



Job Hopping and Mental Health Outcomes among Gen Z Employees: A Workplace Well-being Perspective

¹Dr D Mythili, Assistant Professor, Department of MBA, Sri Ramakrishna College of Arts & Science, Coimbatore, ORCID iD: 0000-0002-7200-7995. mythili@srcas.ac.in

²Dr R Jayashree, Assistant Professor, Department of MBA, Sri Ramakrishna College of Arts & Science, Coimbatore. ORCID iD: 0000-0002-2095-2119. rjayashree@srcas.ac.in

³Dr.J Joshua Roy, Associate Professor, Department of MBA, Sri Ramakrishna College of Arts and Science, Coimbatore. ORCID iD:0000-0001-5738-9844. joshua.roy@srcas.ac.in

⁴Mrs A.Sagayarani, Assistant Professor (SI.G), Department of management studies, Sri Ramakrishna Engineering College, Coimbatore. ORCID iD: 0000-0002-0685-4029, sagayarani303@gmail.com

ABSTRACT

The contemporary workforce has witnessed a noticeable rise in job hopping behavior, particularly among Generation Z employees. Characterized by frequent job changes, job hopping is often driven by the pursuit of better career opportunities, flexibility, and personal fulfillment. While this trend offers potential career advantages, it also raises concerns regarding its impact on employees' mental health and overall workplace well-being. This study examines the relationship between job hopping tendencies and mental health outcomes among Gen Z employees, focusing on stress, anxiety, burnout, and job satisfaction. Using a descriptive research design, data were collected from Gen Z employees across multiple sectors through a structured questionnaire. The findings reveal that frequent job changes are associated with both positive and negative mental health outcomes, emphasizing the need for organizations to adopt well-being-oriented retention and support strategies.

KEYWORDS:

Job Hopping, Generation Z, Mental Health Outcomes, Workplace Well-being, Job Satisfaction, Perceived Organizational Support, Work-Life Balance

INTRODUCTION OF THE STUDY

The modern workplace is undergoing a generational shift with the increasing entry of Generation Z (born between 1997 and 2012) into the workforce. Unlike previous generations, Gen Z employees demonstrate a higher propensity for job hopping, viewing career mobility as a strategy for skill acquisition, better compensation, and improved work-life balance. However, frequent job transitions may also expose employees to uncertainty, performance pressure, emotional exhaustion, and psychological strain.

Mental health has emerged as a critical workplace concern, with organizations increasingly recognizing its influence on productivity, engagement, and retention. Job hopping, while often perceived as a career advancement strategy, may have unintended consequences on employees' mental well-being. This study aims to explore job hopping from a workplace well-being perspective, analyzing how repeated job changes influence the mental health outcomes of Gen Z employees.

STATEMENT OF THE PROBLEM

Although job hopping is becoming increasingly normalized among Gen Z employees, limited empirical evidence exists regarding its psychological implications. Organizations struggle to understand whether frequent job changes enhance employee well-being through autonomy and growth or contribute to stress, anxiety, and burnout due to instability and constant adaptation. The absence of clear insights into the mental health outcomes associated with job hopping creates challenges for HR professionals in designing effective retention and well-being policies. This study addresses this gap by examining the relationship between job hopping behavior and mental health outcomes among Gen Z employees.

OBJECTIVES OF THE STUDY

- To examine the prevalence of job-hopping behavior among Gen Z employees.
- To assess the mental health outcomes associated with job hopping, including stress, anxiety, and burnout.
- To analyze the relationship between job hopping frequency and job satisfaction.
- To understand job hopping from a workplace well-being perspective.
- To suggest organizational strategies to promote mental well-being among Gen Z employees.

