

THE INFLUENCE OF PSYCHOLOGICAL CONTRACTS ON JOB SATISFACTION AND ITS CONSEQUENCES ON JOB HOPING: A CASE STUDY IN KUPANG CITY USING THE THEORY OF PLANNED BEHAVIOR APPROACH

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Abstract

Job hooper are currently growing, especially among employees who are just starting their careers at a young age or in the millennial generation compared to previous generations. Employees who are still starting their careers are young employees who have just started working and still want to find a workplace that suits their desires and expectations. The aim of this research is to explain the influence of the psychological contract on job hopping with job satisfaction as a mediator for employees in Kupang City using the theory of planned behavior (TPB) approach. This research used quantitative methods, by distributing 171 questionnaires and 129 employees which fulfils certain criteria. The sampling method uses purposive sampling, with the criteria being employees who have worked for less than 2 years in a private company or have honorary employment status in an agency. Distributing the questionnaire using Google Form and using SEM-PLS as an analysis tool. The results of this research show that the psychological contract has a positive and significant effect on job satisfaction, while whether directly or indirectly through job satisfaction, the psychological contract has a negative and insignificant effect on job hoping.

Keywords: *job hopping, job satisfaction psychological contract, planned behavior theory approach (TPB).*

INTRODUCTION

The phenomenon of changing jobs in a short time, known as job hopping, has now become a common practice (Sianturi & Prabawani, 2020). Job hopping is a form of employee behavior that frequently moves or changes jobs from one job to another in the hope of career advancement and increased income (Leovani, 2022).

People who change jobs are called job-hoppers (Larasati & Aryanto, 2020). This pattern of behavior certainly has various negative impacts, especially for the company the employee left, for example the recruitment process which has incurred a lot of costs. Other employees will experience an increase in workload so that their productivity will decrease, the time taken to carry out the recruitment process, selecting people who have no loyalty and releasing prospective employees who are more loyal (Nurmasyitah et al., 2023). However, for employees who choose to leave the company, this will also have a positive impact on them, such as perceived better career development and better forms of compensation that they hope to receive when they leave the company.

Job Hooper is currently considered not a phenomenon that occurs in society but has become a trend and continues to grow. The level of job hooping is higher among employees who are still starting their careers at a young age or millennials compared to

previous generations (Putri, Yuniasanti, & Fitriana, 2022). Employees who are still starting their careers are young employees who have just started working and still want to find a workplace that suits their desires and expectations. One of the reasons for changing jobs is that they feel that their current workplace will not provide opportunities such as financial benefits, uncomfortable relationships with coworkers, and career development, so they choose to change jobs.

Even gender differences in previous research had no effect on employee turnover. When women have a big responsibility to take care of the family and take care of the household, they tend to change jobs. Women's turnover rates are higher in the first years of their careers, but tend to decline as they age. Apart from that, many women in generation Y are focused on career development, so they will try to find a job that suits their desires.

Various factors can influence an employee's desire to feel satisfied with their job and remain in the organization or company. Job satisfaction is a pleasant state or positive emotion resulting from an assessment of a person's job or work experience (Paparang, Areros, & Tatimu, 2021). One of the factors that influences job satisfaction is the psychological contract, which focuses on employee expectations that must be fulfilled to achieve employee satisfaction. When the psychological contract can be fulfilled, employee job satisfaction will be higher (Nopita, Jufri & Hadiwibowo, 2022).

Intention to change workplace is generally higher in the private sector than in the public sector. This is because psychological contract violations occur more often in the private sector compared to the public sector. This type of contract breach can occur in several ways. It is possible that companies promise jobs that provide opportunities for growth and personal development, but these promises are not fulfilled.

The theory of planned behavior, TPB, attitudes alone are not enough to provide a comprehensive explanation of why people engage in certain behaviors. Subjective norms and perceived control also influence a person's intention to carry out that behavior. TPB explains how attitudes will influence behavior, subjective norms and perceived behavioral control can influence a person's intention to carry out certain behavior (Yu, 2019).

