderating role of grit can also be interpreted through Mobley's framework. Dissatisfaction may lead to thoughts of quitting, but grit can reduce this likelihood by reinforcing commitment. Likewise, grit may deter the search for alternative employment by maintaining a long-term focus. Even when better opportunities arise, individuals with high grit may still choose to remain due to their perseverance and consistent interests. Thus, grit serves as a protective factor against job-hopping intentions and is crucial in understanding employment behavior among millennials.

Job-hopping intentions do not arise spontaneously but are shaped by complex, interrelated factors. Grit has been shown, both theoretically and empirically, to influence millennials' propensity to change jobs significantly. This study focuses on two primary motivations underlying job-hopping: escaping unsupportive environments and advancing career development (Prihaningrum & Purba, 2021). In Purwakarta Regency, West Java, where millennials constitute a substantial portion of the industrial workforce, both motivations pose challenges to organizational stability. The prevalence of these dynamics underscores the need for further investigation into grit as a moderating variable. Accordingly, this study seeks to address two main research questions: (1) What are the current levels of grit and job-hopping intention among millennial workers? and (2) To what extent does grit influence job-hopping intention in Purwakarta's industrial sector? Findings from this study are expected to provide valuable insights for stakeholders, including organizational leaders and policymakers, in developing strategies to enhance workforce stability.

## **METHODS**

### **Research design**

This study employed a quantitative research design using both descriptive and explanatory approaches. The descriptive component aimed to provide a comprehensive overview of the current conditions of the study variables—grit and job-hopping intention—among millennial workers in the industrial sector. Meanwhile, the explanatory component sought to test the causal relationship between these variables through statistical hypothesis testing. A quantitative survey method was deemed appropriate, as it facilitated the systematic measurement of perceptions and attitudes, while enabling the application of inferential statistics to evaluate the proposed hypotheses.

### **Data collection**

Primary data were collected directly from respondents using structured questionnaires, developed with reference to relevant prior studies. To enhance item clarity and contextual understanding, the questionnaire design was supplemented with limited workplace observations and informal interviews with a small subset of respondents. These additional steps contributed qualitative insights and helped capture behavioral tendencies more accurately. Secondary data sources were also utilized, including official labor statistics and demographic information from the Central Statistics Agency (BPS), as well as relevant academic literature.

All questionnaire items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This scale was selected due to its widespread use in social science research for assessing attitudes and perceptions, offering both variability and comparability of responses. Based on Sugiyono (2018), the scores were categorized into five intervals for interpretation: 1.00–1.79 = very low; 1.80–2.59 = low; 2.60–3.39 = moderate; 3.40–4.19 = high; and 4.20–5.00 = very high. These classifications provided a standardized benchmark for analyzing the descriptive findings.

### **Population and sample**

The study population comprised 328,673 millennial employees (aged 25–40 years) working in the industrial sector of Purwakarta Regency, West Java (BPS Purwakarta, 2023). Due to the large population size and resource constraints, a full population survey was not feasible. Therefore, the sample size was determined using the Slovin formula with a 0.1 margin of error, yielding a minimum sample size of 100 respondents. This number was considered sufficient to represent the population's characteristics while remaining practical for field implementation.

Respondents were selected using incidental sampling, a form of non-probability sampling in which participants are chosen based on their availability and willingness to participate at the time of data collection. This method was deemed suitable given the geographical distribution of industrial workers across various zones and companies in Purwakarta, which posed challenges for implementing probability sampling. While incidental sampling limits generalizability, it is an accepted approach for exploratory studies focused on testing theoretical relationships rather than producing population-level estimates.

### **Data analysis**

Data analysis was conducted through several sequential stages. First, validity testing was carried out using item–total correlation to ensure that each questionnaire item effectively measured its intended construct. Reliability testing followed, using

Cronbach’s alpha, with a threshold of 0.70 indicating acceptable internal consistency. These procedures were essential to confirm the robustness of the measurement instruments before conducting further statistical analyses.