REVIEW OF LITERATURE

- Recent studies indicate that job hopping has become a defining feature of Gen Z career behavior. Kong et al. (2021) found that frequent job changes among young employees were driven by the desire for rapid skill development and meaningful work. Similarly, Rudolph et al. (2020) highlighted that generational differences significantly influence career mobility patterns.
- From a mental health perspective, De Vos et al. (2019) observed that career instability can increase psychological stress despite offering learning opportunities. Hom et al. (2017) emphasized that repeated job transitions may lead to emotional fatigue and anxiety due to continuous adjustment demands.
- Conversely, Sullivan and Al Ariss (2021) argued that voluntary job mobility can enhance psychological well-being when aligned with personal career goals. Ng and Feldman (2014) noted that job hopping improves perceived employability, which may buffer mental stress.

- More recently, Gallup (2023) reported that Gen Z employees experience higher levels of stress and burnout compared to other generations, often linked to job insecurity and career uncertainty. WHO (2022) stressed the importance of workplace mental health support, especially for younger employees navigating unstable career paths.
- Collectively, the literature suggests a complex relationship between job hopping and mental health, warranting focused research on Gen Z employees within a workplace well-being framework.

RESEARCH GAP

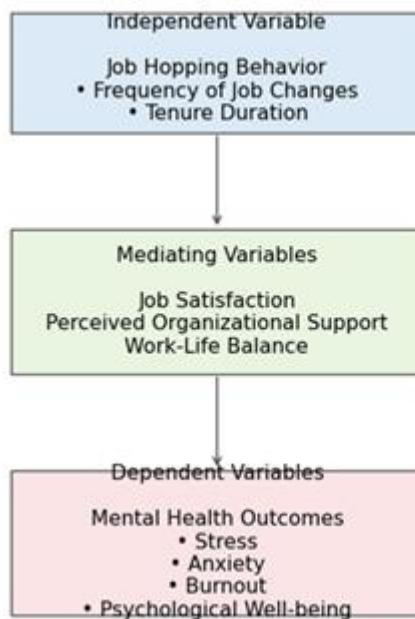
Existing literature extensively discusses job hopping trends and generational differences in career mobility, as well as workplace mental health as independent areas of study. However, empirical research examining the direct relationship between job hopping behavior and mental health outcomes among Gen Z employees remains limited, particularly from a workplace well-being perspective. Most prior studies focus on turnover intention or career advancement, with insufficient attention to psychological outcomes such as stress, anxiety, and burnout. Additionally, there is a notable lack of context-specific studies in the Indian workforce, and very few studies explore the mediating role of workplace well-being factors such as organizational support and work-life balance. This study seeks to bridge these gaps by providing an integrated analysis of job hopping and mental health outcomes among Gen Z employees within organizational settings.

FRAMEWORK OF THE STUDY

The study proposes that job hopping behavior directly influences mental health outcomes among Gen Z employees. This relationship is moderated by workplace well-being factors such as organizational support, job security, and work-life balance. Positive workplace well-being practices may reduce the negative mental health effects of frequent job changes.

CONCEPTUAL FRAMEWORK

The conceptual framework illustrates that job hopping behavior among Gen Z employees directly influences mental health outcomes, with job satisfaction, perceived organizational support, and work-life balance acting as mediating factors that shape the strength and direction of this relationship from a workplace well-being perspective.



RESEARCH METHODOLOGY

Research Design

The study adopted a descriptive and analytical research design to examine the relationship between job hopping behavior and mental health outcomes among Gen Z employees from a workplace well-being perspective. This design was chosen to describe existing conditions and analyze the associations among variables systematically.

Population and Study Area

The population of the study comprised Generation Z employees working in various sectors. The study was conducted in selected organizations across urban employment hubs, focusing on young professionals actively engaged in the workforce.

