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Research Article

Job hopping among Generation Z is influenced by toxic workplaces and bullying, mediated by emotional exhaustion and moderated by openness to experience.

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Abstract: This study investigates the impact of a toxic work environment, bullying behavior, and emotional exhaustion on the tendency for job hopping among Generation Z in Banyumas Regency. Data were obtained from 100 respondents through questionnaires and interviews, using a Likert scale of 1-5 and analysis using SEM-PLS. The results showed that a toxic work environment, workplace bullying, and emotional exhaustion significantly affect job hopping. Emotional exhaustion acts as a mediator between workplace bullying and job hopping, while openness to experience moderates this relationship. Recommendations for organizations include implementing employee welfare programs and stress management training to reduce the negative impacts of the work environment. This study highlights the importance of considering personal factors and personality characteristics in understanding employee behavior related to emotional exhaustion and job hopping. The PLS SEM analysis shows good validity and reliability, with hypothesis testing using the bootstrapping technique indicating significant effects between the variables tested. The gender variable did not significantly affect job hopping, whereas other variables such as a toxic environment, workplace bullying, emotional exhaustion, and openness to experience had significant impacts. This study contributes to the understanding of factors influencing job hopping behavior among Generation Z and offers new directions for further research on the role of openness to experience in the relationship between emotional exhaustion and job hopping.

Keywords: Emotional Exhaustion; Job Hopping; Openness to Experience; Texic Environment; Workplace Bullying.

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1. Introduction

The modern work environment has undergone significant transformation with the emergence of Generation Z, presenting new challenges for organizations. Generation Z is defined as those born roughly between 1997 and 2013 (Schroth, 2019). According to Ozkan and Solmaz (2015), Generation Z exhibits confidence, adopts collaboration, needs assurance about the future, seeks happiness at work, and prefers freedom over authority. The phenomenon of job hopping has become increasingly common among this generation. Khatri et al. (2021) define job hopping as the behavior of moving from one job to another in a short period of time. Existing research indicates that a toxic work environment and workplace bullying can adversely affect turnover intentions (Beng & Mahadevan, 2023; Anjum & Muazzam, 2018).

As the workforce increasingly comprises Generation Z, the phenomena of toxic work environments and workplace bullying become intriguing issues. These phenomena can cause various negative impacts, one of which is emotional exhaustion. Emotional exhaustion in Generation Z can lead to several consequences, such as decreased performance, reduced motivation, increased stress, and even depression. These factors are suspected to trigger the prevalent job hopping behavior among Generation Z. Researchers have identified emotional exhaustion as a potential mediating factor, where a toxic work environment and workplace bullying can lead to increased emotional exhaustion, which in turn may contribute to higher turnover intentions (Bakker & Demerouti, 2007).

Generation Z is also often associated with the trait of openness to experience. Openness to experience can sometimes be seen as a "double-edged sword" in a career, as those with high levels of openness to experience are prone to job hopping (Judge et al., 2002). Openness to experience is also related to various aspects of exhaustion (e.g., emotional exhaustion) (Zellars et al., 2000). This means that individuals experiencing emotional exhaustion are more likely to job hop, particularly if they have high openness to experience. Individual differences, such as openness to experience, may play a role in moderating the relationships between these variables (Zellars et al., 2000).

There is a research gap that needs to be addressed in examining the mechanisms underlying the relationships between a toxic work environment, workplace bullying, emotional exhaustion, and job hopping among Generation Z. Further research could focus on understanding the complex interactions between these factors and how they influence each other. Additionally, there is a need for more in-depth research on the influence of gender on emotional exhaustion, job hopping, and the interaction with other factors such as a toxic work environment and bullying in Generation Z. Studies considering the differences in responses between men and women in the context of the work environment can provide valuable insights.

Most existing research primarily focuses on the direct relationships between a toxic work environment, workplace bullying, and job hopping. However, there is a need to explore the mechanisms by which these factors influence job hopping behavior, particularly among the Generation Z workforce. While previous studies have explored generational differences in work values and preferences, research on how these factors influence job hopping behavior in the context of a toxic work environment and workplace bullying is still lacking. Moreover, the role of individual personality differences, such as openness to experience, in moderating the relationships between these variables remains unexplored.

2. Literature Review

Generation Z

Generational theory assumes that each generation has distinct characteristics, values, and behaviors influenced by the historical and social contexts in which they grow and develop (Twenge et al., 2010). Generations are often distinguished based on birth year ranges, accompanied by demographic characteristics to describe a particular generation (Cogin, 2012). Generation Z is closely associated with technology and the internet, as they have been accustomed to and connected with the internet since birth. Generation Z exhibits confidence, adopts collaboration, needs assurance about the future, seeks happiness at work, and prefers freedom over authority (Ozkan and Solmaz, 2015). Goh & Lee (2018) found that Generation Z is willing to work hard but expects to advance quickly in their careers.

Job Hopping

The concept of job hopping was first introduced by Ghiselli (1974), later referred to as the "hobo syndrome." Job hopping has been developed in previous research as a phenomenon encouraging employees to move between organizations rather than being tied to a single organization for the long term (Ganco et al., 2014). According to Khatri et al. (2001), job hopping is the behavior of moving from one job to another within a short period. Larasati and Aryanto (2020) view job hopping as a pattern of leaving the current organization every one to two years, associated with the employee's decision rather than being fired by their current employer.