Subsequently, classical assumption tests—including tests for normality and linearity—were conducted to verify the prerequisites for regression analysis. The core statistical methods employed included:

1. Simple linear regression, to examine the effect of grit (independent variable) on job-hopping intention (dependent variable);
2. Pearson’s correlation coefficient, to assess the strength and direction of the relationship between the two variables; and
3. The coefficient of determination ( $R^2$ ) is used to quantify the proportion of variance in job-hopping intention explained by grit.

This multi-stage analytical process ensured that the results were both statistically valid and substantively meaningful.

### Operational definition of variables

The operational definitions of the study variables were based on established theoretical frameworks and prior empirical research. For grit, the conceptual model developed by Duckworth et al. (2007), and later expanded by Sujin et al. (2021), was adopted. Grit is defined as a combination of perseverance and passion for achieving long-term goals. To capture this construct comprehensively, five dimensions were used: consistency of interests, perseverance of effort, long-term goals and endurance, courage, and excellence versus perfection.

For operationalizing job-hopping intention, the works of Yuen (2016) and Prihaningrum & Purba (2021) guided the approach, which defines it as an individual’s inclination to frequently change jobs. This construct was assessed through three dimensions: thoughts of quitting, search for alternatives, and intention to quit.

Each dimension was broken down into specific, measurable indicators and assessed using a five-point Likert scale. This approach allowed the abstract constructs to be concretely measured and subjected to rigorous statistical testing.

**Table 1.** Operational definition of the variable

Variable	Definition	Dimensions	Indicators	Scale
Grit	Perseverance and passion for long-term goals, even in the face of setbacks (Sujin et al., 2021).	Consistency of interests	<ul style="list-style-type: none"> <li>• Staying focused on initial goals</li> <li>• Avoiding frequent changes in direction</li> <li>• Maintaining attention despite distractions</li> <li>• Sustaining long-term interest</li> </ul>	Likert (Ordinal)
		Perseverance of effort	<ul style="list-style-type: none"> <li>• Persisting despite difficulties</li> <li>• Overcoming obstacles</li> <li>• Demonstrating diligence and</li> </ul>	Likert (Ordinal)

Variable	Definition	Dimensions	Indicators	Scale
			persistence	
		Long-term goals and endurance	<ul style="list-style-type: none"> <li>• Displaying optimism</li> <li>• Maintaining confidence</li> <li>• Demonstrating creativity in pursuit of goals</li> </ul>	Likert (Ordinal)
		Courage	<ul style="list-style-type: none"> <li>• Managing fear</li> <li>• Handling failure effectively</li> </ul>	Likert (Ordinal)
		Excellence vs. perfection	<ul style="list-style-type: none"> <li>• Viewing failure as part of personal growth and improvement</li> </ul>	Likert (Ordinal)
Job-Hopping Intention	The employee's inclination to move from one job to another (Yuen, 2016).	Thoughts of quitting	<ul style="list-style-type: none"> <li>• Level of dissatisfaction with current job</li> </ul>	Likert (Ordinal)
		Search for alternatives	<ul style="list-style-type: none"> <li>• Actively seeking employment in other organizations</li> </ul>	Likert (Ordinal)
		Intention to quit	<ul style="list-style-type: none"> <li>• Desire for a more favorable work environment</li> <li>• Willingness to resign for better opportunities</li> </ul>	Likert (Ordinal)

## RESULTS AND DISCUSSION

### Characteristics of respondents

The characteristics of the respondents provide a demographic and occupational profile of the millennial workforce in Purwakarta, offering essential context for analyzing grit and job-hopping intention. As summarized in Table 2, the age distribution was concentrated among younger cohorts, particularly those aged 25–28 years (41.0%). This suggests that the majority of respondents were in the early stages of their professional careers—a phase typically characterized by exploration, career experimentation, and relatively short job tenures. Such an age composition is important for understanding potentially lower levels of perseverance and long-term commitment in this group.

