


A Bibliometric Analysis of Job-Hopping Among Millennials in the Workplace

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Article Info	ABSTRACT
<p>Article history:</p> <p>Received September, 2025 Revised September, 2025 Accepted September, 2025</p> <hr/> <p>Keywords:</p> <p>Job-Hopping Millenials Workplace Employee Retention Bibliometric Analysis</p>	<p>Job-hopping has become a prevalent phenomenon among millennials in the workplace, driven by factors such as career advancement, job satisfaction, compensation, and organizational culture. This study employs bibliometric analysis to explore research trends on job hopping among millennials, examining 317 publications from 1912 to 2024. By utilizing bibliometric indicators and visualization tools such as VOSviewer, this research identifies key themes, influential studies, and emerging research gaps in the field. The findings reveal a significant increase in scholarly interest in job-hopping since 2015, highlighting its impact on employee retention strategies, workforce mobility, and organizational performance. The study also highlights the role of digital transformation and generational work preferences in shaping job-hopping behaviours. The insights from this research contribute to academic literature and provide practical implications for organizations in designing effective retention strategies tailored to the millennial workforce.</p> <p><i>This is an open access article under the CC BY-SA license.</i></p> <div></div>

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<h2>1. INTRODUCTION</h2> <p>Job-hopping, defined as the tendency of employees to switch jobs within a short period (typically under two years) [1], has become increasingly common, particularly among younger workers. This trend presents challenges for organizations, including higher turnover rates, increased recruitment costs, and decreased productivity [2]. Employees, however, often job-hop to gain new skills, improve work-life balance, and access better career opportunities [3] [4]. However, employees often engage in job-hopping to enhance their skills, gain diverse experiences, and improve their work-life balance. [5]</p>	<p>The workplace environment determines whether employees choose to stay or leave. Factors such as dissatisfaction with the work environment, lack of organizational support, and inadequate supervision can drive employees to seek better opportunities elsewhere [3]. Additionally, an unsupportive workplace culture and a lack of recognition for achievements contribute to higher turnover intentions [6]. Conversely, organizations with strong employer branding and job security tend to be more successful in retaining employees [7]</p> <p>Millennials (born 1981–1996) are the most frequent job-hoppers, prioritizing workplace flexibility, career growth, and</p>
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extrinsic rewards over long-term organizational loyalty [8], [9]. Key drivers include limited growth opportunities, low job satisfaction, lack of recognition, and inadequate supervision [10]. Research shows that millennials exhibit higher turnover intentions than previous generations, often planning to leave within two years [11]. Competitive compensation, career development, and supportive work environments play crucial roles in their job retention [12]. Job-hopping impacts organizational increasing hiring efficiency by costs and reducing knowledge retention. Industry differences also influence this trend, with high turnover in IT and finance due to career aspirations and workplace dissatisfaction, while structured career paths in agribusiness lead to lower job mobility [14]. Employer branding and perceived job security further affect the retention rates [7]. Understanding these factors is essential for developing effective retention strategies and improving workplace culture [17].

Bibliometric analysis is a valuable method for mapping research trends on job-hopping, identifying key themes, and preventing redundant studies [18]. It highlights recurring topics such as job satisfaction, career expectations, and affective commitment [19]. As job-hopping evolves with shifting workforce dynamics, bibliometric analysis helps track academic discourse and emerging trends [20].

This study aims to analyze research trends on job-hopping among millennials using bibliometric methods, identify key factors influencing job-hopping in the workplace, explore the role of workplace well-being and organizational culture in reducing turnover, and provide insights for organizations in employee developing retention effective strategies. By understanding the patterns and trends related to job-hopping, this research aspires to contribute to both academic literature and practical human resource management strategies, helping organizations effectively manage and retain millennial talent.

2. METHODS

This study uses a bibliometric analysis to thoroughly examine and comprehend the research landscape on Job Hopping Among Millennials in the Workplace. Bibliometric analysis provides a quantitative approach that systematically examines academic publications, offering essential insights into research trends, thematic developments, and collaborative relationships within a specific field. This approach enables researchers to identify influential studies and emerging research themes related to job-hopping behaviour among millennials [25]. The bibliometric analysis conducted in this study follows a series of structured stages, which are outlined as follows.

