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Affective Commitment as a Mediator of Job Hopping Intention among Generation Z

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Abstract: *This study looks at how affective commitment functions as a mediator in the explanation of Generation Z workers' intentions to change jobs at Ramayana Cirebon Square. Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4 was used to analyze data obtained from 119 Generation Z employees using a saturation sampling strategy in a quantitative approach with an explanatory research design. The findings show that the intention to change jobs is not significantly impacted by goal congruence or perceived organizational support. On the other hand, the intention to change jobs is significantly impacted negatively by affective commitment. Affective commitment also plays a major mediating role in the link between perceived organizational support and job hopping intention, as well as between goal congruence and job hopping intention. These results suggest that one important way that organizational characteristics affect job-hopping intention is through workers' affective commitment to the company. In order to lower employee intention to quit and increase worker retention among Generation Z, the study highlights the need for enhancing affective commitment.*

INTRODUCTION

The trade and retail sector plays an important role in driving economic growth and creating employment opportunities in Indonesia. The operational activities of this sector rely heavily on the quality of human resources because interactions between companies and consumers occur directly through service delivery processes. Therefore, retail companies are rFequired to maintain a competent and productive workforce to support the achievement of organizational goals. However, workforce stability remains a major challenge for the retail industry, as high employee mobility may result in various consequences, including increased recruitment and training costs, operational disruptions, and reduced organizational effectiveness (Badan Pusat Statistik 2024; Hancock et al. 2013; Hom et al. 2017)

Recent changes in workforce composition indicate the growing dominance of Generation Z in the labor market (Badan Pusat Statistik 2025). Having grown up in the digital era, this generation tends to have high expectations regarding employment, including work flexibility,

opportunities for skill development, work–life balance, and a supportive work environment that facilitates personal growth (Deloitte 2024; Schroth 2019). These characteristics make Generation Z more selective in choosing jobs and more open to alternative employment opportunities that are perceived to better fulfill their expectations (Lyons and Kuron 2014). Consequently, job hopping intention has emerged as a phenomenon that is increasingly observed among Generation Z employees (Humaira et al. 2024).

The phenomenon of job hopping intention has also become a concern among Generation Z employees at Ramayana Cirebon Square. Based on preliminary observations and interviews with the human resource department, the company faces challenges in retaining Generation Z employees for longer periods. To obtain an initial understanding of this issue, a preliminary survey was conducted involving 15 Generation Z employees. The results showed that 60% of respondents considered frequent job changes as an ideal way to gain diverse work experiences, 73% believed that individuals should be willing to change jobs to obtain the best employment opportunities, and 87% agreed that periodic job changes could improve quality of life. These findings indicate that Generation Z employees demonstrate a relatively high tendency toward job hopping intention. Furthermore, the preliminary survey revealed that some employees had not fully experienced goal alignment with the organization, optimal organizational support, or strong emotional attachment to the company (Preliminary Survey Results, 2026).

According to earlier research, employees' decisions to stay with or leave a company are significantly influenced by organizational characteristics. Goal congruence and perceived organizational support are organizational characteristics that may affect the desire to change jobs, according to this study. While perceived organizational support reflects workers' impressions of how much the organization values their contributions and cares about their well-being, goal congruence refers to the alignment of individual and organizational goals. These elements are thought to foster favorable work environments and motivate staff members to uphold their employment connections with the company.

However, organizational characteristics may not necessarily have a direct impact on the intention to change jobs. The desire of employees to look for other job alternatives does not always immediately decrease when they feel organizational support and goal alignment. Deeper psychological variables, including emotional attachment to the firm, frequently impact Generation Z's decision to stay with a company. Affective commitment is therefore seen to be one possible way that organizational elements may affect the desire to change jobs.

According to Meyer and Allen, affective commitment is the term used to describe an employee's emotional attachment to a company, which is demonstrated by their sense of engagement, belonging, and willingness to stick around. Because of their emotional connection to the company, workers with high affective commitment typically stick around, whereas those with low affective commitment may be more inclined to look for other jobs (Meyer et al. 2002; Meyer and Allen 1991). Consequently, affective commitment may function as a psychological mechanism connecting organizational characteristics to individuals' intentions to shift jobs in addition to being a predictor of job hopping intention.