The gender composition of the sample revealed a female majority (67.0%), indicating the growing role of women in both industrial and service sectors in Purwakarta. This trend aligns with broader labor market shifts in Indonesia, where female labor force

participation has been steadily increasing, particularly in urbanized and industrial areas. The predominance of women in the workforce may also have implications for organizational behavior, as some studies suggest gender-related differences in career mobility and turnover intentions.

**Table 2.** Characteristics of respondents (in %)

<b>Characteristics</b>	<b>Category</b>	<b>Percent</b>
<b>Age (years)</b>	25–28	41.0
	29–32	25.0
	33–36	18.0
	37–41	16.0
<b>Gender</b>	Male	33.0
	Female	67.0
<b>Education level</b>	Diploma	18.0
	Bachelor’s degree	74.0
	Master’s degree	8.0
<b>Job changes</b>	Never	2.0
	Once	5.0
	Twice	26.0
	Three times	34.0
	Four times	14.0
	More than four times	19.0
<b>Job field</b>	Engineering & Industry	27.0
	Education	20.0
	Healthcare	18.0
	Economics	17.0
	Legal	8.0
	Business	6.0
	Information Technology	4.0
<b>Total</b>		100.0

In terms of educational attainment, the majority of respondents held a bachelor’s degree (74.0%), suggesting a relatively well-educated workforce. This level of education reflects substantial human capital, which may influence respondents’ career aspirations and expectations. Higher educational qualifications are often associated with greater career mobility, as individuals with advanced credentials are more likely to pursue upward movement, better working conditions, or alternative employment opportunities. While this enhances employability, it may also increase the likelihood of job-hopping when growth opportunities within the current organization are perceived as limited.

The employment history of respondents showed a strong tendency toward job mobility. Most had changed jobs at least twice, with only a small fraction (2.0%) having never switched employers. This pattern reflects the dynamic and fluid career paths typical among millennials, especially in industrial environments where job transitions are increasingly normalized. Such mobility illustrates the adaptability of the generation but also highlights the retention challenges faced by organizations.

The occupational distribution of respondents was diverse, with substantial representation in engineering and industry (27.0%), education (20.0%), and healthcare (18.0%). These sectors are central to the regional economy and are often associated with both high demand and high turnover. Smaller proportions of respondents worked in the fields of economics, law, business, and information technology. This occupational diversity enhances the sample’s representativeness by capturing a range of professional

contexts, each of which may differently influence employees’ levels of grit and their job mobility tendencies.

In summary, the respondent profile depicts a predominantly young, female, and well-educated workforce with significant exposure to job transitions and concentration in industrial and service-related sectors. These characteristics align with national trends within Indonesia’s millennial labor force and provide a critical empirical foundation for interpreting the study’s findings. By situating grit and job-hopping intention within this demographic and occupational context, the study contributes to a more nuanced understanding of how educational background, gender composition, and sectoral engagement interact to shape workforce dynamics in the modern labor market.

**Grit and job-hopping intention**

Responses related to grit were assessed using 13 indicators, with the results summarized in Table 3. The average grit score was 2.43, placing it in the low category (1.80–2.59). This suggests that millennial employees in Purwakarta’s industrial sector generally exhibit limited perseverance and resilience in pursuing long-term goals. Response distributions indicate that the majority of participants selected "disagree" or "quite agree" in response to statements reflecting passion and persistence. This pattern implies that their motivational resources are not consistently strong or sustained.

Such findings are especially significant in industrial contexts, where perseverance, sustained effort, and focus are critical for coping with repetitive tasks, meeting production targets, and fulfilling organizational expectations. A low grit level may render employees more susceptible to stress, disengagement, or demotivation in the face of challenges. This aligns with Duckworth et al. (2007), who conceptualized grit as the perseverance of effort and consistency of interest over time, noting that these traits can vary across individuals and life stages.