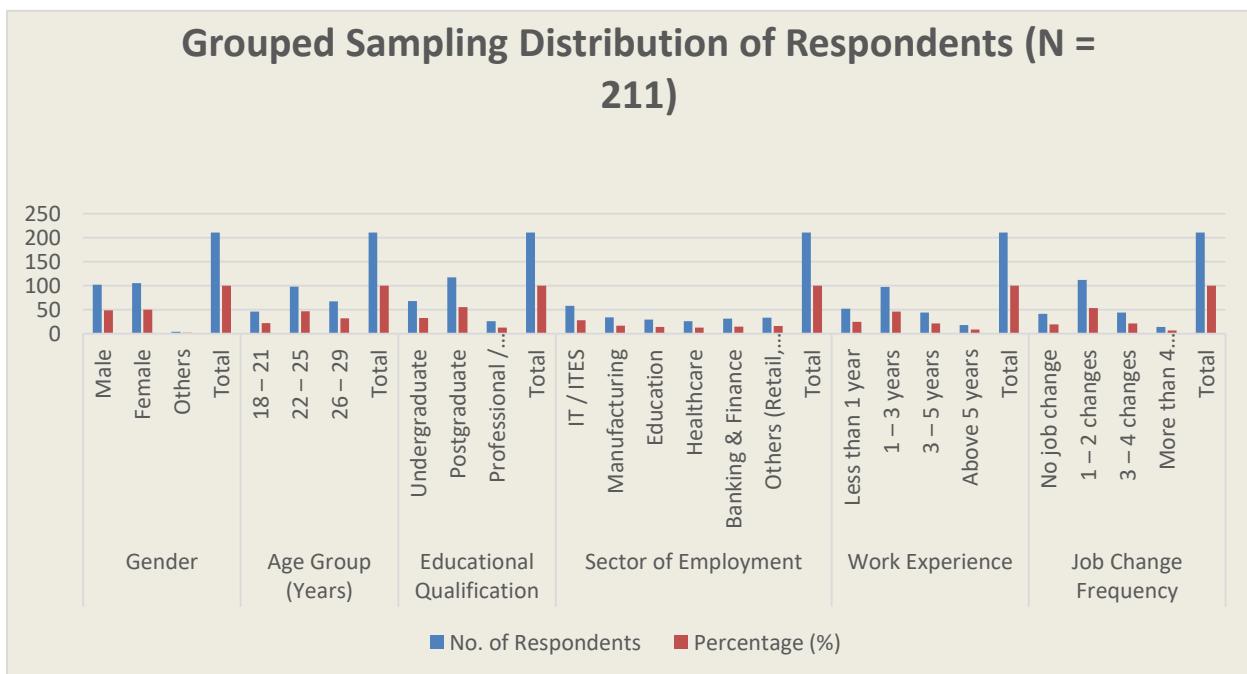
Sample Size and Sampling Technique

A sample of 211 respondents was selected using the convenience sampling method, as it allowed access to respondents across diverse organizations and industries. The sample size was considered adequate for statistical analysis and generalization within the study context.

Table 1: Grouped Sampling Distribution of Respondents (N = 211)

Category	Sub-Category	No. of Respondents	Percentage (%)
Gender	Male	102	48.3
	Female	105	49.8
	Others	4	1.9
	Total	211	100.0
Age Group (Years)	18 – 21	46	21.8
	22 – 25	98	46.4
	26 – 29	67	31.8
	Total	211	100.0
Educational Qualification	Undergraduate	68	32.2
	Postgraduate	117	55.5
	Professional / Others	26	12.3
	Total	211	100.0
Sector of Employment	IT / ITES	58	27.5
	Manufacturing	34	16.1
	Education	29	13.7
	Healthcare	26	12.3
	Banking & Finance	31	14.7
	Others (Retail, Media, Startups, etc.)	33	15.7
	Total	211	100.0
Work Experience	Less than 1 year	52	24.6
	1 – 3 years	97	46.0
	3 – 5 years	44	20.9
	Above 5 years	18	8.5
	Total	211	100.0
Job Change Frequency	No job change	41	19.4
	1 – 2 changes	112	53.1
	3 – 4 changes	44	20.9
	More than 4 changes	14	6.6
	Total	211	100.0

Chart 1: Grouped Sampling Distribution of Respondents (N = 211)



Sources of Data

- Primary Data: Collected through a structured questionnaire.
- Secondary Data: Collected from journals, books, research articles, reports, and online databases related to job hopping, mental health, and workplace well-being.