Although employee turnover has been widely examined in previous studies, job hopping intention represents a more specific construct that reflects individuals’ preferences and tendencies to change jobs as part of their employment decisions (Lake, Highhouse, and Shrift 2017). This issue is particularly relevant in the context of Generation Z, whose work expectations and employment preferences differ from those of previous generations (Deloitte 2024; Schroth 2019). Furthermore, prior studies have primarily focused on the direct relationships between perceived

organizational support, organizational commitment, and turnover-related outcomes. Research integrating goal congruence, perceived organizational support, affective commitment, and job hopping intention, particularly among Generation Z employees in the retail sector, remains limited. In addition, affective commitment has frequently been examined as an independent variable, while its role as a psychological mechanism explaining the relationship between organizational factors and job hopping intention requires further empirical investigation.

Based on the foregoing discussion, this study aims to examine the effects of goal congruence and perceived organizational support on job hopping intention through affective commitment among Generation Z employees at Ramayana Cirebon Square. This study contributes to the literature by providing a better understanding of the factors influencing job hopping intention and by clarifying the mediating role of affective commitment in the context of Generation Z employees.

LITERATURE REVIEW

Theoretical and Conceptual Background

Goal congruence refers to the alignment between individual and organizational goals, reflecting the extent to which employees perceive that their personal objectives can be achieved through organizational involvement (Vancouver and Schmitt 1991). Drawing upon Goal Setting Theory, employees are more likely to develop positive attitudes and higher levels of engagement when their personal goals are aligned with organizational objectives (A.Locke and P.Latham 1990). Conversely, a lack of goal alignment may create psychological discomfort and encourage employees to seek alternative work environments that better support their personal aspirations (Supeli and Creed 2014).

Perceived organizational support is seen as a significant organizational element impacting employee attitudes and behavior, along with goal congruence. Employees' perception that the company appreciates their efforts and is concerned about their welfare is known as perceived organizational support (Eisenberger et al. 1986). good reciprocal relationships between organizations and workers are fostered by organizational support, which results in good work attitudes and stronger organizational attachment, according to the Organizational Support Theory (Rhoades and Eisenberger 2002). According to Kurtessis et al (2015), employees who feel a high degree of organizational support typically create higher intentions to keep their engagement with the business.

Affective commitment is a significant psychological component that may account for employee retention behavior in an organizational setting. The term "affective commitment" describes workers' emotional attachment to the company, which is typified by a feeling of involvement, belonging, and a desire to stay (Meyer and Allen 1991). Affective commitment is largely motivated by emotional connection rather than financial concerns or perceived duties, in contrast to other types of organizational commitment (Allen and Mayer 1990). Affective commitment has been linked to a number of favorable employee outcomes, such as decreased withdrawal inclinations and better retention intentions, according to earlier research (Meyer et al. 2002).

One employee behavior that has attracted increasing organizational attention is job hopping intention. Job hopping intention refers to an individual's tendency to consider changing jobs as part of employment-related decisions and preferences (Lake et al. 2017). This phenomenon is commonly observed among younger employees who prioritize diverse work experiences, personal development opportunities, and work environments that align with their

expectations (Humaira et al. 2024). Consequently, job hopping intention has become an important concern for organizations because it may serve as an early indicator of future job-changing behavior that could affect workforce stability.

Empirical Review and Hypothesis Development

Goal Congruence and Job Hopping Intention

Goal congruence has been widely recognized as an important factor influencing employees' attitudes and behavioral intentions. Employees who perceive alignment between their personal goals and organizational objectives tend to develop more positive work attitudes and stronger organizational attachment (Vancouver and Schmitt 1991). Previous studies have provided evidence that goal alignment is associated with lower withdrawal intentions. Hall, Morgan, and Redelinghuys (2022) found that congruence between individual and organizational values reduced employees' intention to leave, while (Mercelie, Emilisa, and Putra Dharmawan 2023) reported a negative relationship between goal congruence and turnover intention. Since job hopping intention reflects an individual's tendency to seek alternative employment opportunities, goal congruence is expected to reduce employees' intention to change jobs.

H1: Goal congruence negatively affects job hopping intention.