**Table 3.** Response distribution for grit

Response Category	Frequency	Weight	Score
Strongly Agree	16	5	80
Agree	139	4	516
Quite Agree	398	3	1194
Disagree	760	2	1520
Strongly Disagree	97	1	97
Total	1400	–	3407
Average			2.43

Job-hopping intention was measured using four items, with results presented in Table 4. The average score was 3.49, placing it in the high category (3.40–4.49). This indicates a strong inclination among millennial employees to consider leaving their current jobs. A substantial portion of respondents expressed agreement or moderate agreement with statements related to dissatisfaction, exploration of alternative employment, or willingness to resign if better opportunities arise.

These findings are consistent with existing literature, which notes that millennials often view short job tenures—typically around two years—as sufficient for gaining experience and exploring career options (Yuen, 2016; Prihaningrum & Purba, 2021). The relatively high job-hopping intention observed here suggests that turnover risks are not peripheral but reflect a prevalent mindset within this demographic.

**Table 4.** Response distribution for job-hopping intention

<b>Response Category</b>	<b>Frequency</b>	<b>Weight</b>	<b>Score</b>
Strongly Agree (SS)	6	5	30
Agree (S)	76	4	304
Quite Agree (CS)	84	3	252
Disagree (TS)	178	2	356
Strongly Disagree (STS)	56	1	56
Total	400	–	1396
Average			3.49

Taken together, the descriptive findings reveal a clear contrast between low grit and high job-hopping intention. Employees who demonstrate weaker perseverance and resilience also tend to express a greater openness to job transitions. This reflects a workforce that is psychologically less anchored and behaviorally more mobile. While these observations are descriptive in nature, they provide preliminary evidence of an inverse relationship between grit and job-hopping intention. This contrast underscores the importance of further analysis using regression and correlation techniques to determine whether grit significantly predicts variations in job-hopping behavior within this demographic..

**Validity and reliability tests**

Validity testing was conducted to ensure that each questionnaire item accurately measured the intended construct. With a sample size of 100 and a significance level of  $\alpha = 0.05$ , the critical *r*-value (*r*-table) was 0.195. For the grit variable, which was measured with 14 items, all *r*-count values exceeded the critical threshold. This indicates that each item was valid and appropriately reflected perseverance and resilience. The results are presented in Table 5.

**Table 5.** Validity test results for the grit variable

<b>Item</b>	<b>r-count</b>	<b>r-table</b>	<b>Description</b>
1	0.581	0.195	Valid
2	0.607	0.195	Valid
3	0.521	0.195	Valid
4	0.512	0.195	Valid
5	0.533	0.195	Valid
6	0.346	0.195	Valid
7	0.563	0.195	Valid
8	0.371	0.195	Valid
9	0.447	0.195	Valid
10	0.227	0.195	Valid
11	0.533	0.195	Valid
12	0.382	0.195	Valid
13	0.563	0.195	Valid
14	0.227	0.195	Valid

For the job-hopping intention variable, measured with four items, all *r*-count values also exceeded the critical value, confirming that the instrument consistently captured employees’ intentions to leave their jobs. The results are presented in Table 6.

**Table 6.** Validity test results for the job-hopping intention variable

Item	r-count	r-table	Description
1	0.808	0.195	Valid
2	0.869	0.195	Valid
3	0.845	0.195	Valid
4	0.790	0.195	Valid

Following the validity tests, reliability testing was performed using Cronbach’s alpha, with 0.70 as the minimum acceptable threshold. The grit variable obtained an alpha value of 0.723, while the job-hopping intention variable achieved an alpha of 0.847. Both exceeded the threshold, indicating satisfactory internal consistency. The results are summarized in Table 7.