Toxic Workplace Environment

A toxic work environment is characterized by the relationship between workers and the workplace (Azuma et al., 2015). According to Anjum & Ming (2018), a toxic work environment is determined by narcissistic behavior, offensive and aggressive leadership, threatening behavior from managers and colleagues, harassment, bullying, and ostracism. Physical and psychological imbalances often occur in toxic work environments, which is concerning due to high levels of stress and exhaustion, constituting a source of psychological pressure on employee health. Work pressure results in counterproductive work behavior and undermines organizational efficiency. Chamberlain & Hodson (2010) define a toxic work environment as one with high levels of interpersonal conflict, lack of worker autonomy, and high levels of disorganization, posing problems for workers and organizations.

Workplace Bullying

Workplace bullying refers to situations where an employee is continuously subjected to negative and aggressive behavior at work, primarily psychological (Leymann, 1996), with effects such as humiliation, intimidation, fear, or punishment of the target (Einarsen, 2009). There is a distinction between direct actions, such as accusations, verbal harassment, and public humiliation on one side, and indirect aggression, such as rumors, gossip, and social isolation on

the other (O'Moore et al., 1998). According to Vartia (1991), slander, social isolation, and insinuations about a person's mental health can be seen as examples of bullying related to the individual, while giving someone too many, too few, or overly simple tasks, or continuously criticizing someone or their work, can be linked to job-related bullying.

Emotional Exhaustion

Emotional exhaustion is defined as a feeling of excessive emotional strain and a depletion of emotional resources (Arens & Morin, 2016). Specifically, emotional exhaustion seems to be the component of burnout most predictive of (in terms of explaining the largest variance in) performance decline (Wright & Bonett, 1997). Therefore, Wright & Cropanzano (1998) suggest that emotional exhaustion is related to job performance and voluntary employee turnover when controlling for positive and negative affect.

Openness to Experience

Openness to experience is characterized by the ability to deeply understand experiences using philosophical and intellectual intelligence, and an unconventional attitude, such as imagination, independence, and nonconformity to established norms (Judge et al., 1999). Openness to experience refers to a broad personality domain that includes active imagination, aesthetic sensitivity, attentiveness to inner feelings (both positive and negative), preference for variety, intellectual curiosity, and independence in judgment (Costa & McCrae, 1992). Openness to experience can sometimes be seen as a "double-edged sword" in a career, as open individuals are prone to job hopping or dissatisfaction with conventional jobs (Judge et al., 2002).

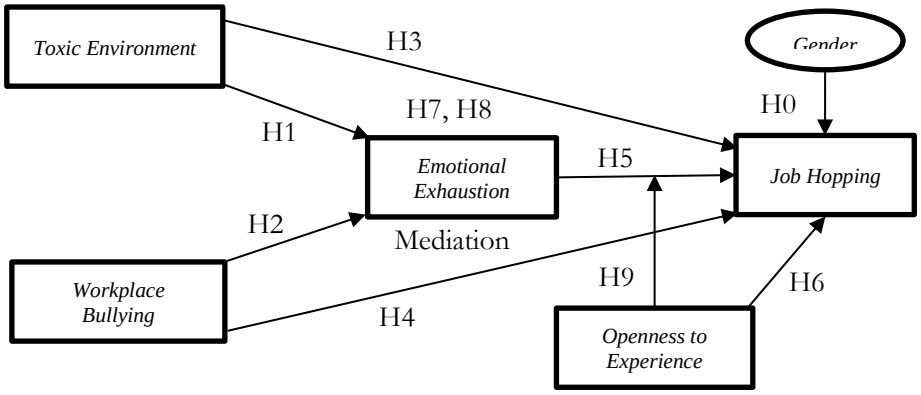

Figure 1 Research Model.

3. Methodology

Sample

This research data was collected cross-sectionally (at one point in time), with the primary data collection method being a questionnaire. The questionnaire was distributed online using Google Forms to contract employees of Generation Z in Banyumas Regency (Purwokerto City). The sample was selected using purposive sampling with specific criteria such as domicile in

Purwokerto (Banyumas Regency, Central Java), having changed jobs at least once, and being between 18-27 years old/born between 1997-2006 (Gen Z).

The total population of Generation Z in this area is 409,464 people, and the questionnaire was distributed to 120 respondents. This study's sample size was determined based on Hair et al. (2006), who suggested a sample size of 100-200 subjects and recommended 5-10 times the number of parameters (Indicators + Path Coefficients). Of the 120 questionnaires distributed, 100 responses were received, equating to approximately 83.33%. The data collected through the questionnaire consisted of respondents' feedback on compensation, work environment, career development, and openness to experience related to job hopping behavior.

The second data collection method was interviews, which involved direct questioning of relevant parties to gather the necessary data (Arikunto, 2002). This involved systematic, goal-oriented interviews with several Generation Z individuals in Banyumas Regency (Purwokerto City).

Measurement

The measurement scale for the questionnaire used a 1-5 Likert scale. The analytical tool used in this research was SEM SmartPLS, with tests conducted on the outer model, inner model, and hypothesis testing. Data analysis was performed using Structural Equation Modelling-Partial Least Square (SEM-PLS). Job hopping was measured using 4 items referring to Lake et al. (2017). The toxic environment was measured using 7 items referring to Anjum et al. (2018). Emotional exhaustion was measured using 5 items referring to Maslach and Jackson (1981). Openness to experience was measured using 15 items referring to McDonald (1999), and workplace bullying was measured using 22 items referring to Einarsen et al. (2009).