2.1 Data Collection

Google Scholar was the leading platform for accessing scholarly literature due to its broad accessibility and extensive academic coverage. To compile a relevant set of documents on the topic, a systematic search was conducted using specific keywords, including "Job Hopping," "Millennials," and "Workplace." Publications from 1912 to 2024 were examined to trace the historical progression of research on job-hopping among millennial employees.

2.2 Bibliometric Indicators

The development of research on job hopping among millennials over time was evaluated by examining publication trends within a specific period. The annual publication count was analyzed to detect trends, research gaps, and notable changes in focus. Network visualization, density visualization, and cluster analysis were conducted using VOSviewer to explore keyword relationships, research intensity, and thematic groupings within the literature to gain deeper insights beyond publication trends. These analyses provided a comprehe

nsive overview of how research on job-hopping among millennials has evolved, highlighting key areas of interest and emerging trends in the field.

2.3 Data Visuazation

Multiple visualization techniques, including trend charts, keyword co-occurrence networks, and thematic clusters, were employed to illustrate bibliometric indicators. These visual representations help identify research patterns, highlight dominant themes, and map the evolution of job-hopping studies among millennials. Visualization tools, such as VOSviewer, were utilized to enhance data interpretation and provide a clearer understanding of the relationships between research topics and emerging trends in this field.

2.4 Interpretation and implications

The analysis of publication trends over time helped identify periods of increased research interest, gaps in the literature, and shifts in focus related to job-hopping among millennials. Examining the most influential sources provided insights into the primary academic outlets where research on this topic is disseminated. The geographic distribution of institutional publications affiliations and highlighted global research contributions, revealing collaboration patterns between different regions and the extent to which various countries study job-hopping behaviour.

gaps are crucial for determining the direction of future studies. In addition, a review of key publication platforms revealed the most effective distribution channels for disseminating research results related to quitting intentions. Analysis of the geographical distribution of publications revealed patterns of international collaboration and identified countries that are active in research contributions as well as regions that require more attention. On the other hand, thematic analysis helped highlight the main issues of focus in the field, opening up opportunities for cross disciplinary collaboration and exploration of new topics. Overall, the findings provide a comprehensive overview development on of attrition research in the manufacturing sector and provide a basis for encouraging further study development in the future. The thematic analysis of keyword co-occurrence

networks also helped uncover relationships between different research themes, emphasizing interdisciplinary connections and potential areas for future investigation. These findings offer valuable insights for scholars and practitioners, aiding in developing more effective workforce management strategies and future research directions in this evolving field.

2.5 Stages of bibliometric analysis

The steps involved in the bibliometric analysis paper are illustrated in Figure 1.

