

**HUBUNGAN ANTARA *WORKFORCE AGILITY* DAN *JOB HOPPING INTENTION*
PADA KARYAWAN DI JAKARTA**



SKRIPSI

diajukan untuk memenuhi sebagian syarat untuk memperoleh gelar
sarjana Psikologi pada Program Studi Psikologi

Oleh:
Nisrina Qonita Al Husna
2100757

**PROGRAM STUDI PSIKOLOGI
FAKULTAS ILMU PENDIDIKAN
UNIVERSITAS PENDIDIKAN INDONESIA
2025**

HUBUNGAN ANTARA *WORKFORCE AGILITY* DAN *JOB HOPPING INTENTION* PADA KARYAWAN DI JAKARTA

Oleh
Nisrina Qonita Al Husna

Sebuah skripsi yang diajukan untuk memenuhi salah satu syarat memperoleh gelar
Sarjana Psikologi pada Fakultas Ilmu Pendidikan

© Nisrina Qonita Al Husna 2025
Universitas Pendidikan Indonesia
September 2025

Hak Cipta dilindungi undang-undang.
Skripsi ini tidak boleh diperbanyak seluruhnya atau sebagian,
dengan dicetak ulang, difoto kopi, atau cara lainnya tanpa ijin dari penulis.

LEMBAR PENGESAHAN

Nisrina Qonita Al Husna
2100757

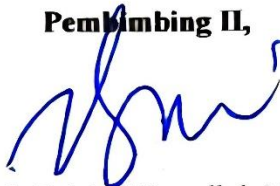
HUBUNGAN ANTARA *WORKFORCE AGILITY* DAN *JOB HOPPING INTENTION* PADA KARYAWAN DI JAKARTA

Pembimbing I,



Anastasia Wulandari, M.Psi., Psikolog
NIP. 19780208 200604 2 002

Pembimbing II,



Diah Zaleha Wyandini, M.Si.
NIP. 19780314 200912 2 001

**Mengetahui,
Ketua Program Studi Psikologi,**



Muhammad Ariez Musthofa, S. Ag., M.Si
NIP. 19740409 200812 1 002

LEMBAR PENGUJIAN

SKRIPSI INI TELAH DIUJIKAN PADA:

Hari/Tanggal : Kamis, 21 Agustus 2025
Waktu : 08.00 WIB
Tempat : Ruang Sidang 5

Penguji terdiri atas:

Penguji I,



Drs. MIF Baihaqi, M.Si
NIP. 196212081988031001

Penguji II,



Helli Ihsan, M.Si
NIP. 19750912200604

Penguji III,



Diah Zaleha Wyandini, M.Si
NIP. 197803142009122001

Tanggung Jawab yuridis ada pada

Peneliti



Nisrina Qonita Al Husna
NIM. 2100757

PERNYATAAN BEBAS PLAGIARISME

Saya yang bertanda tangan di bawah ini:

Nama : Nisrina Qonita Al Husna

NIM : 2100757

Program Studi: Psikologi

Judul Karya : Hubungan Antara *Workforce Agility* dan *Job Hopping Intention* pada Karyawan di Jakarta

Dengan ini menyatakan bahwa karya tulis ini merupakan hasil kerja saya sendiri. Saya menjamin bahwa seluruh isi karya ini, baik sebagian maupun keseluruhan, bukan merupakan plagiarisme dari karya orang lain, kecuali pada bagian yang telah dinyatakan dan disebutkan sumbernya dengan jelas.

Jika di kemudian hari ditemukan pelanggaran terhadap etika akademik atau unsur plagiarisme, saya bersedia menerima sanksi sesuai peraturan yang berlaku di Universitas Pendidikan Indonesia.

Bandung, 5 Agustus 2025

Nisrina Qonita Al Husna
2100757

KATA PENGANTAR

Bismillahirrahmanirahim,

Puji dan syukur penulis panjatkan ke hadirat Allah SWT atas segala rahmat dan karunia-Nya sehingga penulis dapat menyelesaikan skripsi yang berjudul “Hubungan Antara *Workforce Agility* dan *Job Hopping Intention* pada Karyawan di Jakarta” sebagai salah satu syarat untuk memperoleh gelar Sarjana Psikologi pada Fakultas Ilmu Pendidikan, Universitas Pendidikan Indonesia.

Penulis tertarik dengan topik penelitian ini karena *job hopping* merupakan fenomena yang banyak terjadi saat ini, terutama di pekerja usia muda yang sangat dekat dengan lingkungan penulis. Penulis melihat bahwa fenomena ini tidak hanya berdampak pada individu, tetapi juga pada perusahaan yang menghadapi tantangan dalam mempertahankan karyawan.

