

THE INFLUENCE OF AUTHORITARIAN LEADERSHIP AND MARKET CULTURE ON JOB HOPPING DECISION AMONG GENERATION Z EMPLOYEES, WITH CAREER ADAPTABILITY AS A MEDIATING VARIABLE, IN THE HOSPITALITY INDUSTRY OF YOGYAKARTA SPECIAL REGION

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Abstract

The hospitality industry in the Special Region of Yogyakarta faces the challenge of high job hopping intentions among generation Z employees. This study aims to examine the influence of authoritarian leadership and target-oriented organizational culture (market culture) on job hopping decision, with career adaptability as a mediating variable. Data were collected from 160 respondents consisting of Gen Z employees working in hospitality sector companies. The analysis was conducted using a quantitative approach with the SEM-PLS method. The findings indicate that authoritarian leadership and market culture have a significant positive effect on job hopping. Career adaptability was found to mediate this relationship, meaning that the higher an individual's career adaptability, the greater their tendency to respond to work pressures by changing jobs. The implications of these findings highlight the importance of managing leadership styles and adjusting organizational culture to align with the characteristics of generation Z in order to reduce job hopping tendencies in the hospitality industry.

Keywords: Authoritarian leadership, market culture, career adaptability, job hopping, generation Z

Abstrak

Industri perhotelan di Daerah Istimewa Yogyakarta menghadapi tantangan tingginya niat berpindah pekerjaan di kalangan karyawan generasi Z. Studi ini bertujuan untuk meneliti pengaruh kepemimpinan otoriter dan budaya organisasi yang berorientasi pada target (budaya pasar) terhadap keputusan berpindah pekerjaan, dengan adaptabilitas karir sebagai variabel mediasi. Data dikumpulkan dari 160 responden yang terdiri dari karyawan Gen Z yang bekerja di perusahaan sektor perhotelan. Analisis dilakukan menggunakan pendekatan kuantitatif dengan metode SEM-PLS. Hasil penelitian menunjukkan bahwa kepemimpinan otoriter dan budaya pasar memiliki pengaruh positif yang signifikan terhadap perpindahan pekerjaan. Adaptabilitas karir ditemukan memediasi hubungan ini, artinya semakin tinggi adaptabilitas karir seseorang, semakin besar kecenderungan mereka untuk menanggapi tekanan kerja dengan berganti pekerjaan. Implikasi dari temuan ini menyoroti pentingnya mengelola gaya kepemimpinan dan menyesuaikan budaya organisasi agar selaras dengan karakteristik generasi Z untuk mengurangi kecenderungan berpindah pekerjaan di industri perhotelan.

Kata kunci: Kepemimpinan otoriter, budaya pasar, adaptabilitas karir, perpindahan pekerjaan, generasi Z

INTRODUCTION

The hospitality industry is a sector that prioritizes optimal service while upholding warmth, sincerity, and customer comfort (Thandzir, 2023). In Indonesia, the Special Region of Yogyakarta (DIY) has become the main tourist destination in 2024, with 71.2% of respondents choosing it due to its culinary richness, infrastructure, and ease of transportation (Asosiasi Penyelenggara Jasa Internet Indonesia, 2024). This development has driven significant growth in hospitality facilities such as hotels and

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restaurants, making the sector a major contributor to GDP as well as a key generator of employment opportunities.

In today's era, there have been changes in the business environment, in terms of consumer tastes, technology, business competition, and employment issues (Kumalaningrum et al., 2023; Prajogo, Kusumawati, et al., 2020; Prajogo, Wijaya, et al., 2020; Wijaya, 2025). One of the current employment issues is the composition of the workforce in various industries, including the hospitality industry, has increasingly been dominated by generation Z (born 1997–2012). The generation who are known for being technologically adaptive and having work preferences that are flexible and purpose-oriented (Mahmoud et al., 2019; Poláková et al., 2023). Data from Kementerian Pariwisata Dan Ekonomi Kreatif (2023) shows that Gen Z constitutes a large proportion of the workforce in the F&B and accommodation subsectors. However, this dominance is also accompanied by a new challenge, namely the rising trend of job hopping, or the tendency to change jobs within a short period of time.