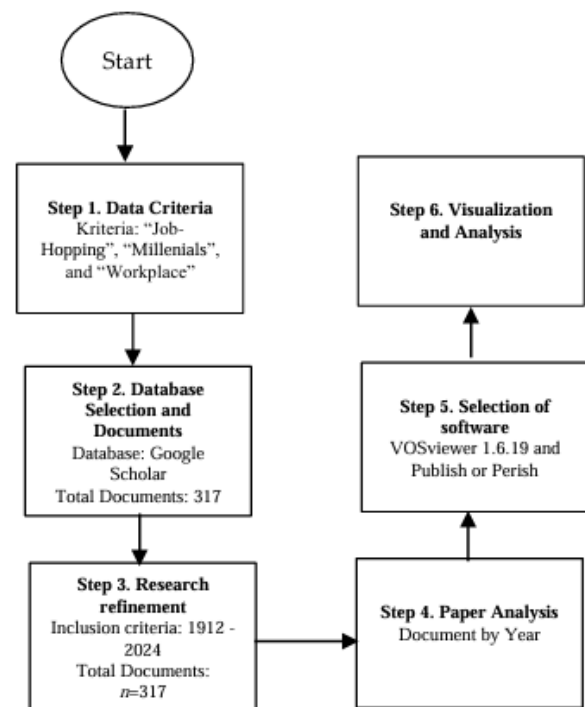


Figure 1. Stages of bibliometric analysis

3. RESULTS

3.1 Publication Trend Analysis

The research trend on job-hopping among millennials has continued to evolve as increasing attention is given to the work patterns of this generation. In recent years, various studies have been conducted to understand the factors driving millennials' job-hopping decisions from individual and organizational perspectives. These studies explore the roles of job satisfaction, employee loyalty, the influence of social media, and workplace dynamics in shaping job-hopping tendencies. Additionally, diverse methodological approaches have been employed to analyze this quantitative

phenomenon, from surveys to qualitative interviews. Table 1 summarizes several relevant studies conducted in different countries and industries over the past five years to provide a more precise overview of recent research developments. A search on Google Scholar for documents related to "Job-Hopping Among Millennials" resulted in 317 publications from 1912 to 2024. Table 1 highlights the publications from the past five years, focusing on (1) research objectives, (2) research locations, (3) methodologies used, and (4) key findings from previous studies.

A bibliometric search was conducted to further illustrate the recent research developments and trends related to millennial job-hopping. This step aims to map the scope of studies within the past several years and identify the most common themes, research focuses, and methodological approaches. The analysis helps visualize the evolution of scholarly attention on this topic and provides a foundation for understanding the broader academic discourse. The findings from this search are presented in Table 1, which summarizes selected publications from the last five years.

Table 1. The Past Five Years Publications on "Job-Hopping among Millennial"

No	Author(s)	Research Objectives	Location	Methodology	Findings
1.	Perkasa Purwanto [26] &	Analyzing the effect of job satisfaction on employee loyalty and job-hopping behavior among millennials.	Jakarta, Indonesia	Quantitative using survey method with 100 respondents from fast food restaurants, data analysis with SEM-PLS.	Job satisfaction and employee loyalty have a negative impact on job hopping behavior. Job satisfaction positively influences employee loyalty.
2.	Raveendra et al. [27]	Studying the impact of social media on job-hopping behavior among millennials.	Karnataka , India	A quantitative study using primary data from 240 respondents across various industries, was analyzed through multiple regression with ANOVA.	Social media has a significant impact on job satisfaction (75%), organizational culture (67%), and professional development (63%).
3.	Nicole et al. [28]	Understanding the experiences of millennial employees who frequently job-hop in the BPO industry and the factors influencing their decisions. This study also provides insights for management on effective	Quezon City, Filipina	This qualitative study uses a narrative approach, conducting online interviews with job hoppers, an HR manager, and a supervisor, Data was recorded and manually analyzed for themes.	Salary, benefits, management, and work environment millennials' drive job-hopping. They seek work-life balance and growth. Retention improves with effective management, open communication, and feedback.

		retention strategies.			
4.	Mubango Muchowe [29] &	Identifying the causes, impacts, and solutions to job-hopping among university lecturers in Zimbabwe.	Zimbabwe	Qualitative study using interviews with lecturers and HR analyzed thematically with NVivo.	Low pay, limited resources, pressure, and bureaucracy drive brain drain, lower graduate quality, and increased workloads. Solutions include competitive pay, mentoring, and flexible work to improve retention and productivity.
5.	Dewantari et al. [30]	Analyzing the impact of career development and compensation on job-hopping, with employee engagement as a mediating variable.	Denpasar, Indonesia	A quantitative study using online questionnaires from 120 respondents, was analyzed with PLS-SEM.	Career development and compensation influence job hopping, with employee engagement as a mediating factor.
6.	Lee et al. [31]	This study examines the impact of salary, benefits, work-life balance, and career development on job-hopping behavior among finance professionals in Bayan Lepas, Penang, Malaysia	Malaysia	Quantitative data collection method, online survey, self-administered questionnaire, multiple regression analysis, Pearson's correlation analysis, ANOVA	Career development significantly influences job hopping among finance professionals, while salary, benefits, and work-life balance have no significant impact.
7.	Viakarina and Pertiwi [32]	This study explores millennials' perspectives on job-hopping and the impact of COVID-19, examining their reasons for job hopping and how the pandemic	Indonesia	This qualitative study employs thematic analysis, collecting data through in-depth interviews with 14 millennials and secondary sources. Analysis follows Braun and Clarke's (2006) six step framework.	Millennials see job-hopping as a path to self-development, ideal jobs, and career stability but face "disloyal" stereotypes affecting their mental state and satisfaction. COVID-19 reduced job-hopping due to