Penulis menyadari bahwa dalam penulisan skripsi ini masih terdapat banyak kekurangan dan keterbatasan yang dapat diambil pelajaran untuk kedepannya. Dalam proses penyusunannya, penulis mengacu pada berbagai literatur teoritis dan data empiris guna memperoleh hasil yang dapat memberikan kontribusi baik secara teoritis maupun praktis, khususnya dalam bidang psikologi industri dan organisasi. Peneliti berharap hasil penelitian skripsi ini dapat bermanfaat bagi pembaca dan orang sekitar.

Bandung, 5 Agustus 2025

Peneliti,

Nisrina Qonita Al Husna

NIM 2100757

UCAPAN TERIMA KASIH

Segala puji bagi Allah SWT yang Maha Pengasih lagi Maha Penyayang, shalawat serta salam semoga senantiasa tercurahkan kepada Nabi Muhammad SAW, keluarganya, sahabatnya, serta kepada umatnya semoga kita semua mendapatkan syafa'atnya pada hari akhir nanti. *Aamiin*.

Penulisan skripsi ini tidak terlepas dari dukungan, bimbingan, serta bantuan dari berbagai pihak. Oleh karena itu, penulis ingin menyampaikan ucapan terima kasih yang sebesar-besarnya kepada:

1. Ibu Dr. Sri Maslihah, M.Psi., Psikolog selaku Ketua Program Studi Psikologi pada masa penulis menjalani perkuliahan, atas arahan dan bimbingannya di Program Studi Psikologi FIP UPI.
2. Ibu Dr. Tina Hayati Dahlan, M.Pd., Psikolog selaku Dosen Wali, yang senantiasa memberikan nasihat, dukungan, dan pendampingan selama masa studi, sehingga penulis dapat melalui berbagai proses hingga tahap ini.
3. Ibu Anastasia Wulandari, M.Psi., Psikolog dan Ibu Diah Z. Wyandini, M.Si. selaku Dosen Pembimbing, atas kesabaran, dukungan, dan arahan yang diberikan sepanjang penyusunan skripsi ini.
4. Bapak/Ibu Dosen Program Studi Psikologi yang telah membagikan ilmu dan pengalaman berharga selama penulis menempuh pendidikan.
5. Para staf Program Studi Psikologi: Teh Mia Artini, S.Pd., Kang Ali Rosid, A.Ma. Pust., dan Kang Agung, yang telah banyak membantu dalam pengurusan administrasi akademik dari awal hingga akhir masa studi.
6. Orang tua penulis, Bapak Falih A., Ibu Nuke Rahayu, dan Ibu (almh) Irva Yusalma atas kasih sayang, doa, serta dukungan lahir dan batin yang tak ternilai.
7. Kepada seluruh anggota keluarga, termasuk kakak, saudara, om, dan tante, terima kasih atas dukungan dan motivasi yang diberikan selama proses penyusunan skripsi ini.

8. Teman-teman terdekat penulis, khususnya Salma, Tania, Sas, dan Ineke yang selalu kebersamai penulis, memberikan dukungan, dan membantu proses pengerjaan tugas akhir ini menjadi lebih ringan.
9. Keluarga besar Mahasiswa Psikologi UPI, khususnya teman-teman angkatan 21, yang telah menjadi tempat bertumbuh bersama, berbagi pengalaman, serta menciptakan kenangan selama empat tahun terakhir.
10. Seluruh responden, yakni karyawan yang bekerja di wilayah Jabodetabek, yang telah bersedia meluangkan waktu dan berpartisipasi dalam penelitian ini.

Bandung, 5 Agustus 2025
Peneliti,

Nisrina Qonita Al Husna
NIM 210075

ABSTRAK

Nisrina Qonita Al Husna (2100757). *Hubungan Antara Workforce Agility dan Job Hopping Intention pada Karyawan di Jakarta*. Skripsi. Program Studi Psikologi, Fakultas Ilmu Pendidikan, Universitas Pendidikan Indonesia. Bandung. (2025).