Based on these qualities and characteristics, the population can be understood as a group of individuals or objects of observation that share at least one commonality (Sugiyono, 2006). The population in this thesis research is as follow:

Table 1 Amount Population Generation Z Regency. Banyumas, 2023.

Resident According to Group Age 2023			
Group Age	**Man**	**Woman**	**Amount**
15- 19	70784	65732	136516
20- 24	70564	66894	137458
25- 29	69548	65942	135490
	Total		**409464**

Source: https://banyumaskab.bps.go.id/indicator/12/127/1/penresiden-besar-komunikasi-umur.html (BPS Banyumas, Central Java).

Table 2 Amount Respondent.

Analysis Tools	According to	Population	Sample
Structural Equation Modeling (SEM)	Hair, Et al, (2006)	409464 Person	• Amount sample of 100-200 subjects. • 5-10 times the number of parameters (Indicator + Path Coefficient) is recommended.
Total			**100 People**

Definition Operations and Indicators

The operational definition of a variable is an explanation of how to measure that variable concretely. This definition explains how the variable will be measured, what instruments will be used, and how the data will be collected. According to Sugiyono (2017): "The operational definition of a variable is a way to define the variable concretely so that it can be measured." Therefore, the operational definition of variables in this study is described by the researcher in Table 3.4 as follows:

Table 3 Operational Definitions and Variable Indicators.

Variable	Conceptual Definition	Indicator
Job Hopping	**Escape motive** : Behavior worker with awareness and manner volunteer stop in a way impulsive and quick, ignoring the retrieval process decision wise steps when stop (Mobley, 1977).	According to Khatri, et. al (2001): 1. Move work in period short time. According to Woo (2011): 1. Impulsive. 2. Can not predicted. According to Ghiselli (1974): 1. Lack of fortitude or persistence.
Toxic Environment	Environment Work can considered "toxic" when atmosphere in place Work dominated by things negativity and pessimism (Wang, et. al., 2020).	According to Rasool, et. al (2019): 1. Exclusion. 2. Abuse. 3. Oppression. 4. Threat. 5. Incivility.
Workplace Bullying	On- site intimidation Work refers to a situation in which a person employee continously caught behavior negative and aggressive on the spot most important work nature psychological (Leymann, 1996).	According to Niedl (1996): 1. Aggressive. 2. Embarrassing. 3. Intimidating.
Emotional Exhaustion	Emotional exhaustion describes fatigue physique nor feeling " drained " psychological and emotional Because burden work (Wright & Cropanzano, 1998).	According to Piccoli & Witte (2015): 1. Feeling Tired. 2. Lack of energy. 3. Can not recover from demands work.
Openness to Experience	Describe ability individual For creative and imaginative (McCrae and Costa, 2003).	According to (McCrae & Sutin, 2009): 1. Imaginative. 2. Sensitive to art & beauty. 3. Differentiated in a way emotional. 4. Flexible in behave. 5. Want to know in a way intellectual. 6. Deep liberal mark.

4. Discution

Based on previous research journals, the relationship between gender and emotional exhaustion is inconsistent. Some studies find no significant differences, while other studies find small differences favoring women. It is important to note that factors other than gender, such

as age, education level, and type of work, can also influence the level of emotional exhaustion. Therefore, further research is needed to better understand the relationship between gender and emotional exhaustion. In this study, it was found that Hypothesis 0 (control variable) was supported with no significant gender differences in emotional exhaustion levels among employees in Singapore by Teo, S. Y., et al. (2010), and in Bakker, A. B., et al. (2004) found that there was a small gender difference in emotional exhaustion levels, with women slightly higher than men. However, these differences are not consistent across all studies.

Furthermore, other statements by previous research, such as Rotundo, M., et al. (2009), found that women have lower job hopping rates compared to men. These differences are associated with differences in human capital (such as education and experience) and job preferences between men and women. Byrom, D., & Bell, M. S. (2011) found that women are more likely to leave jobs for family and health reasons compared to men. Men are more likely to leave jobs for reasons related to salary, promotion, and career development opportunities.

Hypothesis 0: Can gender as a control variable influence job hopping?

On the other hand, previous research journals consistently show that a toxic work environment is associated with increased emotional exhaustion in employees. This is likely because a toxic work environment can cause stress, frustration, and feelings of helplessness in employees. This stress and frustration can then lead to emotional exhaustion, which is severe emotional and physical fatigue. In this study, it was found that Hypothesis 1 was supported, with a toxic work environment, such as high workload, low job control, and low social support, being associated with increased emotional exhaustion among creative workers according to Zapf, D., et al. (2016). According to Choi, B. Y., et al. (2018), workplace incivility, a form of toxic behavior, is associated with increased emotional exhaustion and turnover intention. Emotional exhaustion mediates the relationship between workplace incivility and turnover intention. These findings are consistent with previous research indicating that a toxic work environment affects job hopping. Rehman (2012) revealed that a toxic work environment often leads to high job dissatisfaction among employees.

Hypothesis 1: Can a Toxic Environment affect Emotional Exhaustion?