		influenced their intentions.			economic uncertainty, though industries like IT remain highly mobile. Organizations can retain millennials through development opportunities, feedback, and flexible work.
8.	Pawar and Pandit [33]	This study explores post pandemic job-hopping trends among Millennials and Gen Z, examining reasons for job switches and COVID-19's impact on retention and satisfaction.	India	This qualitative study employs a descriptive design, collecting data via an online survey (42 responses) using snowball sampling. Participants were Millennials and Gen Z (ages 20-41) with at least six months of work experience. Data was analyzed using percentages, pie charts, and bar graphs.	The study found increased job-hopping post-pandemic, driven by career growth (51%), better compensation (22%), and work-life balance (13%). IT and hospitality had the highest attrition rates, with many favoring flexible or remote work. To improve retention, organizations should prioritize career development, fair pay, and a supportive work environment.
9.	Ruanggoon and Leephaijaroen [34]	This study explores job-hopping motives among millennials in Bangkok, validating and expanding the "escape" and "advancement" motives from previous research while identifying new factors.	Bangkok, Thailand	This quantitative study used CFA to validate and expand job-hopping motives. Data from 528 millennials were analyzed for reliability, validity, and key influencing factors.	The study found three job hopping motives: escape (dissatisfaction), advancement (career growth), and new motives (commuting, job fatigue, entrepreneurship). Improving work conditions, growth, and flexibility can boost retention.

10.	Tetteh et al. [35]	The study explores job-hopping among U.S. millennial employees in food and agribusiness, examining its frequency, retention factors, and their impact on turnover.	United States	The study surveyed 263 U.S. millennial agribusiness employees (Feb–May 2018) and used descriptive statistics and Poisson regression to analyze job-hopping factors.	Job-hopping in U.S. agribusiness is less frequent, with 40% planning to leave in three years. Career growth drives turnover, while retention depends on integrity, work-life balance, management, and benefits. Employers should focus on career development and satisfaction.
11.	Leovani [36]	The study aims to determine the effect of job hopping on career development among millennial generation employees in Palembang, Indonesia.	Indonesia	The quantitative study surveyed 95 millennial job hoppers in Palembang using purposive sampling. Data was collected via questionnaires and analyzed with simple regression, ensuring validity and reliability.	The study found that job hopping positively impacts career development among Palembang millennials, with a 0.547 increase per unit of job hopping. It explained 14% of career growth, while 86% depended on other factors. Millennials job-hop more for career advancement and new challenges.
12.	Ngotngamwong [37]	The study explores factors influencing Millennial job satisfaction and dissatisfaction in Thailand and provides recommendations to improve retention by aligning organizational strategies with Millennial needs.	Thailand	The study used a qualitative grounded theory approach, conducting structured interviews with 30 Millennials over business meals. Data was analyzed by categorizing similar codes to identify key themes in job satisfaction, dissatisfaction, and retention.	Millennials value growth, fair pay, and a positive work environment, while poor management and low pay cause dissatisfaction. Retention strategies include better management, higher pay, and career development.