Perubahan yang cepat dalam dunia kerja, tak terkecuali di wilayah Jakarta, membuat perusahaan dan organisasi menghadapi tantangan dalam mempertahankan talenta jangka panjang. Penelitian ini bertujuan untuk mengeksplorasi hubungan antara *workforce agility* dan *job hopping intention* pada karyawan yang bekerja di Jakarta. Penelitian ini merupakan penelitian kuantitatif dengan jumlah 424 responden karyawan di Jakarta. Kemampuan *workforce agility* diukur menggunakan *workforce agility questionnaire* (Alavi, 2016) dengan reliabilitas 0,949, dan tingkat intensi *job hopping* diukur menggunakan *Job Hopping Intention Scale* (Yuen, 2016) dengan reliabilitas 0,76. Hasil penelitian ini menemukan adanya hubungan negatif yang lemah antara *workforce agility* dan *job hopping intention* pada karyawan yang bekerja di Jakarta. Hasil penelitian menunjukkan bahwa kemampuan *workforce agility* tertinggi dimiliki oleh responden berusia 42–46 tahun serta responden dengan penghasilan di atas 15 juta rupiah. Sementara itu, intensitas *job hopping* lebih tinggi ditemukan pada responden laki-laki dibandingkan perempuan. Tingkat intensitas *job hopping* tertinggi juga terlihat pada responden berusia muda dan mereka yang berada pada jabatan staf (atau setara).

Kata Kunci: *Workforce agility, job hopping intention, karyawan*

ABSTRACT

Nisrina Qonita Al Husna (2100757). *The Relationship Between Workforce Agility and Job Hopping Intention in Jakarta Employees.* Final Thesis. Department of Psychology, Faculty of Education, Universitas Pendidikan Indonesia. Bandung. (2025).

Rapid changes in the world of work, including in the Jakarta area, have created challenges for companies and organizations in retaining long-term talent. This study aims to explore the relationship between workforce agility and job hopping intention among employees working in Jakarta. This is a quantitative study with 424 employee respondents in Jakarta. Workforce agility was measured using the Workforce Agility Questionnaire (Alavi, 2016) with a reliability coefficient of 0.949, while job hopping intention was measured using the Job Hopping Intention Scale (Yuen, 2016) with a reliability coefficient of 0.76. This study found a weak negative relationship between workforce agility and job hopping intention among employees working in Jakarta. The results showed that the highest workforce agility was found among respondents aged 42–46 years and those with an income above 15 million rupiah. Meanwhile, job hopping intensity was higher among male respondents than female respondents. The highest job hopping intensity was also observed among younger respondents and those in staff positions (or equivalent).

Keywords: *Workforce agility, job hopping intention, employee*

DAFTAR ISI

LEMBAR PENGESAHAN.....	ii
LEMBAR PENGUJIAN	iii
PERNYATAAN BEBAS PLAGIARISME.....	iv
KATA PENGANTAR.....	v
UCAPAN TERIMA KASIH.....	vi
ABSTRAK.....	viii
<i>ABSTRACT</i>	ix
DAFTAR ISI.....	x
DAFTAR TABEL.....	xii
DAFTAR LAMPIRAN.....	xiii
BAB I.....	1
PENDAHULUAN.....	1
1.1 Latar Belakang.....	1
1.2 Pertanyaan Penelitian	5
1.3 Tujuan Penelitian	5
1.4 Manfaat Penelitian.....	5
BAB II.....	7
KAJIAN PUSTAKA.....	7
2.1 <i>Workforce Agility</i>	7
2.1.1 Definisi.....	7
2.1.2 Dimensi <i>Workforce Agility</i>	8
2.1.3 Faktor yang Memengaruhi <i>Workforce Agility</i>	9
2.1.4 Dampak <i>Workforce Agility</i>	10
2.2 <i>Job Hopping Intention</i>	10
2.2.1 Definisi <i>Job Hopping Intention</i>	10
2.2.2 Dimensi <i>Job Hopping Intention</i>	11
2.2.3 Faktor yang Memengaruhi <i>Job Hopping Intention</i>	11
2.2.4 Dampak <i>Job Hopping</i>	12
2.3 Kerangka Pemikiran	14
2.4 Hipotesis.....	15
BAB III.....	17
METODE PENELITIAN.....	17

3.1 Desain Penelitian	17
3.2 Populasi dan Sampel	17
3.4 Variabel Penelitian dan Definisi Operasional	18
3.4.1 Variabel Penelitian	18
3.4.2 Definisi	18
3.5 Instrumen Penelitian	19
3.5.1 Instrumen <i>Workforce Agility</i>	19
3.5.2 Instrumen <i>Job Hopping Intention</i>	21
3.6 Analisis Data	23
3.6.1 Uji Normalitas	23
3.6.2 Uji Linearitas	24
3.6.3 Uji Hipotesis	24
3.7 Prosedur Penelitian	25
BAB IV	26
HASIL DAN PEMBAHASAN	26
4.1 Hasil	26
4.1.1 Gambaran Umum Demografis	26
4.1.2 Gambaran <i>Workforce Agility</i>	30
4.1.3 Gambaran <i>Job Hopping Intention</i>	35
4.2 Uji Hipotesis	40
4.3 Pembahasan	42
4.4 Keterbatasan Penelitian	49
BAB V	50
KESIMPULAN DAN REKOMENDASI	50
5.1 Kesimpulan	50
5.2 Rekomendasi	50
DAFTAR PUSTAKA	52
LAMPIRAN	60