The turnover rate in several hospitality companies in Yogyakarta, such as Hotel Grand Rohan, has exceeded 10% per year (Suwistingtyas et al., 2022), which is considered high according to Gillies (1985). This statement is further supported by the findings of Wowor et al. (2022), who reported that employee turnover rates in Indonesian hotels range from 11% to 38% annually. This phenomenon is in line with a GoodStats (2024) survey, which found that 31% of Gen Z employees remain in a workplace for only 1–2 years. Such job hopping tendencies indicate a new dynamic in human resource management, particularly in understanding the factors that influence job hopping decisions.

Two organizational factors that may influence this decision are leadership style and organizational culture. Authoritarian leadership is widely applied in the hospitality industry due to the nature of the work, which requires precision and high discipline. However, this style has also been associated with low job satisfaction and increased turnover intention (Al-Ababneh, 2020; Wibowo, 2023). On the other hand, organizational culture, particularly market culture, which emphasizes target achievement and high efficiency, may serve as a source of pressure for generation Z. This cohort tends to seek work-life balance and personal values (Cameron, & Quinn, 2011; Bisel et al., 2020).

In this context, career adaptability acts as an important variable that mediates. Employees with high career adaptability are more likely to prepare for changes in the work environment and to decide to change jobs if they feel a poor fit (Al-Ghazali, 2019). Based on this background, this study aims to examine the influence of authoritarian leadership and market culture on job hopping decisions, with career adaptability as a mediating variable, among generation Z employees in the hospitality industry in Yogyakarta.

LITERATURE REVIEW

This study refers to the main theoretical framework of the Theory of Planned Behavior (TPB) by Ajzen (1991), which states that intention to perform a behavior is influenced by three components: attitude toward the behavior, subjective norm, and perceived behavioral control. For the context of job hopping, generation Z's intention to change jobs depends on their positive attitude toward career opportunities, social support, and self confidence in finding new employment. Studies by Nazar (2018) and Yuen (2016) demonstrate that Theory of Planned Behavior (TPB) is a valid predictive model in explaining the job hopping intentions of younger generations.

The exogenous variables in this study are authoritarian leadership and market culture. Authoritarian leadership is characterized by high personal control, centralized decision-making, and a tendency to act unilaterally (Tsui et al., 2004; Robbins, 2017). This leadership style is commonly

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found in the hospitality industry because it is considered efficient and decisive, although it may reduce job satisfaction and increase pressure, particularly among generation Z employees (Al-Ababneh, 2020). Meanwhile, market culture reflects an organizational culture that emphasizes competition, result orientation, and the achievement of external targets (Cameron & Quinn, 2011; Acar & Acar, 2012). This culture is suitable for application in the dynamic hospitality sector, but it may conflict with the personal values of generation Z, who prioritize work life balance and emotional recognition (Seemiller & Grace, 2015).

As a mediating variable, career adaptability is defined as the psychosocial capacity to cope with career-related challenges, transitions, and uncertainties (Savickas, 2005). Career adaptability consists of four main dimensions: concern, control, curiosity, and confidence. Individuals with high adaptability are able to perceive changes as opportunities and are more resilient to stress (Hirschi, 2009; Zacher, 2014). This adaptability plays a crucial role in mitigating the negative effects of leadership styles and organizational cultures that may not align with employees' values.

The dependent variable in this study is job hopping. Job hopping refers to the tendency of individuals to voluntarily change jobs in a short timeframe, usually for career development or to find a more suitable work environment (Humaira et al., 2024; Lake et al., 2018). generation Z shows a high tendency toward job hopping, as they are more adaptive to change and more responsive to organizational value misfits (Ramadhani et al., 2023). Using this theoretical framework, this study aims to examine how authoritarian leadership and market-oriented culture influence the job hopping decisions of generation Z in the hospitality industry, as well as the mediating role of career adaptability in this relationship. The following illustrates the conceptual framework of this study.