Furthermore, previous research journals consistently show that workplace bullying is associated with increased emotional exhaustion in employees. This is likely because workplace bullying can cause stress, frustration, and feelings of insecurity among employees. This stress and frustration can then lead to emotional exhaustion. This study found that Hypothesis 2 is supported, with workplace bullying being associated with increased emotional exhaustion, depression, and anxiety among employees, according to Neuman, T. R., & Baron, A. (2000). Additionally, Zapf, D., et al. (2012) found that workplace bullying is related to increased emotional exhaustion, burnout, and absenteeism among employees. These findings are consistent with previous research indicating that workplace bullying causes high stress and psychological health issues among victimized employees. Prolonged stress makes employees feel uncomfortable and pressured at work, often leading them to seek other jobs that support their

psychological health better. In line with the research of Einarsen & Hoel (2001),

Hypothesis 2: Can Workplace Bullying affect Emotional Exhaustion?

Meanwhile, Hypothesis 3 is supported by this study, which found that a toxic work environment is associated with increased turnover intention and decreased job satisfaction among employees. Emotional exhaustion mediates the relationship between a toxic work environment and turnover intention, as noted by Lee, J. S., & Park, J. H. (2016), and similarly stated by Aquino, K. A., et al. (2009). Consistent with previous research findings, emotional exhaustion affects psychological health, motivation, productivity, and job satisfaction, and can impair interpersonal relationships and physical health. These factors make employees more likely to seek new jobs as a way to cope with or escape from the emotional exhaustion they experience. This reinforces the findings of Abid & Shahid (2022) that lower emotional exhaustion results in lower job hopping behavior among employees.

Hypothesis 3: Can Toxic Environment affect Job Hopping?

There are consistent findings from previous research journals showing that workplace bullying is associated with increased job hopping among employees. This is likely because workplace bullying can lead to job dissatisfaction, stress, and feelings of insecurity among employees. Job dissatisfaction and stress can then drive employees to seek other jobs. This study found that Hypothesis 4 is supported, indicating that workplace bullying is associated with increased turnover intention and actual turnover (the desire and action to leave a job) among employees, as noted by Zapf, D., et al. (2014), and by Kivimaki, J., et al. (2000). This research also found that workplace bullying is linked to increased absenteeism and turnover among employees. Continuous exposure to conflict, lack of support in a toxic work environment, and oppression and intimidation, which are forms of workplace bullying, can drain employees' emotional resources, ultimately leading to emotional exhaustion. Consistent with the findings of Chung (2020), a poor work environment is negatively associated with employee well-being because it leads to increased job strain and emotional exhaustion. Furthermore, a study conducted by Anasori, et al. (2020), states that workplace bullying acts as a trigger for stress, which eventually leads to increasing pressure gradually and affects employees' emotional exhaustion.

Hypothesis 4: Can Workplace Bullying affect Job Hopping?

Furthermore, consistent findings from previous research journals indicate that emotional exhaustion is associated with increased job hopping among employees. This is likely because emotional exhaustion can make employees feel tired, frustrated, and powerless. These feelings can then drive employees to seek easier and less demanding jobs. Hypothesis 5 is supported by Bakker, A. B., et al. (2003), who found that burnout, which includes emotional exhaustion, is associated with increased turnover intention and actual turnover among employees. Additionally, Maslach, C., & Leiter, M. (1999), found that emotional exhaustion is a major component of burnout and is associated with various negative consequences for employees, including turnover. Furthermore, a study by Anasori, et al. (2020), stated that workplace bullying

acts as a trigger for stress, which eventually leads to increasing pressure gradually and affects employees' emotional exhaustion.

Hypothesis 5: Can Emotional Exhaustion affect Job Hopping?

Previous research journals generally indicate that there is no significant relationship between openness to experience and job hopping among employees. This is likely because openness to experience is not directly related to factors that drive job hopping, such as job dissatisfaction, stress, and emotional exhaustion. Previous studies supporting Hypothesis 6 show a positive and significant relationship, as found by Barrick, M. R., & Mount, M. E. (1991). Their research found that individuals with high openness to experience scores tend to report higher levels of job satisfaction. High job satisfaction is associated with lower levels of job hopping because employees who are satisfied with their jobs are less likely to seek new employment opportunities. Additionally, Hirschi, M. (2010), found that individuals with high openness to experience scores are more likely to report a desire to change jobs and are more open to new job opportunities. This suggests that openness to experience can increase individuals' likelihood of seeking and obtaining new jobs, which can lead to job hopping.

However, despite some previous studies indicating a significant relationship between openness to experience and job hopping, other studies suggest no relationship exists. For instance, Hypothesis 6 is explained by previous research findings that there is no significant relationship between openness to experience and job hopping among employees, as found by Judge, T. A., et al. (1997). This study's results are consistent with previous research conducted by Khan, et al. (2021), where workplace bullying led employees to experience emotional exhaustion, stress, and anxiety. This emotional exhaustion affects employees' decision-making processes to seek new jobs that do not induce stress. Similarly, a toxic work environment indirectly relates to job hopping, mediated by emotional exhaustion.

Hypothesis 6: Can Openness to Experience affect Job Hopping?