DAFTAR TABEL

Tabel 3.1 Kisi-Kisi Instrumen <i>Workforce Agility Questionnaire</i>	19
Tabel 3.2 Penyebaran <i>Workforce Agility</i>	20
Tabel 3.3 Kategorisasi <i>Workforce Agility</i>	20
Tabel 3.4 Kisi-Kisi Instrumen <i>Job Hopping Intention Scale</i>	21
Tabel 3.5 Penyebaran <i>Job Hopping Intention Scale</i>	22
Tabel 3.6 Kategorisasi <i>Job Hopping Intention</i>	22
Tabel 4.1 Gambaran Umum Demografis Responden Penelitian	26
Tabel 4.2 Hasil Perhitungan Deskriptif <i>Workforce Agility</i> Karyawan di Jakarta .	30
Tabel 4.3 Kategorisasi Tingkat <i>Workforce Agility</i> Karyawan di Jakarta.....	31
Tabel 4.4 Rata-Rata Dimensi <i>Workforce Agility</i>	31
Tabel 4. 5 Uji Beda <i>Workforce Agility</i> Berdasarkan Demografis	32
Tabel 4.6 Hasil Perhitungan Deskriptif <i>Job Hopping Intention</i> Karyawan di Jakarta.....	35
Tabel 4.7 Kategorisasi Tingkat <i>Job Hopping Intention</i> Karyawan di Jakarta	36
Tabel 4. 8 Uji Beda <i>Job Hopping Intention</i> Berdasarkan Demografis	37
Tabel 4.9 Uji Korelasional <i>Workforce Agility</i> dan <i>Job Hopping Intention</i>	40
Tabel 4.10 Uji Korelasi Dimensi <i>Workforce Agility</i> dengan <i>Job Hopping Intention</i>	41

DAFTAR LAMPIRAN

Lampiran 1. Surat Keputusan Pengangkatan Pembimbing	61
Lampiran 2. Kartu Bimbingan Skripsi	63
Lampiran 3. Kuesioner Penelitian	65
Lampiran 4. Instrumen Penelitian	69
Lampiran 5. Demografis Responden.....	73
Lampiran 6. Tabulasi Data Kuesioner.....	101
Lampiran 7. Uji Asumsi Klasik.....	139
Lampiran 8. Uji Hipotesis Korelasi Rank Spearman	140
Lampiran 9. Lembar Pernyataan Verifikasi Data.....	141
Lampiran 10. Biodata Peneliti.....	142
Lampiran 11. Daftar Revisi Dosen Penguji	143

DAFTAR PUSTAKA

- ADP Research Institute. (2024). People at Work 2024: A global workforce review. Chromeextension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.adpresearch.com/wp-content/uploads/2024/04/People-at-Work-2024-A-Global-Workforce-View.pdf
- Aduamah, C.C.M.A. (2021). The Impact of Compensation on Employees performance in Organizations. *International Journal of Multidisciplinary Studies and Innovative Research*. <https://doi.org/10.53075/ijmsirq>
- Ajzen, I. (2005). *Attitudes, Personality and Behavior*, (2nd edition). Berkshire, UK: Open University Press-McGraw Hill Education.
- Alviani, D., Hilmiana, N., Widiyanto, S., & Muizu, W. O. Z. (2024). Workforce agility: a systematic literature review and research agenda. *Frontiers in Psychology*, 15. <https://doi.org/10.3389/fpsyg.2024.1376399>
- Arifin, K. N., Fitriana, N., Yuniasanti, R. (2024). Gen Z generation: Does job hopping matter. *Jurnal Psikologi Malaysia*, 38(2), 1–22.
- Aswathappa, K. (2005). *Human resource and personnel management*. United States of America, Tata McGraw-Hill Publishing Company Limited.
- Azwar, S. (2012). *Penyusunan Skala Psikologi* (Edisi 2). Yogyakarta: Pustaka Pelajar.
- Badan Pusat Statistik Provinsi DKI Jakarta. (2020). Jumlah Perusahaan, Tenaga Kerja, Investasi, dan Nilai Produksi pada Industri Besar dan Sedang Menurut Kabupaten/Kota, 2020. Diakses dari: <https://jakarta.bps.go.id/id/statistics-table/2/MjI2IzI=/jumlah-perusahaan--tenaga-kerja--investasi--dan-nilai-produksi-pada-industri-besar-dan-sedang-menurut-kabupaten-kota.html>
- Badan Pusat Statistik Provinsi DKI Jakarta. (2023, 5 Mei). Tingkat kesempatan kerja di Jakarta meningkat tipis. Diakses pada 29 April 2025, dari <https://jakarta.bps.go.id/id/pressrelease/2023/05/05/1083/tingkat-kesempatan-kerja-di-jakarta-meningkat-tipis.html>
- Badan Pusat Statistik. (2024, 26 Agustus). Analysis of Labor Force Mobility-Result of 2023 National Labor Force Survey (NLFS). Diakses dari: <https://www.bps.go.id/en/publication/2024/08/26/b07cde6196c248635467c2af/analysis-of-labor-force-mobility-result-of-2023-national-labor-force-survey--nlfs-.html>
- Business & Management Practices. (2014). *Is job hopping the new normal?* Aug 01, 2014. New York, NY: Alacra Store. Diakses 1 Desember, 2024 dari