**Table 7.** Reliability test results

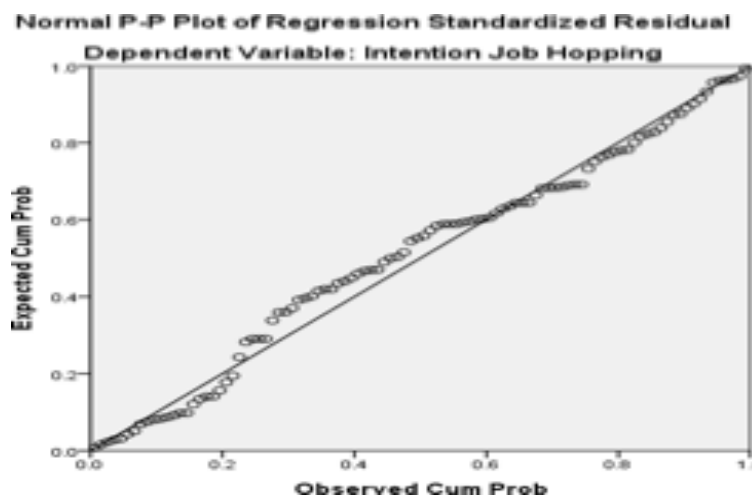
Variable	Cronbach’s Alpha	Threshold	Description
Grit	0.723	0.70	Reliable
Job-Hopping Intention	0.847	0.70	Reliable

Overall, the results of the validity and reliability analyses confirm that the instruments used to measure grit and job-hopping intention were both accurate and consistent. This provides a robust foundation for subsequent regression analysis, ensuring that the findings are derived from methodologically sound instruments..

**Assumption tests**

Before conducting regression analysis, several statistical assumptions were tested to ensure that the model was appropriate and that the results could be interpreted with confidence.

The first assumption tested was normality. A probability plot (P–Plot) was used to assess the distribution of residuals. As shown in Figure 1, the data points were closely aligned along the diagonal line, indicating that the residuals followed a normal distribution. This confirms that the regression model satisfied the normality assumption.



Gambar 4. 1 Hasil Uji Distribusi Normalitas P-Plot  
 Figure 1. P–plot normality distribution test

The second assumption tested was linearity, which examined whether the independent variable (grit) and the dependent variable (job-hopping intention) demonstrated a linear relationship. Linearity was assessed using ANOVA. The results showed a significance value for linearity of 0.000, which is below the 0.05 threshold, and

a significance value for deviation from linearity of 0.322, which is above 0.05. These results indicate that the relationship between grit and job-hopping intention was linear, with no significant deviations.

**Table 8.** Linearity test results (grit and job-hopping intention)

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	458.458	23	19.933	2.384	.003
Linearity	247.726	1	247.726	29.626	.000
Deviation from Linearity	210.732	22	9.579	1.146	.322
Within Groups	635.502	76	8.362		
Total	1093.960	99			

Overall, the results of the assumption tests confirm that the data satisfied both the normality and linearity requirements. These findings validate the use of regression analysis to examine the effect of grit on job-hopping intention in the subsequent stage.

### Regression analysis

Regression analysis was conducted to examine the influence of grit on job-hopping intention. The results are presented in Table 9.

**Table 9.** Regression results for the effect of grit on job-hopping intention

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Constant	28.862	2.786	–	10.358	.000
Grit	–0.297	0.055	–0.476	–5.356	.000

The regression results indicate that grit had a significant negative effect on job-hopping intention. The negative coefficient shows that employees with higher levels of perseverance and resilience were less likely to intend to leave their jobs. In practical terms, increases in grit were associated with decreases in job-hopping intention.

This relationship was statistically significant, with a p-value below 0.001, well under the 0.05 threshold. Accordingly, the null hypothesis (H0) was rejected, and the alternative hypothesis (H1) was accepted. Thus, grit was found to significantly influence job-hopping intention among millennial employees in Purwakarta’s industrial sector.

These results provide the basis for further analysis of the strength of the relationship and the proportion of variation in job-hopping intention explained by grit, which is assessed through correlation and determination analysis.