There is Hypothesis 7 that supports previous research. This research found that a toxic work environment is associated with increased turnover intention and decreased job satisfaction among employees. Emotional exhaustion mediates the relationship between a toxic work environment and turnover intention, as found by Lee, J. S., & Park, J. H. (2016). The study also found that workplace stress, including a toxic work environment, is associated with increased turnover intention among employees. Negative affectivity (inability to experience positive emotions) mediates the relationship between workplace stress and turnover intention, as identified by Aquino, K. A., et al. (2009). Furthermore, in line with Dwita, et al. (2023), the study indicates that high emotional exhaustion due to an unsupportive work environment decreases motivation, job satisfaction, and psychological well-being among employees, thereby influencing their desire to seek better job opportunities elsewhere.

Hypothesis 7: Can a Toxic Environment affect Job Hopping mediated by Emotional Exhaustion?

There are previous research journals showing that workplace bullying can cause emotional

exhaustion, which can then lead to job hopping among employees. This is likely because workplace bullying can induce stress, frustration, and feelings of insecurity among employees. Emotional exhaustion can exacerbate these feelings and make employees feel incapable of continuing to work in a toxic environment. Hypothesis 8 is supported by this research, which found that workplace bullying is associated with increased emotional exhaustion among creative workers. Emotional exhaustion then mediates the relationship between workplace bullying and job hopping, as found by Zapf, D., et al. (2016). The study also found that workplace incivility, a form of bullying, is associated with increased emotional exhaustion and turnover intention (the desire to leave a job). Emotional exhaustion mediates the relationship between workplace incivility and turnover intention according to Choi, B. Y., et al. (2018). Furthermore, according to Woo (2011), individuals with high openness to experience tend to support the idea that changing jobs frequently is beneficial, and exhibit behaviors that align with this belief.

Hypothesis 8: Can Workplace Bullying affect Job Hopping mediated by Emotional Exhaustion?

Then, previous research journals indicate that in Hypothesis 9, the relationship between emotional exhaustion and job hopping may be moderated by openness to experience. Individuals with high openness to experience may be better able to cope with emotional exhaustion and find ways to stay motivated and engaged in their work, even in challenging work environments. On the other hand, individuals with low openness to experience may be more vulnerable to the negative effects of emotional exhaustion and more likely to seek new employment. However, it should be noted that findings regarding the relationship between emotional exhaustion, openness to experience, and job hopping are still inconsistent. Further research is needed to better understand the role of openness to experience in moderating the relationship between emotional exhaustion and job hopping. Previous studies have found that openness to experience is not associated with job hopping among software developers, according to Hirschi, M. (2010). This literature review found that findings regarding the relationship between openness to experience and job hopping vary. Some studies found a positive relationship, some found a negative relationship, and some found no relationship at all, according to Arthur, M. B., et al. (2005).

There are also contrasting views from previous research indicating significant relationships. Hakanen, J. J., et al. (2016) found that personality traits, including openness to experience, can moderate the relationship between workplace stressors (including emotional exhaustion) and burnout. Individuals with high openness to experience scores tend to be better able to cope with workplace stressors and experience lower burnout compared to those with low openness to experience scores. Additionally, Lu, H., et al. (2014) demonstrated that personality traits, including openness to experience, can also moderate the relationship between workplace stressors (including emotional exhaustion) and job satisfaction. Individuals with high openness to experience scores tend to cope better with workplace stressors and experience higher job satisfaction compared to those with low openness to experience scores.

Hypothesis 9: Can Emotional Exhaustion affect Job Hopping moderated by Openness to Experience?

Study show that environment toxic work, bullying on the spot work, and related emotional exhaustion with increased job hopping. Emotional exhaustion can also occur mediated by on-site bullying Work in encourage job hopping. However, relationships between openness to experience and job hopping is not consistent . A number of study find positive relationships, some find negative relationships, and some No find connection The same very . Study more carry on required For more understand the role of openness to experience in moderate connection between emotional exhaustion and job hopping.

5. Analysis Results

Research shows that toxic work environments, workplace bullying, and emotional exhaustion are associated with increased job hopping. Emotional exhaustion can also be mediated by workplace bullying in driving job hopping. However, the relationship between openness to experience and job hopping is inconsistent. Some studies find a positive relationship, some find a negative relationship, and some find no relationship at all. Further research is needed to better understand the role of openness to experience in moderating the relationship between emotional exhaustion and job hopping.

a) PLS SEM results

The model was analyzed using Component-Based Structural Equation Modeling (SEM) based on variance, which is popularly known as Partial Least Squares (PLS) (Hair, Hult, Ringle, & Sarstedt, 2017). PLS is a variance-based structural equation modeling capable of describing latent variables (indirectly measured) using manifest indicators (observed variables).

b) *Outer Model*

The outer model test aims to analyze the specific relationships between latent variables and their indicators (Ghozali, 2016). The outer model testing is conducted using the PLS-SEM algorithm. Outer model analysis is measured using validity and reliability tests. Below is the outer model test result from SmartPLS 4.