Nisrina Qonita Al Husna, 2025

**HUBUNGAN ANTARA WORKFORCE AGILITY DAN JOB HOPPING INTENTION
PADA KARYAWAN DI JAKARTA**

Universitas Pendidikan Indonesia | repository.upi.edu | perpustakaan.upi.edu

<http://news.alacrastore.com/Business-and-Management-Practices/Is-job-hoppin-g-the-new-normal-380746716>

- Breu, K., Hemingway, C. J., Strathern, M., & Bridger, D. (2002). Workforce agility: The new employee strategy for the knowledge economy. *Journal of Information Technology*, 17(1), 21–31. <https://doi.org/10.1080/02683960110132070>
- Cai, Z., Huang, Q., Liu, H., & Wang, X. (2017). Improving the agility of employees through enterprise social media: The mediating role of psychological conditions. *International Journal of Information Management*, 38(1), 52–63. <https://doi.org/10.1016/j.ijinfomgt.2017.09.001>
- Chiang, Y. H., Hsu, C. C., & Shih, H. A. (2017). Extroversion personality, domain knowledge, and the creativity of new product development engineers. *Creativity Research Journal*, 29(4), 387–396. <https://doi.org/10.1080/10400419.2017.1376501>
- Creswell, J. W. & Creswell, J. D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Chicago: SAGE Publications.
- CVwizard. (2025, May 20). *The 2025 career shift*. <https://www.cvwizard.com/en/articles/the-great-career-shift-for-gen-z-millennials>
- Deloitte. (2025). *2025 Gen Z and Millennial survey: A generation navigating uncertainty*. Deloitte Global. <https://www.deloitte.com/global/en/issues/work/genz-millennial-survey.html>
- Dewi, R.S. & Nurhayati, M. (2021) The effect of career development on turnover intention with job satisfaction and organizational commitment as mediators, study at PT control systems arena para nusa. *European Journal of Business and Management Research*, 6(4), 11-18. <https://doi.org/10.24018/ejbmr.2021.6.4.918>
- Dyer, L. & Shafer, R. A. (2003). Dynamic organization: Achieving Marketplace and organizational agility with people. *Center for Advanced Human Resources Studies*, 03(04), 1-39. <https://doi.org/10.1016/j.ijinfomgt.2017.09.001>
- Engeser, S., & Langens, T. (2010). Mapping explicit social motives of achievement, power, and affiliation onto the five-factor model of personality. *Scandinavian Journal of Psychology*, 51(4), 309–318. <https://doi.org/10.1111/j.1467-9450.2009.00773.x>