Kupang City as the capital of three governments, namely the Kupang City Government, the East Nusa Tenggara (NTT) Provincial Government and the Kupang Regency Government, has developed into a traffic center, both goods and services, as well as the main driver of the economy in NTT (S. Burin et al., 2023). This allows quick access to job information, potentially influencing individual commitment. Life in Kupang City has different demands from the surrounding environment, where a person must provide good performance at work in order to survive and be retained by the company. In this context, competition in the job market in Kupang City is now increasingly fierce, with higher requirements to achieve success and career advancement. (Firmansyah & Goetha, 2023). Therefore, more and more people will want to work and create job opportunities in Kupang City, resulting in more job opportunities. This can be seen from the population growth rate in Kupang City which continues to increase. This increase in population growth can be caused by differences in the potential and capabilities of one region and another (Wangga et al., 2022).

In this research, we will test the effect of the psychological contract on job hopping with job satisfaction as a mediator using the planned behavior theory approach for employees in Kupang City. The aim of this research is to explain the influence of the psychological contract on job hopping and job satisfaction as an employee mediator in Kupang City using the theory of planned behavior (TPB) approach.

The aim of the research appears to be to understand how the psychological contract, job satisfaction, and job hoping behavior are interrelated among employees or workers in Kupang City. Specifically, this research wants to find out whether employees' psychological contracts influence their level of job satisfaction, and whether job satisfaction mediates the relationship between psychological contracts and the tendency to job hop.

In other words, this research has the benefit of being able to explain whether employees' perceptions of their psychological contract with their organization influence their job satisfaction, and whether this job satisfaction then influences their decision to stay at their job or switch to another job.

This kind of research can contribute to valuable insights for companies and other stakeholders in the City of Kupang to understand the factors that influence employee retention as well as to develop strategies to improve the psychological contract and job satisfaction of employees, with the aim of reducing the level of job hopping in the region.

LITERATURE REVIEW

Job Hoping

Job hoping is a term used to identify employees who move from one organization to another in search of a better job primarily because of the other benefits they will receive. Job hoppers are usually identified as people who cannot last long in an organization, are unstable, spend very limited time in an organization and are also not interested in their current job (Ghazali & Nabihah Roslan, 2020).

Job Satisfaction

Job satisfaction cannot be seen but can be felt and will be reflected in attitudes such as being more loyal to the organization, working optimally, and complying with the regulations made by the organization (Nopita et al., 2022).

Psychological Contract

The psychological contract is a set of unwritten mutual expectations between an employee and the organization emphasizing that there is a congruence of expectations between the employee and the organization (Kinasih & Amin, 2022).

RESEARCH METHOD

This research uses a non-casual survey as a quantitative research methodology. In this research, the population selected was all Kupang City residents who worked for private companies or were honorary. The sampling method uses purposive sampling, with the criteria being employees who have worked for less than 2 years in a private company or have honorary employment status in an agency. Data collection uses a questionnaire and is distributed via Google Form (Burin & Manafe, 2022). There were 171 questionnaires distributed but 129 employees met the criteria which then became the research sample. In this research, the PLS SEM program was used as an analysis tool.

RESULTS AND DISCUSSION

The following are the characteristics of respondents presented in Table 1.

Table 1. Respondent Characteristics

Variable	Frequency	Percentage (%)
Gender		
Woman	77	59,7
Man	52	40,3
Age		
18-24 Years	64	49,6
25-34 Years	64	49,6
➤ 55 Years	1	0,8
Married Status		
Already	7	5,4
Not Yet	122	94,6
Work		
Private	108	83,7
Honor	21	16,3
Length of work		
1-6 Month	39	30,2
7-12 Month	44	34,1
13-18 Month	27	20,9
19-24 Month	19	14,7
Recent Education		
Senior High School	51	39,5
Diploma	4	3,1
S1	68	52,7
S2	4	3,1
Etc	2	1,6

Respondent Characteristics

Based on the results of the questionnaire, it can be seen that of the 129 samples, 59.7% were women, numbering 77 and the remaining 40.3% were men, numbering 52. For the age category, the average respondent was 49.6%, aged around 25-34 years, numbering 64. , then 49.6% totaling 64 aged 18-24 years and 1 person or 0.8% aged over 55 years. Based on this data, it can be concluded that the majority of respondents are generation Y and millennials. The millennial generation has higher job hopping intentions than previous generations (Suryaratri & Abadi, 2018). The education category is dominated by Bachelor's/equivalent degrees with 52.7% totaling 68 and 39.5% of SMA/equivalent education totaling 51, the rest by other levels of education. Regarding marital status, 94.6% or 122 employees are not married because they are dominated by the millennial generation and 5.4% or 7 employees are married.