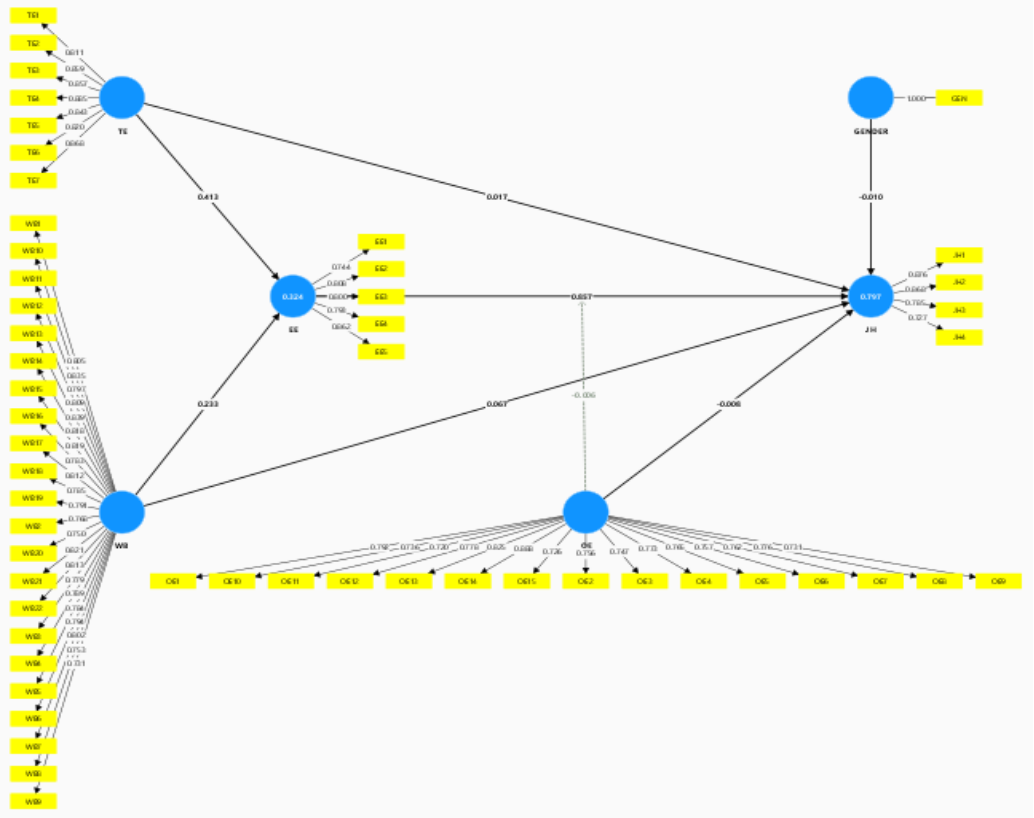

Figure 2 Smart PLS4 Test Results.

c) Validity

alidation using SmartPLS 4.0 can be seen from the loading factor values for each indicator construct. The criterion typically used to assess validity is that the loading factor should be greater than 0.70. Furthermore, discriminant validity is related to the principle that measures (manifest variables) of different constructs should not correlate too highly. A way to test discriminant validity with reflective indicators is to look at the cross-loading values for each variable, which should be > 0.70 and higher than those of other variables (Ghozali & Latan, 2015).

Table 4 Validity Test Results.

Variable	Indicator	Loading Factor	Rule of Thump	Conclusion
: Environment	TE1	0.817	0.700	Valid
	TE2	0.860	0.700	Valid
	TE3	0.860	0.700	Valid
	TE4	0.883	0.700	Valid
	TE5	0.838	0.700	Valid
	TE6	0.817	0.700	Valid
	TE7	0.867	0.700	Valid
Workplace Bullying	WB1	0.799	0.700	Valid
	WB2	0.756	0.700	Valid
	WB3	0.770	0.700	Valid
	WB4	0.781	0.700	Valid
	WB5	0.773	0.700	Valid
	WB6	0.782	0.700	Valid
	WB7	0.791	0.700	Valid
	WB8	0.740	0.700	Valid
	WB9	0.720	0.700	Valid
	WB10	0.831	0.700	Valid
	WB11	0.798	0.700	Valid
	WB12	0.813	0.700	Valid
	WB13	0.842	0.700	Valid
	WB14	0.822	0.700	Valid
	WB15	0.825	0.700	Valid
	WB16	0.795	0.700	Valid
	WB17	0.825	0.700	Valid
	WB18	0.795	0.700	Valid
	WB19	0.805	0.700	Valid
	WB20	0.762	0.700	Valid
	WB21	0.834	0.700	Valid
	WB22	0.825	0.700	Valid
Emotional Exhaustion	EE1	0.744	0.700	Valid
	EE2	0.808	0.700	Valid
	EE3	0.800	0.700	Valid
	EE4	0.793	0.700	Valid
	EE5	0.862	0.700	Valid
Job Hopping	JH1	0.877	0.700	Valid
	JH2	0.869	0.700	Valid
	JH3	0.785	0.700	Valid
	JH4	0.725	0.700	Valid
Openness to Experience	OE1	0.792	0.700	Valid
	OE2	0.756	0.700	Valid
	OE3	0.747	0.700	Valid
	OE4	0.773	0.700	Valid
	OE5	0.765	0.700	Valid
	OE6	0.757	0.700	Valid
	OE7	0.762	0.700	Valid
	OE8	0.777	0.700	Valid
	OE9	0.732	0.700	Valid
	OE10	0.736	0.700	Valid
	OE11	0.720	0.700	Valid
	OE12	0.778	0.700	Valid
	OE13	0.825	0.700	Valid
	OE14	0.888	0.700	Valid
	OE15	0.726	0.700	Valid
Gender	GENES	1,000	0.700	Valid

Source: SmartPLS4 Results Output (2024)

Based on the validity test results in Table 6.1 above, it can be concluded that for the items related to the variables Toxic Environment, Workplace Bullying, Emotional Exhaustion as a mediator, Openness to Experience as a moderator, and Job Hopping with Gender as a control variable, all tested variables are deemed valid because their loading factor values are greater than 0.70.

d) Reliability

A variable is considered reliable or meets Cronbach's alpha if it has a Cronbach's alpha value > 0.70 (Ekawati, 2020). Composite reliability testing is conducted to verify the accuracy, consistency, and precision of the instruments in measuring constructs:

Table 5 Reliability Test Results.