- Feist, G. (1998). Creativity and personality meta-analysis. *Personality and Social Psychology Review*, 2, 290–309. http://dx.doi.org/10.1207/s15327957pspr0204_5
- Feng, W. C., & Angeline, T. (2010). Turnover intention and job hopping behaviour of music teachers in Malaysia. *African Journal of Business Management*, 4(4), 425-434.
- Forbes. (2024, November 5). *64% of job hoppers say frequent moves boost career mobility and salary*. Forbes. <https://www.forbes.com/sites/bryanrobinson/2024/11/05/64-of-job-hoppers-say-frequent-moves-boost-career-mobility-and-salary/>
- Franco, C., & Landini, F. (2021). Organizational drivers of innovation: The role of workforce agility. *Research Policy*, 51(2), 104423. <https://doi.org/10.1016/j.respol.2021.104423>
- Friedell, K., Puskala, K., Smith, M., & Villa, N. (2011). Hiring, promotion, and progress: Millennials' expectations in the workplace. St. Olaf College *Working Paper*. 1-27
- George, C. (2024). Career development theories and graduate employment. Asia Pacific Career Development Association. *Proceeding Paper*. https://asiapacificcda.org/p0001_12
- Ghandi, P., Hejazi, E., & Ghandi, N. (2017). A study on the relationship between resilience and turnover intention: With an emphasis on the mediating roles of job satisfaction and job stress. *Bulletin De La Société Royale Des Sciences De Liège*, 189–200. <https://doi.org/10.25518/0037-9565.6659>
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- Goldman, S.L., Nagel, R.N. and Preiss, K. (1995) *Agile Competitors and Virtual Organizations: Strategies for Enriching the Customer*. Van Nostrand Reinhold, New York.
- Griffin, B., & Hesketh, B. (2003). Adaptable behaviours for successful work and career adjustment. *Australian Journal of Psychology*, 55(2), 65–73. <https://doi.org/10.1080/00049530412331312914>
- Gusvita, S., Pohan, V. G. R., & Hadiyani, S. (2023). Job hopping intention on millennial employess. *International Journal of Sciences Progression and Technologies*. 36(2), 172-176.

- Harsch, K., & Festing, M. (2020). Dynamic talent management capabilities and organizational agility-A qualitative exploration. *Human Resource Management*, 59(1), 43- 61. <https://doi.org/10.1002/hrm.21972>
- Hoda, R., & Noble, J. (2017). Becoming Agile: A Grounded Theory of Agile Transitions in Practice. *Proceedings - 2017 IEEE/ACM 39th International Conference on Software Engineering, ICSE 2017*, 141–151. <https://doi.org/10.1109/ICSE.2017.21>
- Hosein, Z. Z., & Yousefi, A. (2012). The role of emotional intelligence on workforce agility in the workplace. *International Journal of Psychological Studies*, 4(3). <https://doi.org/10.5539/ijps.v4n3p48>
- Humaira, S., Aprilia, E. D., Mirza, & Khatijatusshalihah. (2024). Intensi job hopping pada generasi Y dan Z. *Syiah Kuala Psychology Journal*, 2(1), 1–10. <https://doi.org/10.24815/skjp.v2i1.29672>
- Jakpat. (2016, 7 September). Survey Report on Indonesian's Switching Job Habit. <https://insight.jakpat.net/its-time-to-roll-survey-report-on-indonesians-switching-job-habit/?>
- Jobstreet. (2022, 30 Juni). Generasi Y hanya bertahan selama 1 tahun di sebuah perusahaan. <https://id.jobstreet.com/id/career-advice/article/generasi-y-hanya-bertahan-selama-1-tahun-di-sebuah-perusahaan>
- Karatepe, O. M., & Olugbade, O. A. (2017). The effects of work social support and career adaptability on career satisfaction and turnover intentions. *Journal of Management & Organization*, 23(3), 337-355.
- Lake, C. J., Highhouse, S., & Shrift, A. G. (2018). Validation of the job-hopping motives scale. *Journal of Career Assessment*, 26(3), 531-548.
- Larasati, A., & Aryanto, B. (2020). Job hopping and the determinant factors. *5th Asean Conference on Psychology, Counselling, and Humanities (Acpch 2019)*, 54-56.
- Learning, L., & Hill, L. B. (2022). Chapter 27: Career Development. In *Blueprint for Success in College and Career*. PB Pressbook. <https://openoregon.pressbooks.pub/oregonblueprint/chapter/27-career-development/>
- Lim, C. Y. (2013). Singapore's national wages council: An insider's view. *World Scientific*
- Lin, C.-P., Hu, S.-W. & Chiu, C.-K. (2025), "Achieving job performance through agility and innovativeness by strategizing learning ambidexterity", *Journal*

of *Managerial Psychology*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/JMP-12-2023-0752>

LinkedIn. (2022). *2022 Workplace Learning Report: The transformation of L&D*. LinkedIn Learning. Accessed via <https://learning.linkedin.com/content/dam/me/learning/resources/pdfs/linkedin-learning-workplace-learning-report-2022.pdf>

Liu, X., & Batt, R. (2010). How supervisors influence performance: A multilevel study of coaching and group management in technology-mediated services. *Personnel Psychology*, 63(2), 265-298

McKinsey Company. (2022, 25 April). Three types of modern flexibility today's workers demand. Accessed from <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-organization-blog/three-types-of-modern-flexibility-todays-workers-demand>

Memon, I. N., Noonari, S., Asif, M., Shah, S. T., Peerzado, M. B., Panhwar, G. M., ... & Jamro, A. S. (2015). Economic analysis of poultry egg production in Quetta District Balochistan. *Journal of Fisheries & Livestock Production*, 3(3).