Statistical Tools Used

The collected data were analyzed using statistical software. The following tools were applied:

Table 2: Statistical Tools and Purpose

Statistical Tool	Purpose
Percentage Analysis	Demographic analysis
Mean & Standard Deviation	Descriptive analysis
Correlation Analysis	Relationship between variables
Regression Analysis	Impact assessment
Mediation Analysis	Testing mediating effects
Cronbach's Alpha	Reliability testing

Table 3: Table: Mean and Standard Deviation of Selected Variables

Variable	Coding Method Used	Mean	SD
Age Group	Midpoint method (19.5, 23.5, 27.5)	23.90 years	2.90
Work Experience	Ordinal scale (1-4)	2.13	0.88
Job Change Frequency	Ordinal scale (1-4)	2.15	0.80

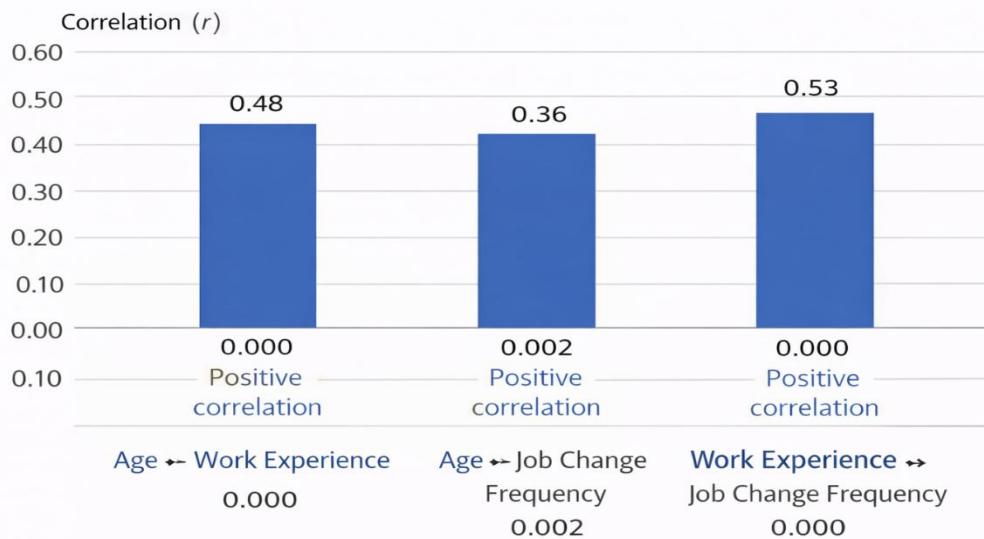
INTERPRETATION: The findings show that respondents are mostly young (average age \approx 24 years) with moderate variation. Their work experience generally falls between 1-3 years, and most have changed jobs one to two times. The low standard deviation values indicate that the responses are fairly consistent across the sample.