Perceived Organizational Support and Job Hopping Intention

Perceived organizational support has been identified as an important predictor of employees' intention to remain with an organization. Employees who perceive that the organization values their contributions and cares about their well-being are more likely to develop positive attitudes toward their workplace (Eisenberger et al. 1986). Empirical studies consistently show that organizational support reduces employees' intention to leave. Prahiawan, Maulana, and Kambara (2024), Anastacia and Kustini (2024), and (Arifin, Nataly, and Judith 2025) reported that perceived organizational support negatively influences employees' intention to change jobs. Therefore, employees who perceive higher organizational support are expected to exhibit lower job hopping intention.

H2: Perceived organizational support negatively affects job hopping intention.

Affective Commitment and Job Hopping Intention

Affective commitment reflects employees' emotional attachment to their organization and has been widely associated with employee retention. Employees with strong affective commitment tend to remain with the organization because they identify with organizational values and feel emotionally connected to their workplace (Meyer and Allen 1991). Meyer et al (2002) demonstrated that affective commitment is strongly related to lower withdrawal intentions. Similar findings were reported by Guzeller and Celiker (2020) and Majeed et al (2023), who found that employees with higher affective commitment are less likely to consider alternative employment opportunities. Therefore, affective commitment is expected to reduce job hopping intention.

H3: Affective commitment negatively affects job hopping intention.

The Mediating Role of Affective Commitment

Affective commitment may serve as an important mechanism linking organizational factors and employees' job-related decisions. Employees who perceive alignment between personal and organizational goals are more likely to develop stronger emotional attachment to the organization (Kristof 1996). Yasin et al (2023) found that goal congruence contributes to stronger organizational commitment, which subsequently reduces employees' intention to leave. Given the established relationship between affective commitment and lower withdrawal intentions (Meyer

et al. 2002), affective commitment is expected to mediate the relationship between goal congruence and job hopping intention.

H4: Affective commitment mediates the effect of goal congruence on job hopping intention.

Similarly, Social Exchange Theory suggests that organizational support encourages employees to reciprocate through positive attitudes and stronger emotional attachment toward the organization (Cropanzano and Mitchell 2005). Prahiawan et al (2024) found that perceived organizational support positively affects affective commitment and indirectly reduces turnover intention through affective commitment. Furthermore, Kurtessis et al (2015) identified perceived organizational support as an important antecedent of affective commitment. Therefore, affective commitment is expected to mediate the relationship between perceived organizational support and job hopping intention.

H5: Affective commitment mediates the effect of perceived organizational support on job hopping intention.

Research framework

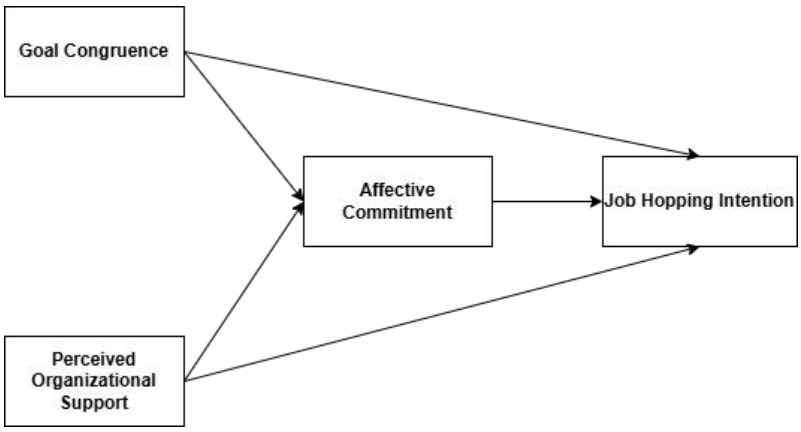

Figure 1. Conceptual Model of the Study

The research framework illustrates the proposed relationships among the study variables. Goal congruence and perceived organizational support are proposed as antecedents of job hopping intention, while affective commitment is positioned as a mediating variable that explains how organizational factors influence employees' intention to change jobs. Accordingly, five hypotheses were developed and tested using the proposed research model.