Muduli, A., & Pandya, G. (2018). Psychological empowerment and workforce agility. *Psychological Studies. Article*, 63(3), 276–28

Muduli, A., & Choudhury, A. (2024). Exploring the role of workforce agility on digital transformation: a systematic literature review. *Benchmarking an International Journal*. <https://doi.org/10.1108/bij-02-2023-0108>

Mufidah, M., & Wicaksono, D. A. (2024). Pengaruh perceived organizational support dan grit terhadap intensi job hopping pada pekerja generasi milenial. *Jurnal Psikologi*, 1(4), 14. <https://doi.org/10.47134/pjp.v1i4.2571>

Munteanu, C., Ceobanu, C., Bobâlcă, C., & Anton, O. (2010). An analysis of customer satisfaction in a higher education context. *International Journal of Public Sector Management*, 23(2), 124–140. <https://doi.org/10.1108/09513551011022483>

Munteanu, A., Bibu, N., Nastase, M., Cristache, N., & Matis, C. (2020). Analysis of practices to increase the workforce agility and to develop a sustainable and competitive business. *Sustainability*, 12(9), 3545. <https://doi.org/10.3390/su12093545>

Nayak, B. & Ben P, J. (2019). Employee retention in the vuca world: Challenges and strategies. *International Journal of Recent Technology and Engineering (IJRTE)*, 8(3S2), 84-88.

Nisrina Qonita Al Husna, 2025

**HUBUNGAN ANTARA WORKFORCE AGILITY DAN JOB HOPPING INTENTION
PADA KARYAWAN DI JAKARTA**

Universitas Pendidikan Indonesia | repository.upi.edu | perpustakaan.upi.edu

- Opara, D. N. & Chinda, M.H. (2022). Compensation policies and workforce agility of multi-national firms in south-south states of nigeria. *BW Academic Journal*, 1(1), 7
- Orie, S., & Semeijn, J. H. (2021). Stay or leave? The role of career adaptability and organizational embeddedness for turnover intentions. *Journal of Career Development*, 49(5), 1196–1211. <https://doi.org/10.1177/08948453211028300>
- Pathak, D. (2014). Job hopping and turnover intentions: An empirical study. *International Journal of Research in IT and Management*, 4(7), 25-40.
- Permatasari, B. & Fajrianti. (2021). Pengaruh grit dan kepuasan kerja terhadap intensi job hopping pada karyawan generasi milenial. *Buletin Riset Psikologi dan Kesehatan Mental*, Vol. 1(1), 162-171.
- Plonka, F. E. (1997). Developing a lean and agile workforce. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 7, 11–20.
- Pranaya, D. (2014). Job-hopping: An analytical review. *International Journal of Research in Business Management (IMPACT: IJRBM)*, 2(4), 67-72.
- Putri, S. K. (2021). Pengaruh psychological capital dan job enjoyment terhadap intensi job hopping pada karyawan generasi Y. *Jurnal Syntax Transformation*, 2(8), 1999-1205.
- PWC. (2024, 24 Juni). Global Workforce Hopes and Fears Survey 2024. <https://www.pwc.com/gx/en/issues/workforce/hopes-and-fears.html>
- Qualtrics. (2022). 2022 Employee Experience Trends. <https://www.qualtrics.com/ebooks-guides/employee-experience-trends-2022/>
- Rahardyana, T. K. (2025). Hubungan antara proactive personality dengan job hopping intention yang dimediasi job satisfaction pada karyawan generasi Z. *Skripsi*. Universitas Negeri Sebelas Maret
- Ramadhani, F., Komalasari, S., & Musfichin. (2023). Kebiasaan job hopping pada pekerja generasi milenial. *Jurnal Al-Husna*. 4(3), 200-211. DOI:10.18592/jah.v4i3.6637
- Salmen, K., & Festing, M. (2021). Paving the way for progress in employee agility research: a systematic literature review and framework. *The International Journal of Human Resource Management*, 33(22), 4386–4439. <https://doi.org/10.1080/09585192.2021.1943491>