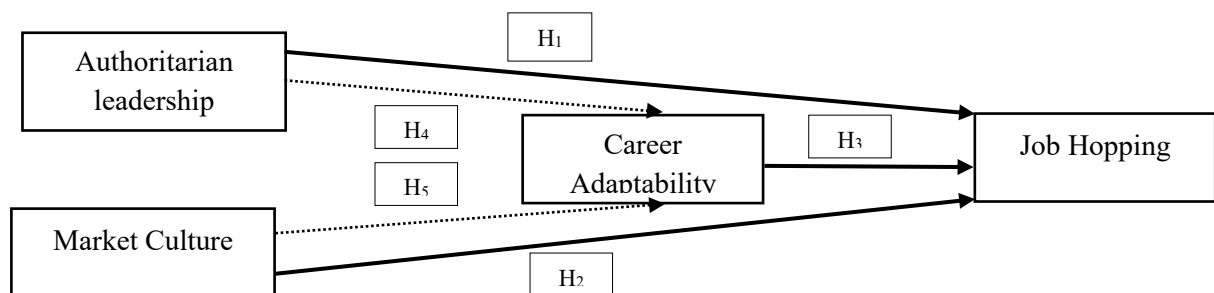


Figure 1. Research Framework

This study aims to empirically examine the influence of authoritarian leadership and market culture as independent variables on job hopping, with career adaptability as the mediating variable. Career adaptability is expected to bridge and strengthen the relationship between authoritarian leadership and market culture with generation Z employees' decisions to change jobs (job hopping). The focus of this research is to understand how leadership dynamics and work culture in the hospitality industry affect the career decisions of young individuals, as well as the critical role of career adaptability in either mitigating or reinforcing such tendencies.

Authoritarian leadership and Job Hopping Decision

Leadership style is a crucial aspect of human resource management that directly impacts employee behavior and decisions, including the decision to stay or move on (Wijaya, 2025). Authoritarian leadership is marked by leader-centered decision-making, unidirectional communication, stringent oversight of subordinates, and limited employee engagement in the work process (Hsiung et al., 2024). Authoritarian leaders unilaterally set work standards and emphasize absolute obedience to orders. In the context of generation Z, authoritarian leadership is considered incompatible with the

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characteristics of this generation, which values transparency, freedom of expression, participation, and self-development. Gen Z is also more responsive to open, supportive, and collaborative leadership styles than to coercive or dominating styles. Therefore, when a leader implements authoritarian leadership, it can create psychological discomfort, decrease job satisfaction, and encourage the desire to seek employment that better aligns with their personal values.

Research by Hidayat & Wulansari (2025) shows that toxic leadership styles, including authoritarian and manipulative behavior, significantly decrease job satisfaction and increase employee intentions to leave the organization. Similarly, a study by Martha et al. (2022) revealed that oppressive leadership styles and minimal subordinate participation are positively correlated with turnover decisions, particularly among young employees in the service sector.

In the hospitality industry, where work pressure is high and organizational structures tend to be hierarchical, the application of authoritarian leadership can exacerbate job dissatisfaction among the younger generation. Generation Z, which now dominates the younger workforce, is more likely to leave an organization if the leadership style applied does not align with their values and expectations of the work environment. Based on this description, the following hypothesis is proposed:

H₁: Authoritarian leadership has a positive influence on the job hopping decisions among generation Z employees in the hospitality industry.

Market Culture and Job Hopping Decision

Organizational culture encompasses the values, norms, and work practices present within an organization. Hsiung et al. (2024), describe organizational culture as a system of shared meaning among members that differentiates one organization from another. Organizational culture is a system of shared meaning held by members of an organization that distinguishes one organization from another. This culture significantly influences behavior, job satisfaction, and even individual decisions to stay or leave the organization. One type of culture in the Competing Values Framework developed by Cameron & Quinn (2011) is a market culture. Market culture emphasizes achieving external targets, efficiency, competitiveness, and results-orientedness. Organizations with this culture focus on productivity and market success, with an emphasis on individual competition and rigorous performance evaluation. Generation Z, as a new and growing workforce, exhibits unique characteristics. They place a higher value on work flexibility, work-life balance, and a supportive and collaborative work environment (Schroth, 2019). When they work in organizations with a market culture that is demanding and rigid and pays little attention to individual well-being, they tend to experience high levels of psychological stress, burnout, and decreased attachment to the organization.

Research by Shahzad et al. (2012) shows that market culture has a negative relationship with job satisfaction and organizational commitment, due to a competitive orientation and a lack of emotional support in the work environment. Similar results are also found in research Dawson et al. (2023) showed that an organizational culture that is too focused on results can decrease job satisfaction and increase intentions to leave the organization. In the study, it was found that an organizational culture that does not support employee well-being contributes to increased turnover intentions. In addition, a meta-analysis by Park & Min (2020) identified that work stress and role conflict significantly influence turnover intentions in the hospitality industry. These factors are often associated with highly competitive and results-oriented organizational cultures, such as market cultures.