Table 2. Direct Effect

	Original Sample	Standar Deviasi	T Statistik	P Values
Job Satisfaction → Job Hopper	-0,093	0,273	0,340	0,734
Psychological Contract → Job Hopper	-0,100	0,195	0,512	0,609
Psychological Contract → Job Satisfaction	0,719	0,067	10,695	0,000

The Effect of Psychological Contracts on Job Satisfaction

The processing results in this study found that the psychological contract on job satisfaction has a P value of $0.000 < 0.05$ (Table 2). This shows that the psychological contract has a positive and significant effect on job satisfaction. The results of this research are also in accordance with opinion (Nayak, Jena, & Patnaik, 2021). The relationship between the psychological contract and job satisfaction is very close. When employees feel that the organization can meet expectations, provide support, and offer growth opportunities, they tend to be more satisfied with their jobs. A clear, fair, and supportive psychological contract creates a positive work environment, motivates employees, and increases overall satisfaction. Conversely, conflicts between expectations and reality, lack of support, or unfair treatment can harm the psychological contract and reduce levels of job satisfaction. Fulfillment of the psychological contract can influence the level of job satisfaction

In accordance with the application of the theory of planned behavior (TPB), where an individual's attitude towards the psychological contract reflects a positive or negative evaluation of their perception of the realization of their expectations and the reality that occurs in the organization. If the attitude towards the psychological contract is positive, individuals tend to have the intention to comply with the contract and they will feel satisfied with the job. Subjective norms in this context reflect social pressure or influence from the people around them regarding the psychological contract. If subjective norms support the importance of complying with the psychological contract, this may increase the individual's intention to comply. Self-control towards complying with a psychological contract reflects an individual's belief in his ability to fulfill the expectations and obligations in the contract. If someone feels confident that they can comply with the psychological contract, namely providing good work results and the organization also meets expectations, this can increase job satisfaction.

The Influence of Psychological Contracts on Job Hoping

The processing results in this study found that the psychological contract on job hoping had a P value of $0.609 > 0.05$. This shows that the psychological contract has a negative but not significant effect on job hoping. When the psychological contract is good or high, the desire to do job hopping is low and vice versa (Putri et al., 2022). Employees who feel that the organization cannot meet their hopes and expectations, but these employees do not have the desire to leave the job or job hoping behavior. This can happen because employees still need the job to fulfill their daily needs. Where, they know that looking for work is currently experiencing many difficulties. Employees also realize that they have not worked in the organization for long, namely less than 2 years of service.

The theory of planned behavior (TPB) also supports the results of this research. An individual's attitude toward the psychological contract includes a positive or negative evaluation of the contract. If attitudes toward the psychological contract are positive even if they do not match the employee's expectations, this may reduce the tendency to seek other employment opportunities. Subjective norms in this context reflect social pressure or the opinions of people around them regarding the psychological contract. If subjective norms are less supportive of the importance of complying with contracts, this can reduce individuals' intentions to comply with contracts and increase the tendency to engage in job hopping. Self-control in complying with the psychological contract reflects the individual's belief in his ability to fulfill the obligations in the contract. If a person feels

capable of complying with the contract, this may increase the intention to comply with the contract and reduce the tendency to look for new work.

The Influence of Job Satisfaction on Job Hopping

The processing results in this study found that job satisfaction in Job Hopping had a P value of $0.734 < 0.05$. Job satisfaction has not significant effect on job hopping. Low job satisfaction can lead to the intention to do job hopping. The results of this research are also in accordance with (Kinasih & Amin, 2022). However, this result does not have a significant effect, there are other variables that have more influence on job hopping. Employees who feel dissatisfied with their jobs and do not change jobs or job hopping can occur because employees feel that they have not worked at the company for long and when they have to leave to look for a new job again, it will take time to look for that new job.