13.	Tran et al. [38]	The study explores internal and external factors influencing job hopping and turnover intention among Gen Z marketers in Vietnam, focusing on organizational support, job satisfaction, involvement, emotional exhaustion, commitment, and alternative job opportunities.	Vietnam	The study used a quantitative design, collecting data from 237 respondents via a structured questionnaire. Analysis was conducted using PLS-SEM in SmartPLS, covering factors like job satisfaction, involvement, exhaustion, commitment, job alternatives, turnover intention, and job hopping.	The study used a quantitative design, collecting data from 237 respondents via a structured questionnaire. Analysis was conducted using PLS-SEM in SmartPLS, covering factors like job satisfaction, involvement, exhaustion, commitment, job alternatives, turnover intention, and job-hopping.
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The findings from Table 1 reveal diverse perspectives on job-hopping among millennials across various countries and industries. Key factors influencing job hopping include job satisfaction, career development, compensation, work-life balance, and management practices. Several studies highlight the role of social media and organizational culture in shaping job-hopping behaviour. In contrast, others emphasize the impact of economic conditions, such as the

COVID-19 pandemic, on millennials' job switching tendencies. Additionally, qualitative and quantitative methodologies have been used to analyze job-hopping, reflecting a multifaceted understanding of the phenomenon. Overall, the research underscores the need for organizations to focus on career growth opportunities, competitive remuneration, effective management, and a supportive work environment to improve employee retention.



Figure 2. Publication Trend by Year

Figure 2 illustrates the publication trend of job-hopping research across different years, highlighting shifts in academic interest over time. The earliest identified publication dates back to 1912, suggesting that the concept

of job mobility has been of scholarly interest for over a century, albeit with minimal attention in its early stages. From 2004 to 2007, the number of publications remained relatively low. However, a dramatic spike

occurred in 2008, with nearly 900 documents published that year—far exceeding other years in the dataset. This anomaly may reflect a surge in interest, possibly driven by global economic events, such as the 2008 financial crisis, which may have intensified discussions on employment behaviour and workforce stability. Following the spike, publication numbers dropped significantly, but a steady upward trend began in 2012. This growth continued through the mid-2010s, peaking again in 2017 with over 300 publications. This period coincides with the growing presence of millennials in the global workforce, which

3.2 Interconnected Research Themes

likely contributed to the increased scholarly focus on generational work behaviour, including job-hopping. Although there was a moderate decline in publications after 2018, the topic has sustained a relatively stable presence in academic discourse through 2024. These fluctuations in publication volume indicate that job-hopping—particularly in the context of millennial employees—has become an increasingly organizational relevant behaviour topic in and human resource management, influenced by both economic shifts and generational changes in career outlooks.

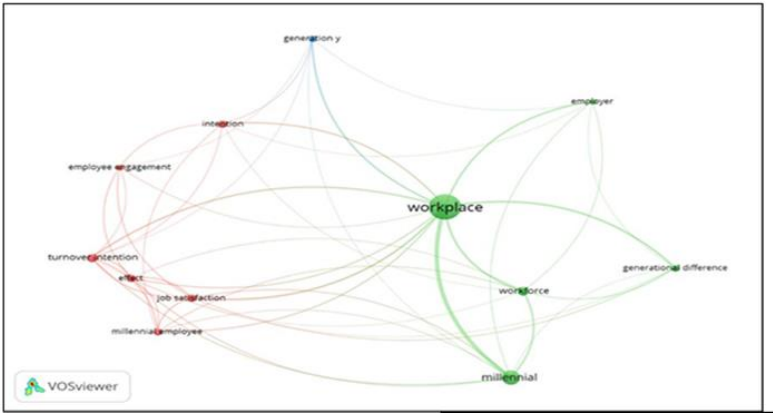


Figure 3. Network Visualization

Fig. 3, generated using VOSviewer, visually represents the research network related to "Job-Hopping among Millennials in the Workplace." This visualization illustrates the connections between various research themes and how these themes are grouped within the research landscape. The network visualization indicates that research themes such as Millennial Employee, Generation Y, Employee Engagement, and Turnover Intention are interconnected, highlighting the

multidisciplinary nature of research in this field. The formed clusters reveal that studies on job-hopping focus on employee behaviour aspects and involve factors such as job satisfaction, work environment, and generational differences. This suggests that multiple disciplines, including human resource management, organizational psychology, and generational studies, influence research on job-hopping.