METHOD

In order to investigate the impact of goal congruence and perceived organizational support on job hopping intention through affective commitment among Generation Z employees at Ramayana Cirebon Square, this study used a quantitative method with an explanatory research design. 119 Generation Z workers made up the population. Due to the use of a saturation sample approach, every member of the population was included as a respondent.

A structured questionnaire using a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree) was used to gather data. Goal congruence measuring questions were modified from Supeli and Creed (2014), Kottke and Sharafinski (1988) for perceived organizational support, Meyer and Allen (1991) for affective commitment, and Lake et al (2017) for job hopping intention.

Partial Least Squares Structural Equation Modeling (PLS-SEM) utilizing SmartPLS 4 software was used to analyze the data. The measurement model and structural model were evaluated as part of the investigation. The measuring model was evaluated using construct reliability, discriminant validity, and convergent validity. The coefficient of determination (R^2) was used to assess the structural model. The bootstrapping method was used to test the hypothesis, and it was accepted if the t-statistic was more than 1.96 and the p-value was less than 0.05.

RESULT AND DISCUSSION

Respondent Characteristics

Table 1. Respondent Characteristics

Characteristics	Category	Frequency (F)	Percentage (%)
Gender	Male	25	21%
	Female	94	79%
Age	17 - 20 Years	17	14.29%
	21 - 25 Years	65	54.62%
	26 - 29 Years	37	31.09%
Tenure	3 - 6 Months	17	14.29%
	7 - 12 Months	20	16.81%
	1 - 2 Years	47	39.50%
	3 - 4 Years	24	20.17%
	> 4 Years	11	9.24%
Position	Cashier	13	10.92%
	SPG/SPB	84	70.59%
	Sales Associate	15	12.61%
	Warehouse	2	1.68%
	Administrative Staff	5	4.20%
	TOTAL	**119**	**100%**

Source: Processed Primary Data (2026)

The respondents were predominantly female employees (79%), while male employees accounted for 21% of the sample. Most respondents were between 21 - 25 years old (54.62%), followed by those aged 26–29 years (31.09%) and 17–20 years (14.29%). In terms of tenure, the majority had worked for one to two years (39.50%), indicating sufficient experience to understand organizational conditions. Regarding position, most respondents worked as SPG/SPB (70.59%), followed by sales associates (12.61%), cashiers (10.92%), administrative staff (4.20%), and warehouse staff (1,68%). These findings indicate that the respondents were primarily Generation Z front-line retail employees who interacted directly with customers.

Measurement Model Assessment

Convergent validity and construct reliability tests were used to evaluate the measurement model. While construct reliability was evaluated using Cronbach's Alpha and Composite Reliability, convergent validity was investigated using the Average Variance Extracted (AVE).

The suggested cutoff points are 0.50 for AVE and 0.70 for Composite Reliability and Cronbach's Alpha.

Table 2. Measurement Model Assessment

Variable	AVE	Cronbach's Alpha	Composite reliability
Goal congruence (X1)	0.629	0.802	0.804
Perceived Organizational Support (X2)	0.650	0.923	0.928
Affective Commitment (Z)	0.632	0.805	0.806
Job hopping intention (Y)	0.672	0.845	0.915

Source: SmartPLS 4 Output (2026)

As presented in Table 2, all constructs achieved AVE values above 0.50, indicating satisfactory convergent validity. In addition, the Cronbach's Alpha and Composite Reliability values of all variables exceeded the recommended threshold of 0.70. These results confirm that the measurement items are both valid and reliable for measuring their respective constructs. Therefore, the measurement model meets the required quality criteria and is suitable for further structural model analysis.

Discriminant Validity (HTMT)

Table 3 Heterotrait–Monotrait Ratio (HTMT)

	AC	GC	JHI	POS
AC				
GC	0.863			
JHI	0.450	0.362		
POS	0.867	0.669	0.258	

Source: SmartPLS 4 Output (2026)

The HTMT values range from 0.258 to 0.867, which are below the recommended threshold of 0.90. This indicates that all constructs demonstrate adequate discriminant validity, meaning that each variable is empirically distinct from the others.

Structural Model Assessment

The structural model was evaluated using the coefficient of determination (R^2) to assess the predictive power of the exogenous variables on the endogenous variables. Higher R^2 values indicate a greater proportion of variance explained by the model.