Attitudes toward job hopping include positive or negative evaluations of the concept. If someone has a positive attitude towards job hopping, for example, seeing it as a way for career development, then they will most likely have the intention to do it. Another thing happens, when someone has a negative attitude towards job hopping that we will not necessarily get the same job as now and other organizations will consider us disloyal, then even though they feel dissatisfied with their job, they still choose to stay with the organization. Subjective norms in this context reflect social pressure or the opinions of people around them regarding job hopping. If subjective norms support job hopping, individuals may be more likely to have the intention to do so. And what happens when subjective norms reject job hopping, then there is no intention to do job hopping. Self-control over job hopping reflects an individual's confidence in his ability to successfully change jobs. If someone feels confident that they can successfully switch jobs, this can increase job hopping intentions. When employees are not satisfied with their work, they do not do job hopping, because they feel that they will not necessarily be able to achieve success when working elsewhere.

Table 3. Indirect Effect

	Original Sample	Standar Deviasi	T Statistik	P Values
Psychological Contract → Job Satisfaction → Job Hopper	-0,067	0,202	0,331	0,741

Job Satisfaction Mediates the Effect of Psychological Contract on Job Hopping

Based on the results of this research, it was found that job satisfaction does not mediate the influence of the psychological contract on job hopping (Table 3). This may occur because employees may be satisfied with their current job, an inadequate psychological contract may remain a major trigger for seeking new employment opportunities. For example, an unfulfilled psychological contract, such as role ambiguity, lack of career development, or lack of support from the organization, may predispose a person to seek a situation that better meets his or her expectations, even though he or she may feel satisfied with certain aspects of his or her current job.

Job satisfaction does not mediate the influence of the psychological contract on the tendency to change jobs, which means there are other factors that are more dominant in influencing the decision to job hop. The psychological contract relates to the expectations, responses, and emotional obligations between an employee and an organization. If the

psychological contract directly influences the propensity to change jobs without going through job satisfaction, there may be other aspects of the psychological contract that more strongly motivate someone to look for a new job. The results of this research certainly differ from opinion (Suryadewi & Surya, 2020) which states that job satisfaction mediates the psychological contract on turnover intention.

Either directly or indirectly, psychological contracts have no effect on job hopping. Employees who feel that the organization cannot meet their expectations will have low job satisfaction. However, employees do not want to do job hoping because they feel that they have only worked there for less than 2 years, so they want to stay and hope that the organization can meet their expectations.

The TPB, in this context, typically includes three main components: attitudes toward behavior, subjective norms, and behavioral control. In the context of job satisfaction, someone may have a positive attitude towards their job, get social support from coworkers and superiors (subjective norms), and feel they have control over the decision to stay at that place. This is all part of the psychological contract, namely the hopes and expectations of both the employee and the organization.

However, even if someone has high job satisfaction, the decision to change jobs can be influenced by other factors that are not directly related to job satisfaction itself. For example, there may be better career opportunities elsewhere, or there are economic factors that make a person feel the need to seek a higher salary. In other words, job satisfaction can be an important factor, but the decision to change jobs can also be influenced by broader considerations beyond job satisfaction itself. Perhaps someone is satisfied with their current job, but wants a new challenge or greater development opportunities, which may encourage them to consider job hopping. So, in the context of the TPB, job satisfaction can play a role in shaping attitudes towards remaining at the same place, but the decision to change jobs can be influenced by other factors that are not directly related to job satisfaction.

CONCLUSION AND SUGGESTION

In this study, both the direct and indirect effects of the psychological contract only had a negative and insignificant effect on job hoping. The employees in this research are employees who have worked for less than 2 years and work for private organizations or for honorary salaries at agencies. This insignificant influence can occur because employees still feel they need the job even though they are not satisfied with their unmet expectations for the organization. Apart from that, because the work period is still relatively short, namely under 2 years, employees are still looking for experience in the organization. The psychological contract only influences job satisfaction. Where, when the obligations and expectations between employees and the organization can be fulfilled properly, employees will have a satisfied attitude towards the job.

In this research, it was found that the psychological contract and job satisfaction did not have a significant influence or did not have an important role in the decision to do job hopping. There are still other factors or variables that have a more significant role outside this research. This research has several limitations, so it is recommended that further research add other variables and change the quantitative research design to qualitative to get better results through direct interviews with several sources about the reasons for responding to job hopping behavior.

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