Considering that generation Z desires a work environment that fosters personal growth, recognition for contributions, and strong interpersonal relationships, market cultures, which emphasize performance and results without considering humanistic aspects, tend to align with generation Z values. This makes it easier for them to decide to job hop in search of organizations that

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better align with their personal expectations and values. Based on this description, the following hypothesis is proposed:

H₂: Market culture has a positive influence on job hopping decisions among generation Z employees in the hospitality industry.

Career Adaptability and Job Hopping Decision

Career adaptability is an individual's psychosocial ability to face challenges, transitions, and uncertainties in the workplace. Savickas (2005) identified four main dimensions of career adaptability: concern, control, curiosity, and confidence, all of which support an individual's readiness to navigate their career path proactively and effectively. In the context of generation Z, known for their dynamic characteristics, quick adaptation, and frequent search for new opportunities, high career adaptability plays a crucial role in driving the decision to change jobs.

Generation Z tends to be more open to change and seeks new experiences that can help them achieve further personal development. Therefore, individuals with high levels of career adaptability will feel more confident in exploring career opportunities that better align with their values and aspirations. Research by Prihaningrum & Purba (2021) shows that career adaptability influences job hopping intention. Although its direct effect is not significant, it becomes significant when mediated by career satisfaction. This suggests that career adaptability can encourage individuals to reevaluate their job satisfaction and potentially trigger the desire to change jobs.

Meanwhile, Chouhan (2022) found that career adaptability negatively impacts turnover intention and positively impacts career satisfaction, meaning individuals who are able to adapt to career changes tend to be more satisfied and better able to manage their careers, including making decisions about whether to stay or change jobs. Furthermore, Nugroho (2024) also found that career adaptability influences turnover intention, mediated by work engagement.

This strengthens the argument that individuals with high career adaptability will be more active in managing their careers and adapting to changing work environments, including the possibility of looking for a new job if they feel unsuitable. Thus, career adaptability plays a significant role in encouraging flexibility and strategic decisions among generation Z employees to job-hop amidst the dynamics of the hospitality industry. Based on this description, the following hypothesis is proposed: H₃: Career adaptability has a positive influence on the job hopping decisions among generation Z employees in the hospitality industry.

Career Adaptability, Authoritarian leadership, and Job Hopping Decision

Career adaptability, as explained by Savickas (2005), reflects an individual's ability to face changes, challenges, and transitions in the workplace. Savickas & Porfeli (2012) also explain that there are dimensions of career adaptability that include concern (concern for the future), control (control over career decisions), curiosity (curiosity about opportunities), and confidence (confidence in one's own abilities), all of which support an individual's readiness to design and navigate their career path. Authoritarian leadership, known for its instructive approach and unilateral decision-making, has an influence on the formation of employee career adaptability. According to Johnston (2018), career adaptability plays a crucial role in enabling individuals to adapt to the demands and pressures of a dynamic work environment.

Authoritarian leadership, characterized by unilateral decision-making and strict control, can create high work pressure and reduce employee autonomy (Harms et al., 2017). This pressure has the potential to reduce job satisfaction and increase turnover intentions, particularly among generation Z, who prioritize flexibility and self-development. Research by Hsiung et al. (2024) also shows that authoritarian leadership significantly increases turnover intentions, especially when employees

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experience dissatisfaction with their supervisors. This confirms that authoritarian leadership is a major risk factor for turnover decisions.

Hirschi (2009) also emphasized that individuals with high career adaptability are not only able to withstand pressure but also more actively seek career alternatives that offer better development opportunities. Employees with high career adaptability have control over their career choices, are more open to new opportunities, and are confident in making decisions. In the context of rigid and oppressive authoritarian leadership, individuals with high career adaptability tend to view these conditions as opportunities for growth or seek more suitable career alternatives. This has the potential to encourage conscious and purposeful job hopping decisions for greater professional growth.

Thus, career adaptability can strengthen the influence of authoritarian leadership on increasing job hopping decisions. In this case, career adaptability acts as a positive mediator, bridging the influence of authoritarian leadership on the tendency of generation Z employees to seek other career opportunities that better align with their values and aspirations. Based on this description, the following hypothesis is proposed:

H₄: Career adaptability mediates the relationship between authoritarian leadership and job hopping decisions among generation Z employees in the hospitality industry.