Variable	*Cronbach's alpha*	*Standard Cronbach's alpha*	Information
Emotional Exhaustion	0.862	0.700	Reliable
Job Hopping	0.832	0.700	Reliable
Openness to Experience	0.951	0.700	Reliable
Toxic Environment	0.936	0.700	Reliable
Workplace Bullying	0.972	0.700	Reliable

Source: SmartPLS4 Results Output (2024)

From the table above, it can be observed that the calculation results for Cronbach's alpha for all constructs are above 0.70. This indicates that respondents were consistent in their responses to the questions. Therefore, it can be concluded that all constructs have good reliability.

e) R-Square

In evaluating the structural model with PLS, we start by examining R-Square for each dependent variable. R-Square (R2) is used to assess how much variance in the dependent variable is explained by the independent variables. The higher the R2 value, the greater the influence of the exogenous latent variables on the endogenous variables. The table below shows the results of the Coefficient of Determination (R-Square) estimation using SmartPLS:

Table 6 R-Square Results.

Variable	R-square
Emotional Exhaustion	0.326
Job Hopping	0.792

Source: SmartPLS4 Results Output (2024)

From the R-Square results above: (a) Emotional Exhaustion has an R2 (R-Square) value of 0.326, which can be interpreted as the construct's validity being explained or influenced by Toxic Environment, Workplace Bullying, and Job Hopping by 32.6%. The remaining 67.4% is explained by other variables not included in the research model. (b) Job Hopping has an R2 (R-Square) value of 0.792, indicating that the construct's validity is explained or influenced by Emotional Exhaustion as mediation, Workplace Bullying, Toxic Environment, Openness to Experience as moderation, and Gender as a control variable by 79.2%. The remaining 20.8% is explained by other variables not included in the research model.

f) Hypothesis Results

Hypothesis testing is conducted using bootstrapping techniques. Data used for bootstrapping undergoes the Measurement stage. Hypothesis testing is integrated into the Structural Model and demonstrates the hypothesized relationships through simulation practices. Bootstrapping aims to determine the direction and significance of the

relationships between each latent variable. Hypothesis testing involves comparing t-statistics or t-values that have been predetermined. The t-value produced in bootstrapping must exceed the one-tailed t-table value, which is 1.66 for a 5% standard error or a p-value below 0.05 (Hair et al., 2017).

Table 7 Hypothesis Test Results.

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
TE -> EE	0.414	0.420	0.093	4,451	0,000
WB -> EE	0.233	0.243	0.079	2,939	0.003
TE -> JH	0.369	0.376	0.085	4,354	0,000
WB ->JH	0.208	0.217	0.070	2,951	0.003
EE -> JH	0.891	0.894	0.032	27,900	0,000
OE -> JH	0,000	0.005	0.049	0.004	0.996
GENDER -> JH (Control Variable)	-0.009	-0.008	0.046	0.191	0.849
EE x OE -> JH	-0.006	-0.012	0.051	0.120	0.905
TE -> EE -> JH	0.369	0.376	0.085	4,354	0,000
WB -> EE -> JH	0.208	0.217	0.070	2,951	0.003

Source: Outline of SmartPLS4 Results (2024)

Hypothesis Results:

Here are the results from the SmartPLS 4 output for the tested hypotheses in each variable:

- (H0) The effect of Gender on Job Hopping with a P value of (0.849 > 0.05). It can be concluded that Gender does not have a significant effect on Job Hopping among Generation Z in Banyumas. Based on this result, the hypothesis (H0) proposing that Gender does not significantly affect Job Hopping is not accepted.
- (H1) The effect of Toxic Environment on Emotional Exhaustion with a P value of (0.000 < 0.05). It can be concluded that Toxic Environment significantly affects Emotional Exhaustion among Generation Z in Banyumas. Based on this result, hypothesis (H1) proposing that Toxic Environment significantly affects Emotional Exhaustion is accepted.
- (H2) The effect of Workplace Bullying on Emotional Exhaustion with a P value of (0.003 < 0.05). It can be concluded that Workplace Bullying significantly affects Emotional Exhaustion among Generation Z in Banyumas. Based on this result, hypothesis (H2) proposing that Workplace Bullying significantly affects Emotional Exhaustion is accepted.
- (H3) The effect of Toxic Environment on Job Hopping with a P value of (0.000 < 0.05). It can be concluded that Toxic Environment significantly affects Job Hopping among Generation Z in Banyumas. Based on this result, hypothesis (H3) proposing that Toxic Environment significantly affects Job Hopping is accepted.
- (H4) The effect of Workplace Bullying on Job Hopping with a P value of (0.003 < 0.05). It can be concluded that Workplace Bullying significantly affects Job Hopping among Generation Z in Banyumas. Based on this result, hypothesis (H4) proposing that Workplace Bullying significantly affects Job Hopping is accepted.