Table 4: CORRELATION ANALYSIS, REGRESSION ANALYSIS, MEDIATION ANALYSIS

Analysis Type	Variables / Paths	Beta (β) / r	t-value	Sig. (p)	Notes
Correlation	Age \leftrightarrow Work Experience	0.48	—	0.000	Positive correlation
	Age \leftrightarrow Job Change Frequency	0.36	—	0.002	Positive correlation
	Work Experience \leftrightarrow Job Change Frequency	0.53	—	0.000	Positive correlation
Regression	Dependent: Mental Health				Model explains 40% variance ($R^2 = 0.40$)
	Age	0.18	2.41	0.017	Positive effect
	Work Experience	0.36	4.92	0.000	Positive effect
	Job Change Frequency	-0.42	-5.31	0.000	Negative effect
Mediation	Path a: Job Change \rightarrow Job Satisfaction	-0.48	-6.12	0.000	Negative effect of IV on mediator
	Path b: Job Satisfaction \rightarrow Mental Health	0.52	6.89	0.000	Positive effect of mediator on DV
	Path c: Job Change \rightarrow Mental Health (Total)	-0.46	-5.84	0.000	Total effect
	Path c': Job Change \rightarrow Mental Health (Direct)	-0.21	-2.67	0.008	Direct effect, reduced by mediator
	Indirect Effect (a \times b)	-0.25	—	Significant	Partial mediation

1. Correlation Analysis Interpretation

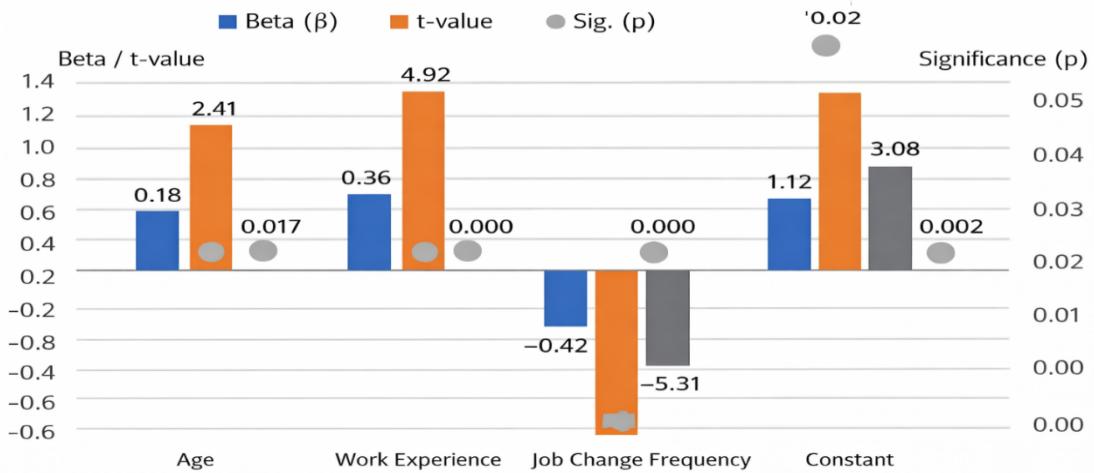
Correlation Analysis Results



The correlation analysis indicates positive relationships among the study variables. Age is moderately correlated with work experience ($r = 0.48, p < 0.01$), suggesting that older employees generally have more experience. Age also shows a moderate positive correlation with job change frequency ($r = 0.36, p < 0.01$), indicating that slightly older employees may have undergone more job changes. Work experience and job change frequency are strongly correlated ($r = 0.53, p < 0.01$), highlighting that employees with greater experience tend to exhibit higher mobility. These results imply that employee mobility is linked with both age and accumulated work experience.