- Sameer, S. K. (2022). The Interplay of digitalization, organizational support, workforce agility and task performance in a blended working environment: evidence from Indian public sector organizations. *Asian Business & Management*, 23(2), 266–286. <https://doi.org/10.1057/s41291-022-00205-2>
- Saputra, R. M. I. (2024). Transactional leadership and compensation as mediators of the influence of workforce agility and psychological empowerment on employee performance at PDAM Tirta Indra, Indragiri Hulu, Riau. *International Journal of Science Academic Research*, 06(3), 9556–9566.
- Sherehiy, B., & Karwowski, W. (2014). The relationship between work organization and workforce agility in small manufacturing enterprises. *International Journal of Industrial Ergonomics*, 44(3), 466–473. doi:10.1016/j.ergon.2014.01.002
- Soeprapto, A., Tawil, M. R., Naim, S., Buamonabot, I., & Thahrim, M. (2024). Analysis of the effect of job satisfaction and tenure on turnover intention. *Jurnal Ekonomi*, 13(03), 517–523.
- Sony, M. & Mekoth, N. (2022). Employee adaptability skills for Industry 4.0 success: a road map. *Production & Manufacturing Research*, 10(1), 24-41, DOI: 10.1080/21693277.2022.2035281
- Siregar, L. D., Wita Farla WK, & Siti Herlinda. (2023). The generation z phenomenon and its implications in the workforce. *Jurnal Ekonomi*, 12(04), 533–540.
- Sugiyono. (2022). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Bandung: CV. Alfabeta.
- Super, D. E., & Jordaan, J. P. (1973). Career development theory. *British Journal of Guidance and Counselling*, 1(1), 3-16.
- Sun, C., Xing, Y., Wen, Y., Wan, X., Ding, Y., Cui, Y., Xu, W., Wang, X., Xia, H., Zhang, Q., & Yuan, M. (2023). Association between career adaptability and turnover intention among nursing assistants: the mediating role of psychological capital. *BMC nursing*, 22(1), 29. <https://doi.org/10.1186/s12912-023-01187-y>
- Szczepanek, A. (2023, September 20). Gen Z at Work [2023 Study]. ResumeLab. <https://resumelab.com/career-advice/gen-z-at-work>
- Taye, D., & Getnet, B. (2020). The impact of employee turnover on organizational performance: a case study of Mada Walabu University, Bale Robe, Ethiopia. *American Journal of Pure and Applied Biosciences*, 51–63. <https://doi.org/10.34104/ajpab.020.051063>

- Utami, A. F., Ihwanul Shalihah, G., & Pudiawan Erhan, T. (2025). Why Millennials Job Hop: Navigating Pay, Culture, and Growth. *Binus Business Review*, 16(2). <https://doi.org/10.21512/bbr.v16i2.12616>
- Vianen, A. E. M. V., Van Laethem, M., Leineweber, C., & Westerlund, H. (2022). Work changes and employee age, maladaptive coping expectations, and well-being: a Swedish cohort study. *International Archives of Occupational and Environmental Health*, 95(6), 1317–1330. <https://doi.org/10.1007/s00420-021-01824-6>
- Vliet, S., Born, M., & Molen, H. (2019). Using a portfolio-based process to develop agility among employees. *Human Resource Development Quarterly*, 30(1), 39–60. <https://doi.org/10.1002/hrdq.21337>
- Wardani, I.Y., Oktaviana, D.A., & Nasution, R.A. (2022). Resilience and emotional intelligence related to workers' stress level in the quarter life crisis. *Health Science Journal of Indonesia*, 13(2), 38–78. <https://doi.org/10.22435/hsji.v13i2.6473>
- Watson, B. (2025, April 25). The job-hopping capitals of the U.S., UK, Australia and Canada. [Resume.io](https://resume.io/blog/job-hopping-capitals-of-the-us-uk-australia-canada). <https://resume.io/blog/job-hopping-capitals-of-the-us-uk-australia-canada>
- Winskill, E. (2025). Should i stay or should i go now? An investigation into gender differences in the impact of switching jobs on earnings. *Cornell University*. <https://doi.org/10.48550/arXiv.2505.09791>
- Yuen, S. H. (2016). Examining the generation effects on job-hopping intention by applying the Theory of Planned Behavior (TPB). *Master's thesis, Lingnan University, Hong Kong*. Retrieved from http://commons.ln.edu.hk/psy_etd/6
- Zahari, S. N. S., & Puteh, F. (2023). Gen Z workforce and job-hopping intention: A study among university students in malaysia. *International Journal of Academic Research in Business and Social Sciences*, 13(1). <https://doi.org/10.6007/ijarbss/v13-i1/15540>
- Zhang, Z., & Sharifi, H. (2000). A methodology for achieving agility in manufacturing organisations. *International journal of operations & production management*, 20(4), 496-513.
- Zhang, Z., Fang, H., Luan, Y., Chen, Q., & Peng, J. (2022). A meta-analysis of proactive personality and career success: The mediating effects of task performance and organizational citizenship behavior. *Frontiers in psychology*, 13, 979412. <https://doi.org/10.3389/fpsyg.2022.979412>