Table 4 Structural Model Assessment

Endogenous Variable	R^2
Affective Commitment	0.666
Job hopping intention	0.180

Source: SmartPLS 4 Output (2026)

As shown in Table 4, the R^2 value for affective commitment was 0.666, indicating that goal congruence and perceived organizational support jointly explained 66.6% of the variance in affective commitment. Meanwhile, the R^2 value for job hopping intention was 0.180, suggesting that 18.0% of the variance in job hopping intention was explained by the variables included in the research model, while the remaining variance was influenced by factors outside the model.

Predictive Relevance (Q^2)

Table 5 Predictive Relevance (Q^2)

Q^2predict

AC	**0.644**
JHI	**0.063**

Source: SmartPLS 4 Output (2026)

The Q^2 predict values for both constructs are above zero, indicating that the model has predictive relevance and is capable of adequately predicting the endogenous constructs.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4. A hypothesis was considered supported when the t-statistic exceeded 1.96 and the p-value was below 0.05.

Table 6 Hypothesis Testing Results

Hypothesis	Relationship	(β)	t-value	p-value	Decision
H1	Goal Congruence → Job Hopping Intention	-0.107	0.959	0.338	Rejected
H2	Perceived Organizational Support → Job Hopping Intention	0.147	1.055	0.292	Rejected
H3	Affective Commitment → Job Hopping Intention	-0.445	2.673	0.008	Supported
H4	Goal Congruence → Affective Commitment → Job Hopping Intention	-0.171	2.495	0.013	Supported
H5	Perceived Organizational Support → Affective Commitment → Job Hopping Intention	-0.236	2.491	0.013	Supported

Source: SmartPLS 4 Output (2026)

The results presented in Table 6 indicate that goal congruence did not have a significant effect on job hopping intention (β = -0.107, p = 0.338), leading to the rejection of H1. Similarly, perceived organizational support did not significantly influence job hopping intention (β = 0.147, p = 0.292), resulting in the rejection of H2. These findings suggest that organizational factors alone were insufficient to directly reduce employees' intention to change jobs.

In contrast, affective commitment had a significant negative effect on job hopping intention (β = -0.445, p = 0.008), supporting H3. This result indicates that employees with stronger emotional attachment to the organization were less likely to consider changing jobs.

Furthermore, affective commitment significantly mediated the relationship between goal congruence and job hopping intention (β = -0.171, p = 0.013), supporting H4. Affective commitment also significantly mediated the relationship between perceived organizational support and job hopping intention (β = -0.236, p = 0.013), supporting H5.

These findings imply that goal congruence and perceived organizational support do not directly influence job hopping intention. Instead, both variables operate through affective commitment as a psychological mechanism. Employees who perceive greater alignment between their personal goals and organizational goals, as well as stronger organizational support, tend to develop higher affective commitment, which subsequently reduces their intention to engage in job hopping.

Discussion

Effect of Goal Congruence on Job Hopping Intention

The results indicated that goal congruence did not significantly affect job hopping

intention among Generation Z employees at Ramayana Cirebon Square (β = -0.107; p = 0.338), leading to the rejection of H1. This finding suggests that alignment between individual and organizational goals is not sufficient to directly reduce employees' intention to seek alternative employment opportunities. Although Goal Setting Theory emphasizes the importance of goal alignment in shaping employee attitudes and behaviors, Generation Z employees may place greater emphasis on factors such as flexibility, self-development opportunities, and work-life balance when evaluating employment options. Consequently, goal congruence alone may not directly discourage job hopping intention. This result further indicates that the influence of goal congruence is more likely to operate through psychological mechanisms, particularly affective commitment, rather than through a direct relationship with job hopping intention.

Effect of Perceived Organizational Support on Job Hopping Intention

The results showed that perceived organizational support did not significantly affect job hopping intention among Generation Z employees at Ramayana Cirebon Square (β = 0.147; p = 0.292), leading to the rejection of H2. This finding indicates that employees' perceptions of organizational support are not sufficient to directly reduce their intention to seek alternative employment opportunities. Although Organizational Support Theory suggests that employees who feel valued and supported by their organization tend to develop positive attitudes toward the workplace, Generation Z employees may continue to consider other employment options when they perceive greater opportunities for personal development and work satisfaction elsewhere. Therefore, perceived organizational support alone may not directly discourage job hopping intention. The finding further suggests that organizational support may influence job hopping intention indirectly through psychological factors, particularly affective commitment.