Career Adaptability, Market Culture, and Job Hopping Decision

Market culture is a type of organizational culture within the Competing Values Framework (CVF) that emphasizes results orientation, target achievement, high productivity, and competition (Cameron & Quinn, 2011). In organizations with a strong market culture, employees face high performance demands, achievement expectations, and pressure to compete internally and externally. This situation encourages individuals to continuously improve their skills to survive and excel in a competitive work environment.

Career adaptability is an individual's capacity to face career challenges and uncertainty (Savickas & Porfeli, 2012). Although Savickas does not explicitly discuss organizational culture, career adaptability is understood as a response to the demands of the work environment. Furthermore, research by Zacher (2014) shows that a dynamic and stressful work environment can stimulate the development of career adaptability as a crucial adaptive response to changes and job demands. Therefore, pressure from a market culture can indirectly spur the development of career adaptability, which is key to an individual's career success and sustainability.

Generation Z is known to have unique characteristics in terms of career orientation and work behavior. According to Seemiller & Grace (2015), generation Z is described as ambitious, independent, and highly career-driven, prompting them to change jobs in search of better opportunities. This aligns with findings from Francis & Hoefel (2018), who stated that generation Z demands rapid personal development, high work flexibility, and places a high emphasis on aligning personal values with organizational values. As explained by Acar & Acar (2012) a market culture fosters an output-oriented work system, which, while enhancing performance, can also neglect the need for personal development and employee psychological well-being. This situation creates unique pressures that encourage employees, particularly the adaptive and dynamic generation Z, to develop career adaptability as a way to manage these pressures.

Thus, career adaptability acts as a positive mediator, bridging the influence of market culture on job hopping decisions. A strong market culture shapes adaptive individuals, and adaptive individuals are more likely to engage in job hopping as part of their career development strategy:

H₅: Career adaptability mediates the relationship between market culture and job hopping decisions among generation Z employees in the hospitality industry.

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RESEARCH METHOD

This study employed a quantitative approach with structural equation modeling based on partial least squares (PLS-SEM) to examine the relationships between authoritarian Leadership (X1) and market culture (X2) on job hopping (Y), with career adaptability (Z) as a mediating variable. The research model was designed to understand job hopping behavior among generation Z employees in the hospitality industry within the Special Region of Yogyakarta.

The population of this study consisted of all generation Z employees (born between 1997–2012) working in the hospitality sector (hotels, restaurants, cafés) in the Special Region of Yogyakarta. The sampling technique used was purposive sampling with the following criteria: (1) currently employed in the hospitality sector, (2) classified as Generation Z, (3) having a minimum work tenure of six months, and (4) having previously considered job hopping. A total of 160 respondents were included in the sample, referring to Hair et al. (2020), which states that the minimum sample size should be five times the number of indicators ($29 \times 5 = 145$). Thus, the sample size in this study meets the requirements for SEM analysis.

RESULT AND DISCUSSION

Descriptive Analysis of Respondents' Demographic Characteristics

This study involved 160 respondents, generation Z employees (born 1997–2012) working in the hospitality industry in the Special Region of Yogyakarta. Descriptive statistics were used to describe the demographic characteristics of respondents based on year of birth, sector and field of work, and tendency to change jobs.

Table 1. Distribution of Respondents' Birth Years

Birth Year	Frequency	Percentage
1997	33	21%
1998	18	11%
1999	15	9%
2000	23	14%
2001	23	14%
2002	23	14%
2003	6	4%
2004	7	4%
2005	5	3%
2006	6	4%
2007	1	1%
Total	160	100%

The analysis of the respondents' age characteristics in this study was conducted by reviewing the distribution of birth years, as presented in Table 1. All respondents fell within the generation Z age range (born 1997–2012), in line with the research focus. The most dominant birth year was 1997, with 33 respondents (21%), followed by 2000 and 2002, each with 23 respondents (14%), and 2001, also with 23 respondents (14%). Other respondents were distributed relatively evenly in subsequent years, with a decrease in numbers as the year 2007 approached.