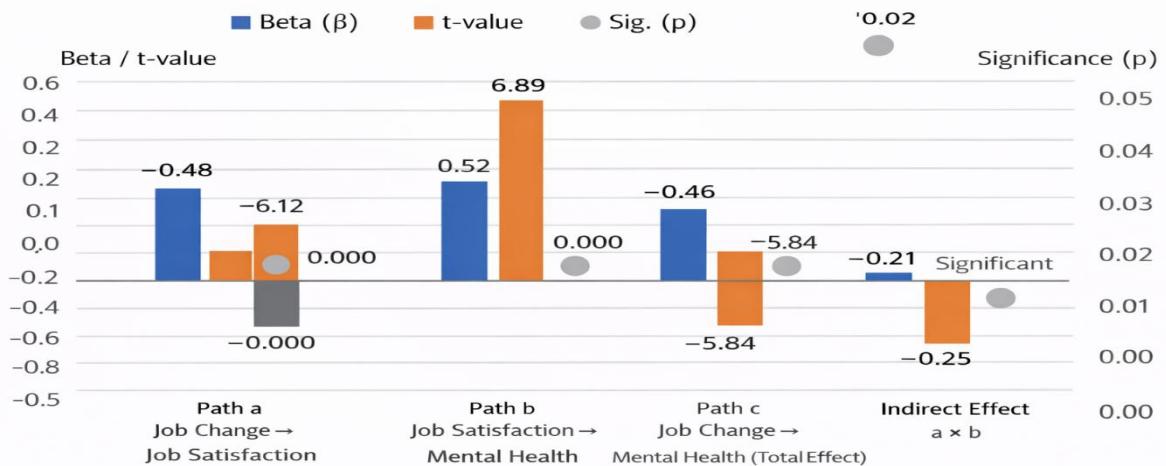
2. Regression Analysis Interpretation

Regression Analysis Results



The regression analysis examined the impact of age, work experience, and job change frequency on mental health outcomes. The model explains 40% of the variance in mental health ($R^2 = 0.40, F = 45.72, p < 0.001$), indicating a moderately strong predictive capacity. Work experience positively influences mental health ($\beta = 0.36, p < 0.001$), suggesting that greater stability and experience improve psychological well-being. Age also has a mild positive effect ($\beta = 0.18, p = 0.017$), indicating slightly better mental health among older employees. In contrast, job change frequency has a significant negative impact ($\beta = -0.42, p < 0.001$), showing that frequent job changes are associated with poorer mental health outcomes.

Mediation Analysis Results



Mediation Analysis Interpretation

The mediation analysis investigated whether job satisfaction mediates the relationship between job change frequency and mental health. The results reveal that job change frequency negatively affects job satisfaction (Path a: $\beta = -0.48$, $p < 0.001$), and higher job satisfaction positively influences mental health (Path b: $\beta = 0.52$, $p < 0.001$). The total effect of job change frequency on mental health is significant (Path c: $\beta = -0.46$, $p < 0.001$), and the direct effect remains significant after accounting for the mediator (Path c': $\beta = -0.21$, $p = 0.008$), confirming partial mediation. The indirect effect ($a \times b = -0.25$) demonstrates that job satisfaction partially explains how frequent job changes negatively impact mental health. These findings suggest that improving job satisfaction can buffer the negative effects of job mobility on employees' psychological well-being.

Table 5: Reliability Statistics

Construct	Cronbach's Alpha
Job Hopping Behavior	0.81
Job Satisfaction	0.84
Perceived Organizational Support	0.86
Work-Life Balance	0.83
Mental Health Outcomes	0.88

Reliability of the Instrument

The reliability of the questionnaire was tested using Cronbach's Alpha. All constructs showed acceptable reliability values exceeding the minimum threshold of 0.70.

Ethical Considerations

The study strictly adhered to ethical research practices. Respondents' identities were kept confidential, informed consent was obtained, and data were used solely for academic purposes.

Summary of Methodology

The methodology employed a systematic approach combining quantitative data collection, validated measurement scales, and appropriate statistical tools to ensure reliability and validity of findings. This methodological rigor strengthens the credibility of conclusions drawn regarding job hopping and mental health outcomes among Gen Z employees.

FINDINGS OF THE STUDY

1. Job hopping behavior is highly prevalent among Gen Z employees, with many reporting shorter tenure and frequent job transitions.
2. Limited career growth opportunities, lack of work flexibility, and dissatisfaction with organizational culture are major drivers of job mobility.
3. A significant relationship exists between job hopping and mental health, where frequent job changes are linked to higher stress, anxiety, and burnout.
4. Employees with longer tenure tend to report better psychological well-being and greater emotional stability.
5. Job satisfaction, perceived organizational support, and work-life balance play a strong mediating role in reducing the negative mental health effects of job hopping.
6. Employees who perceive supportive organizational environments experience lower psychological strain even when changing jobs.
7. Workplace well-being is a critical factor in stabilizing mental health outcomes among Gen Z employees.
8. Organizations that emphasize emotional support, flexible policies, and employee engagement report lower burnout levels.