### Correlation and determination analysis

Correlation analysis was performed further to assess the relationship between grit and job-hopping intention. As shown in Table 10, the Pearson correlation coefficient was –0.476, statistically significant at the 0.01 level. This indicates a moderate negative association, whereby employees with higher grit reported lower job-hopping intentions, while those with lower grit were more inclined toward job mobility.

**Table 10.** Correlation between grit and job-hopping intention

Variable	Grit	Job-Hopping Intention
Grit	1	–0.476**
Job-Hopping Intention	–0.476**	1

*Note: Correlation is significant at the 0.01 level (2-tailed).*

To complement this analysis, the explanatory power of grit was examined using the coefficient of determination ( $R^2$ ). As shown in Table 11, grit accounted for 22.6% of the

variance in job-hopping intention. The adjusted  $R^2$  value of 0.219 confirmed the robustness of this result, indicating that grit substantially contributed to explaining the dependent variable even after adjusting for sample size.

**Table 11.** Model summary (coefficient of determination)

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	0.476a	0.226	0.219	2.939

*Note:* Predictor: Grit; Dependent Variable: Job-Hopping Intention

Although grit explained a meaningful proportion of job-hopping intention, the explanatory power remained modest, with 77.4% of the variance attributable to other factors not examined in this study. Potential influences may include compensation, career advancement opportunities, training and development, work–life balance, and leadership style. These findings emphasize that while grit is a significant predictor of job-hopping intention, it represents just one among multiple determinants shaping employees’ mobility decisions.

### Discussion

The findings of this study highlight the conditions of grit and job-hopping intention among millennial industrial workers in Purwakarta, as well as the nature of the relationship between the two variables. Overall, the results revealed relatively low levels of grit ( $M = 2.43$ , indicating a low category) but high levels of job-hopping intention ( $M = 3.49$ , indicating a high category). This combination reflects a balance between limited perseverance and long-term commitment on the one hand, and strong mobility tendencies on the other.

The low grit scores suggest that many employees may struggle to sustain motivation and overcome challenges in their work. This pattern is consistent with Von Culin et al. (2014), who emphasized that grit is dynamic and shaped by factors such as personal interests and creativity. Subsequent research reinforces this view, demonstrating that passion orientation influences perseverance: harmonious passion supports grit, whereas obsessive passion may hinder it (Verner-Filion et al., 2020; Von Culin et al., 2014). Creativity-oriented activities, such as hands-on learning and FabLab-style pedagogy, have also been found to foster grit by strengthening resilience and long-term engagement (Ballerini et al., 2025; Lin et al., 2025). Furthermore, grit has been shown to moderate the relationship between critical thinking and creativity, underscoring its role as a developmental trait rather than a fixed one. These perspectives align with Duckworth et al. (2007) and Sujin et al. (2021), who conceptualized grit as a combination of perseverance and passion for long-term goals that contribute to both individual achievement and organizational performance. Other studies have demonstrated that higher grit levels are associated with greater well-being and lower burnout (Halliday et al., 2017; Shin et al., 2018). Collectively, these findings suggest that organizations should design management strategies to stimulate perseverance by aligning tasks with employees’ personal interests and incorporating creative practices that nurture resilience. At the same time, external stakeholders, including local governments, could strengthen job retention through supportive policies such as incentives, taxation schemes, and social security benefits (Irma & Yusuf, 2020).

In contrast, the high levels of job-hopping intention observed in this study indicate strong mobility tendencies among millennial employees. Such tendencies pose significant challenges for organizations, which must bear the high costs associated with turnover, including recruitment, training, and productivity loss (Leidner & Smith, 2013; Liu & Yu,

2009; Tetteh et al., 2021). At a broader level, frequent job transitions can disrupt labor market stability and reduce organizational continuity, thereby constraining economic performance (Eriksson et al., 2008; Francis, 2009; Henning & Kekezi, 2023; Rickmeier, 2023). Prior research has shown that millennial turnover is often driven by dissatisfaction with career development opportunities, limited work–life balance, and poor workplace relationships (Prakash et al., 2021; Tetteh et al., 2021). These drivers are consistent with the dual motivations identified by Yuen (2016) and Prihaningrum and Purba (2021), who distinguished between escape motives (leaving unsupportive environments) and advancement motives (pursuing better opportunities). Lake et al. (2017) further noted that such motives combine impulsiveness and ambition, positioning job mobility as both a risk and a deliberate career strategy. Without addressing both organizational and structural factors, high turnover among millennials is likely to persist, undermining not only firm-level performance but also regional economic development.