Table 2. Distribution of Workers in the Hospitality Industry Sector

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Hospitality Industry Sector	Amount	Percentage
Accommodation (Hotel, Resort, Glamping, etc.)	14	9%
Food & Beverages (Restaurants, Cafes, Bars, Catering, etc.)	101	63%
Travel (Tourism Bureau, Travel Agent, Tour Guide, etc.)	3	2%
Entertainment & Recreation (Spas, Recreational Parks, Entertainment Venues, etc.)	40	25%
Event & MICE (Event Organizer, Wedding Organizer, Convention/Exhibition)	2	1%
Total	160	100%

Table 2 shows that the majority of respondents work in the food and beverage (F&B) sector, with 101 respondents (63%). The entertainment and recreation sector came in second with 40 respondents (25%), followed by the lodging sector with 14 respondents (9%). The remainder were spread across the travel and events & MICE sectors. The largest proportion of respondents came from the food and beverage sector (63%), followed by the entertainment and recreation sector (25%), then lodging (9%), and a small proportion from the travel and events & MICE sector. This distribution reflects the composition of the workforce in the industry where the data was collected, which does involve several hospitality business units with a primary focus on F&B and recreation services. Therefore, this sector distribution reflects the internal characteristics of the companies where the research was conducted, rather than representing the hospitality industry as a whole in the Special Region of Yogyakarta.

Table 3. Desire to Change Jobs

Desire to Change Jobs	Amount	Percentage
Ya	141	88%
Mungkin	19	12%
Total	160	100%

Table 3 shows the distribution of respondents based on their intention to change jobs. The majority of respondents, 141 (88%), explicitly stated that they intended to change jobs. Meanwhile, 19 (12%) stated that they might change jobs. No respondents explicitly stated that they did not intend to change jobs. This very high proportion of intention to change jobs reflects the strong job hopping phenomenon among generation Z in the hospitality industry. This can be caused by various factors, such as expectations regarding the work environment, inappropriate leadership styles, lack of career development, or a mismatch in organizational culture. These findings reinforce the urgency of research into the influence of leadership style and corporate culture on job-changing decisions, as mediated by career adaptability.

Validity and Reliability Test

In this study, the study used two validity tests. The first validity test is convergent validity. This test is used to determine whether the items intended to measure a variable are indeed collected on the same variable. Convergent validity is considered acceptable if the loading factor value is above 0.5 (Wixom & Watson, 2001). So it can be seen from Table 4 that for the convergent validity test of the authoritarian leadership, market culture, purchase, career adaptability, and job hopping variables are met because

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each item of the variable has a loading factor value > 0.5 . The second validity test is the discriminant validity test, from table 4 it can be seen that the Average Variance Etracted (AVE) value for each variable is > 0.5 so that the discriminant validity is stated to be met because according to Fornell & Larcker, David (1981), validity testing can be met if the Average Variance Etracted (AVE) value exceeds the conventional minimum of 0.5.

For reliability testing according to Ghozali (2016), variables are declared reliable if the Cronbach's Alpha value is more than 0.60 and vice versa. From table 4, it can be seen that the Cronbach's alpha value for live streaming, online customer review, purchase intention, and trust is each more than 0.60 according to the criteria, then these four variables are declared reliable.

Table 4. Validity and Reliability Test Results

Variables	Items	Loading Factors	Cronbach's Alpha	AVE
Authoritarian Leadership	A1	0.840	0.870	0.647
	A2	0.744		
	A3	0.740		
	A4	0.867		
	A5	0.857		
Market Culture	MC1	0.791	0.816	0.684
	MC2	0.763		
	MC3	0.815		
	MC4	0.840		
Career Adaptability	C1	0.895	0.973	0.655
	C2	0.891		
	C3	0.845		
	C4	0.881		
	C5	0.908		
	C6	0.873		
	C7	0.899		
	C8	0.877		
	C9	0.832		
	C10	0.898		
	C11	0.862		
	C12	0.865		
Job Hopping	JH1	0.773	0.928	0.763
	JH2	0.736		
	JH3	0.773		
	JH4	0.819		
	JH5	0.857		
	JH6	0.868		
	JH7	0.863		
	JH8	0.840		

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F-square Test

The F-square test results pada table 5 indicated that the effect of market culture on career adaptability was 0.379 and the effect of authoritarian Leadership on career adaptability was 0.216, both of which fall into the medium-to-large effect category. The effect of Career Adaptability on job hopping was moderate at 0.151, while the effect of market culture on job hopping was only 0.049, which is considered small.