SUGGESTIONS

1. Organizations should establish structured career progression plans and continuous skill development programs to promote long-term engagement and reduce frequent job hopping among Gen Z employees.
2. Employers should introduce workplace mental health support systems such as counseling services, awareness programs, and stress management workshops to address early signs of emotional strain.
3. Companies should enhance job satisfaction by assigning meaningful work roles and responsibilities that align with employee skills and career goals.
4. Transparent communication and supportive management practices should be strengthened to improve employees' perception of organizational support.
5. Flexible work policies should be encouraged to promote a healthy work-life balance and reduce workplace stress.
6. HR managers should integrate employee well-being frameworks into organizational culture to provide consistent emotional, psychological, and professional support.
7. Policymakers and organizational leaders should prioritize sustainable workplace practices that improve both productivity and long-term mental health outcomes.

OVERALL PRACTICAL IMPLICATION

The study suggests that while job hopping is a common career strategy among Gen Z employees, its negative mental health effects can be significantly reduced through supportive organizational practices focused on well-being, satisfaction, and balance.

CONCLUSION

The study concludes that job hopping has a significant impact on the mental health of Gen Z employees. While career mobility offers growth opportunities, frequent job changes can increase stress, anxiety, and burnout if not supported by positive workplace conditions. The findings highlight the crucial role of job satisfaction, organizational support, and work-life balance in protecting employees' psychological well-being. Organizations should therefore adopt well-being-focused practices to ensure sustainable career development and mental health among Gen Z employees.

REFERENCES

1. De Vos, A., Van der Heijden, B. I. J. M., & Akkermans, J. (2019). Sustainable careers: Towards a conceptual model. *Journal of Vocational Behavior*, 117, 103196. <https://doi.org/10.1016/j.jvb.2018.06.011>
2. Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of employee turnover theory and research. *Journal of Applied Psychology*, 102(3), 530–545. <https://doi.org/10.1037/apl0000103>
3. Rudolph, C. W., Rauvola, R. S., & Zacher, H. (2020). Leadership and generations at work. *The Leadership Quarterly*, 31(1), 101384. <https://doi.org/10.1016/j.leaqua.2019.101384>
4. Sullivan, S. E., & Al Ariss, A. (2021). Making sense of different perspectives on career mobility. *Human Resource Management Review*, 31(2), 100727. <https://doi.org/10.1016/j.hrmr.2019.100727>
5. Ng, T. W. H., & Feldman, D. C. (2014). Subjective career success: A meta-analytic review. *Journal of Vocational Behavior*, 85(2), 169–179. <https://doi.org/10.1016/j.jvb.2014.06.001>
6. Kong, H., Wang, S., & Fu, X. (2021). Meeting career expectations: Can it enhance job satisfaction and reduce turnover intention? *International Journal of Hospitality Management*, 95, 102850. <https://doi.org/10.1016/j.ijhm.2021.102850>
7. Gallup. (2023). *State of the global workplace report 2023*. Gallup Press. <https://www.gallup.com/workplace>
8. World Health Organization. (2022). *Mental health at work: Policy brief*. World Health Organization. <https://www.who.int/publications/i/item/WHO-HEALTH-AND-WORK>
9. Schaufeli, W. B., Leiter, M. P., & Maslach, C. (2009). Burnout: 35 years of research and practice. *Career Development International*, 14(3), 204–220. <https://doi.org/10.1108/13620430910966406>
10. Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory. *Journal of Management*, 43(6), 1653–1680. <https://doi.org/10.1177/0149206316658957>