Regression and correlation analyses confirmed a significant negative relationship between grit and job-hopping intention. This suggests that perseverance and resilience function as psychological buffers against frequent job changes. These results align with prior findings that employees with higher grit are more likely to remain committed despite adversity, thereby lowering turnover intentions (McGinley, Line, et al., 2020; McGinley, Mattila, et al., 2020; McGinley & Mattila, 2020). Evidence from the hospitality industry similarly shows that grittier managers are less likely to leave, particularly under conditions of job insecurity. These findings highlight grit as both a personal resource and a contextual moderator, interacting with perceptions of employability and labor market conditions. From a practical perspective, organizations could incorporate grit into recruitment criteria and employee development initiatives, thereby strengthening retention and stability.

However, the explanatory power of grit was modest ( $R^2 = 0.226$ ), suggesting that other factors play a larger role in shaping job-hopping intention. These likely include compensation, career development opportunities, training and professional growth, organizational stability, work–life balance, leadership style, and broader labor market dynamics.

Taken together, the findings emphasize the importance of a balanced approach to managing millennial employees. At the organizational level, firms should invest in perseverance-building strategies such as training, mentoring, and supportive work environments. At the policy level, governments should create stable and attractive labor market conditions to encourage retention. Addressing both psychological factors (e.g., grit, motivation) and structural factors (e.g., compensation, regulation) is essential for reducing turnover intentions, supporting workforce stability, and enhancing regional economic performance.

## CONCLUSION AND RECOMMENDATIONS

### Conclusion

This study concludes that millennial employees in Purwakarta’s industrial sector exhibit relatively low levels of grit, indicating limited perseverance, resilience, and long-term commitment to their career paths. Conversely, their intention to job-hop is relatively high, reflecting a strong tendency to consider leaving their current employment. Regression and correlation analyses confirm that grit significantly reduces job-hopping intention, suggesting that employees with greater perseverance are less likely to seek alternative employment. However, the explanatory power of grit is modest, accounting

for only 22.6% of the variance in job-hopping intention. The remaining variation appears to be influenced by other factors, including compensation, career development opportunities, work–life balance, and leadership style. These findings underscore a dual challenge for organizations: low internal perseverance among employees coupled with high external mobility tendencies..

### Recommendations

Based on these findings, several recommendations can be made for organizational practices and policy interventions. At the organizational level, companies should implement programs that foster perseverance and resilience, such as structured training, mentoring initiatives, and supportive work environments that recognize and reward sustained effort and long-term goal pursuit. Enhancing human capital in this manner may help reduce turnover intentions and promote organizational stability.

At the policy level, external stakeholders—particularly local governments—should design labor market frameworks and social protection schemes that promote job security, offer incentives for employee retention, and foster attractive working conditions. A balanced approach that integrates individual development initiatives with institutional and policy-level support is essential to mitigating job-hopping tendencies, maintaining workforce stability, and enhancing broader economic performance.

It is important to acknowledge the limitations of this study, including its relatively small sample size, restricted geographic focus, and reliance on only two primary variables. These limitations constrain the generalizability of the findings. Future research should consider expanding the sample size, including diverse regions or industrial sectors, and incorporating additional variables such as compensation systems, organizational culture, and leadership style. These enhancements would enable a more comprehensive understanding of the multifaceted factors influencing job-hopping intentions among millennial employees.

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