Table 2. Identified Clusters and Associated Keywords

Cluster	Total Number of Items	Most Frequent Keywords (Occurrences)
1	6	Effect, Employee Engagement, Intention, Job Satisfaction, Millennial Employee, Turnover Intention
2	5	Employer, Generational Difference, Millennial, Workforce, Workplace
3	1	Generation Y

Cluster 1 represents a grouping of research themes related to "Employee Engagement and Turnover Intention." Themes such as employee engagement, turnover intention, job satisfaction, millennial employee, effect, and intention are central topics within this cluster. Cluster 1 focuses on key aspects of employee behaviour and workplace dynamics, highlighting the interconnectedness between engagement, satisfaction, and job-hopping tendencies. This indicates a cluster of research addressing fundamental issues related to workforce retention, emphasizing psychological and organizational dimensions within the millennial workforce.

Cluster 2 encompasses employer, generational difference, millennial, workforce, and workplace themes. This cluster focuses on generational dynamics in the workplace, with particular attention to intergenerational differences and their impact on interactions between employees and employers. Additionally, research in this cluster highlights the role of millennials in the workforce and how workplaces are evolving to adapt to demographic changes and the expectations of different generations. This suggests that studies within this cluster cover aspects of human resource management and organizational adaptation to generational diversity in the workplace.

Cluster 3 consists of a single term, Generation Y. This cluster represents research specifically focused on Generation Y, Millennials and their workplace characteristics. The connections between Generation Y and other terms in the network suggest that studies within this cluster explore how Millennials interact with workplace dynamics, their expectations from employers, and their influence on organizational culture. Given the importance of generational shifts in workforce composition, this cluster highlights the need to understand Millennials' work preferences, engagement strategies, and their role in shaping modern work environments.

The presence of distinct clusters in this research indicates the interdisciplinary nature of studies related to "Millennials in the Workplace." This suggests that various aspects, such as employee engagement, turnover intention, generational differences, and workforce dynamics, are interconnected. Identifying these clusters helps highlight potential research gaps or areas that require further exploration. Researchers and policymakers can utilize this information to develop strategies that enhance workplace environments, improve employee retention, and foster better intergenerational collaboration within organizations.



Figure 4. Density Visualization

Figure 4 Density Visualization illustrates the frequency of keywords appearing in studies related to job-hopping among millennials. Generated using VOSviewer, the visualization uses yellow to indicate keywords with the highest density, while

green to blue shades represent lower frequencies. The keyword "workplace" appears at the centre with the highest density, indicating it is a primary focus in the analyzed literature. Other prominent keywords include "millennial," "job satisfaction," "turnover

intention,” and “employee engagement,” though they appear with slightly lower intensity. This visualization provides an overview of current research trends and highlights potential areas for further exploration.

4. CONCLUSION

This study conducted a bibliometric analysis to explore research trends on job hopping among millennials in the workplace. By examining 317 publications spanning from 1912 to 2024, it traced the evolution of this topic, identified key research themes, and highlighted potential directions for future studies. The findings indicate a sharp rise in scholarly interest since 2015, coinciding with the expansion of the gig economy, advancements in digital technology, and shifting workforce expectations.

The visualizations network and underscore density the interdisciplinary nature of job-hopping research. Prominent themes such as employee engagement, turnover intention, job satisfaction, and generational differences have been extensively studied. However, particular areas remain underexplored, particularly the long-term career implications of frequent job changes and the influence of digital

transformation on millennials' job mobility. These gaps present opportunities for further investigation.

The insights gained from this study are valuable for both academia and industry. For researchers, the findings serve as a foundation for identifying gaps in the existing literature and refining future research directions, particularly in understanding structural factors that drive job-hopping and the role managing of organizational policies in workforce mobility. For practitioners, a deeper awareness of research trends can help organizations design more effective retention strategies that align with the evolving needs of millennial employees.




In conclusion, this bibliometric analysis provides a comprehensive overview of the academic discourse on job-hopping among millennials. As research in this field continues to expand, future studies should focus on emerging trends such as the impact of digitalization, the long-term career trajectories of job-hoppers, and broader implications for labor market stability. Addressing these gaps will not only enhance academic knowledge but also offer practical insights for improving workforce management in an increasingly dynamic employment landscape.

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