Effect of Affective Commitment on Job Hopping Intention

The findings revealed that affective commitment had a significant negative effect on job hopping intention (β = -0.445; p = 0.008), supporting H3. This result indicates that employees with stronger emotional attachment to the organization are less likely to consider moving to another job. The finding is consistent with the Three-Component Model of Organizational Commitment proposed by Meyer and Allen (1991), which suggests that employees with high affective commitment remain in an organization because they genuinely identify with and feel emotionally connected to it.

For Generation Z employees, emotional attachment appears to play a crucial role in reducing job hopping intention. Employees who feel a sense of belonging, involvement, and identification with the organization are more likely to maintain their employment relationship despite the availability of alternative opportunities. This finding supports previous studies indicating that affective commitment serves as an important predictor of employees' intention to remain with an organization and reduces their tendency to seek employment elsewhere.

Mediating Role of Affective Commitment in the Relationship between Goal Congruence and Job Hopping Intention

The results demonstrated that affective commitment significantly mediated the relationship between goal congruence and job hopping intention (β = -0.171; p = 0.013), supporting H4. This finding indicates that the influence of goal congruence on job hopping intention does not occur directly but operates through employees' emotional attachment to the organization.

When employees perceive a strong alignment between their personal goals and organizational objectives, they are more likely to develop a sense of belonging and psychological

attachment to the organization. This emotional bond subsequently reduces their intention to seek alternative employment opportunities. The finding supports the person–organization fit perspective, which argues that compatibility between individual and organizational values fosters positive psychological outcomes. Therefore, affective commitment serves as an important mechanism through which goal congruence contributes to lower job hopping intention among Generation Z employees.

Mediating Role of Affective Commitment in the Relationship between Perceived Organizational Support and Job Hopping Intention

The results supported H5 by showing that affective commitment substantially moderated the connection between perceived organizational support and desire to change jobs ($\beta = -0.236$; $p = 0.013$). This finding implies that organizational support increases employees' affective commitment to the company, which subsequently decreases their desire to leave jobs, rather than directly reducing it.

This result is in line with the Social Exchange Theory, which contends that workers often exhibit good attitudes and behaviors in return for the organization's favorable treatment. Employees are more likely to acquire higher affective commitment when they believe that the company values their efforts and is concerned about their well-being. They thus become less likely to think about other career options. This study's considerable mediation impact emphasizes the significance of affective commitment as a psychological mechanism connecting Generation Z employees' intention to change jobs with organizational support.

CONCLUSION

This study examined the effects of goal congruence and perceived organizational support on job hopping intention through affective commitment among Generation Z employees at Ramayana Cirebon Square. The findings revealed that goal congruence and perceived organizational support did not have significant direct effects on job hopping intention. In contrast, affective commitment was found to have a significant negative effect on job hopping intention, indicating that employees with stronger emotional attachment to the organization are less likely to consider changing jobs.

Furthermore, the study demonstrated that affective commitment significantly mediated the relationships between goal congruence and job hopping intention as well as between perceived organizational support and job hopping intention. These findings suggest that the influence of organizational factors on job hopping intention operates primarily through employees' emotional attachment to the organization. Therefore, affective commitment serves as an important psychological mechanism that explains how goal alignment and organizational support contribute to reducing job hopping intention among Generation Z employees.

The findings suggest that organizations should not only focus on aligning organizational goals with employees' expectations and providing organizational support but also prioritize initiatives that strengthen employees' affective commitment. Creating a positive work environment, fostering open communication, recognizing employee contributions, and providing opportunities for personal and professional development may help enhance employees' emotional attachment to the organization and reduce job hopping intention.

This study was limited to Generation Z employees in a single retail organization. Future studies are encouraged to examine different industries, involve larger and more diverse samples, and incorporate additional variables that may influence job hopping intention, such as job satisfaction, work-life balance, and perceived career opportunities.

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