- (H5) The effect of Emotional Exhaustion on Job Hopping with a P value of (0.000 < 0.05). It can be concluded that Emotional Exhaustion significantly affects Job Hopping among Generation Z in Banyumas. Based on this result, hypothesis (H5) proposing that Emotional Exhaustion significantly affects Job Hopping is accepted.
- (H6) The effect of Openness to Experience on Job Hopping with a P value of (0.996 > 0.05). It can be concluded that Openness to Experience does not have a significant effect on Job Hopping moderated by Emotional Exhaustion among Generation Z in Banyumas. Based on this result, hypothesis (H6) proposing that Emotional Exhaustion moderated by Openness to Experience does not significantly affect Job Hopping is not accepted.
- (H7) The effect of Toxic Environment through Emotional Exhaustion as mediation on Job Hopping with a P value of (0.000 < 0.05). It can be concluded that Toxic Environment through Emotional Exhaustion as mediation significantly affects Job Hopping among Generation Z in Banyumas. Based on this result, hypothesis (H7) proposing that Toxic Environment through Emotional Exhaustion as mediation significantly affects Job Hopping is accepted.
- (H8) The effect of Workplace Bullying through Emotional Exhaustion as mediation on Job Hopping with a P value of (0.003 < 0.05). It can be concluded that Workplace Bullying through Emotional Exhaustion as mediation significantly affects Job Hopping among Generation Z in Banyumas. Based on this result, hypothesis (H8) proposing that Workplace Bullying through Emotional Exhaustion as mediation significantly affects Job Hopping is accepted.
- (H9) The effect of Emotional Exhaustion on Job Hopping moderated by Openness to Experience with a P value of (0.905 > 0.05). It can be concluded that Emotional Exhaustion moderated by Openness to Experience does not have a significant effect on Job Hopping among Generation Z in Banyumas. Based on this result, hypothesis (H9) proposing that Emotional Exhaustion moderated by Openness to Experience does not significantly affect Job Hopping is not accepted.

Implications

This study enriches our understanding of how toxic work environments and bullying behaviors influence emotional exhaustion and the tendency to job hop. Additionally, the study shows the critical role of emotional exhaustion as a mediator and how personality traits, such as openness to experience, can moderate these relationships. Organizations should focus on creating positive and bullying-free work environments to reduce emotional exhaustion and decrease job hopping rates, especially among Generation Z.

Employee well-being support programs and stress management training can help mitigate the negative impacts of toxic work environments. Providing training and development opportunities can assist employees in better managing stress and reducing the tendency to change jobs among those with high openness to experience, as these employees may feel their

current workplace already satisfies their curiosity.

Limitations

Limitations of the study in this journal include the lack of direct measurement of other factors that could also influence emotional exhaustion and the tendency to job hop among Generation Z in Banyumas, such as personal factors, economic conditions, or environmental factors outside the workplace. Additionally, the research was conducted only in the Banyumas region, so generalizing the study findings may be limited to that specific context and may not directly apply to Generation Z populations in other locations.

Recommendation

Firstly, future research should use longitudinal studies to track changes in emotional exhaustion, job hopping, and other factors among Generation Z in Banyumas over time. This approach can provide deeper insights into behavioral changes and influencing factors. Secondly, further research should delve deeper into the impact of gender when investigating its effects on emotional exhaustion, job hopping, and interactions with other factors such as toxic work environments and bullying. This can help understand the differences in responses between men and women in a workplace context. Thirdly, the role of personal factors should be expanded by considering factors such as self-esteem, self-efficacy, and other psychological factors in the relationship between toxic work environments, emotional exhaustion, and job hopping among Generation Z. Fourthly, the influence of technology should be examined to understand how technology use in the workplace, especially among Generation Z who are accustomed to technology, can affect levels of emotional exhaustion and the tendency to job hop. Fifthly, studies should be comparative to conduct comparative studies between Banyumas and other regions to see if the research findings can be more broadly applied to Generation Z populations in various workplace contexts. Lastly, Organizational Interventions: Investigate the effectiveness of various organizational intervention programs, such as employee welfare programs, stress management training, and anti-bullying policies, in reducing emotional exhaustion and job hopping among Generation Z employees in the workplace. By delving deeper into these recommendations, future research is expected to make a more significant contribution to understanding the impact of toxic work environments and bullying on Generation Z employees in Banyumas.

6. Conclusion

From the summary of this study, it can be concluded that examining the impact of toxic work environments, bullying behavior, and emotional exhaustion on the tendency for job hopping among Generation Z in Banyumas District. The research findings indicate that toxic work environments, workplace bullying, and emotional exhaustion significantly influence job hopping, with emotional exhaustion playing a mediating role between workplace bullying and job hopping. Additionally, openness to experience moderates the relationship between emotional exhaustion and job hopping.

Recommendations for organizations include implementing employee welfare programs and stress management training to mitigate the negative impact of the work environment. This study contributes to understanding the factors influencing job hopping behavior among Generation Z and highlights the importance of considering personal factors and personality traits in understanding employee behaviors related to emotional exhaustion and job hopping. Further research is needed to understand the role of openness to experience in the relationship between emotional exhaustion and job hopping.

Thus, this research provides a significant contribution to understanding the factors influencing the psychological well-being of Generation Z employees in the workplace, and it provides guidance for further research to delve deeper into the complex interaction between the work environment, emotional exhaustion, and job hopping among young generations.

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