Table 5. F-Square

Hypothesis	F- Square
Authoritarian Leadership → Career Adaptability	0.216
Market Culture → Career Adaptability	0.379
Career Adaptability → Job Hopping	0.151
Authoritarian Leadership → Job Hopping	0.162
Market Culture → Job Hopping	0.049

R-Square Test

The R-square test results pada Table 6 showed that career adaptability was explained by authoritarian leadership and market culture by 77% ($R^2 = 0.770$), while job hopping was explained by all three variables by 79% ($R^2 = 0.790$). This indicates that the model is capable of explaining most of the variation in job hopping decisions.

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Table 6. R-Square

Variables	R-square	Adjusted R-square
<i>Career Adaptability</i>	0.770	0.767
<i>Job Hopping</i>	0.790	0.786

Goodness of Fit Test

Model fit testing, or Goodness of Fit Testing, is a series of statistical methods aimed at assessing the extent to which a proposed model adequately reflects observed data. This process aims to determine whether the designed model is acceptable or should be rejected based on an analysis of empirical data (Kline, 2018).

Table 7. Fit Model

	Saturated model	Estimated model
SRMR	0.055	0.055
d_ ULS	1.295	1.295
d_ G	1.263	1.263
Chi-square	1.023.180	1.023.180
NFI	0.800	0.800

Based on the table 7, the SRMR (Standardized Root Mean Square Residual) value is 0.055, which is below the recommended maximum limit of 0.08, indicating that the model has a good level of fit. Furthermore, the NFI (Normed Fit Index) value of 0.800 also meets the minimum limit of model feasibility (> 0.80). Other indicators such as d_ ULS and d_ G also show reasonable values. Therefore, it can be concluded that the structural model in this study has a good model fit and can be used for further testing such as path analysis and hypothesis testing.

Hypothesis Testing

The hypothesis testing results in Table 8 revealed that all relationships between variables were significant with p-values < 0.05.

Table 8. Hypothesis Testing

	Hypothesis	β	P Values
H ₁	Authoritarian Leadership → Career Adaptability	0.398	0.000
H ₂	Authoritarian Leadership → Job Hopping	0.362	0.000
H ₃	Career Adaptability → Job Hopping	0.367	0.000
H ₄	Market Culture → Career Adaptability	0.520	0.000
H ₅	Market Culture → Job Hopping	0.213	0.041

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These findings indicate that both authoritarian leadership and market culture influence job hopping decisions, either directly or through career adaptability. Career adaptability is proven to mediate the relationship between authoritarian leadership and market culture on job hopping. Therefore, organizations need to consider adopting more adaptive leadership styles and fostering a work culture that supports employee growth in order to reduce turnover rates, particularly among generation Z employees in the hospitality industry.

Authoritarian Leadership on Career Adaptability

The test results show that authoritarian leadership has a positive and significant effect on career adaptability with a p-value = 0.000. This means that authoritarian leadership is able to encourage the formation of career adaptability in Gen Z employees. In the context of the Theory of Planned Behavior (TPB), this is closely related to perceived behavioral control, namely an individual's belief in their ability to manage and overcome work conditions. Authoritarian leadership encourages individuals to develop adaptation mechanisms to remain able to survive and perform optimally in stressful environments. This study is also in line with Johnston (2018) and Hirschi (2009) who emphasize that pressure from the work environment can trigger self-regulation, including in terms of the ability to design and manage careers. Therefore, although authoritarian leadership tends to be negative, to a certain extent, the pressure that arises actually motivates individuals to increase their adaptive capacity.

The Influence of Market Culture on Career Adaptability

Market culture has been shown to have a positive and significant effect on career adaptability (p value = 0.000). This means that a competitive, results-oriented, and target-driven organizational culture can encourage Gen Z employees to develop their adaptive skills. Within the Theory of Planned Behavior (TPB) framework, the pressure and competition of a results-oriented work culture encourage individuals to increase their perceived behavioral control. A competitive culture demands mental readiness and the skills to face high targets, which indirectly fosters self-confidence in managing their careers. This supports Zacher's (2014) argument that a demanding work environment can stimulate the development of career adaptability.

Furthermore, this finding is supported by the characteristics of generation Z, who are accustomed to rapid change and are oriented toward personal growth. While the pressures of market culture can enhance career adaptability, they can also become a burden if not managed properly. Therefore, organizations should continue to support a healthy work environment to prevent the adaptation process from developing into stress or burnout.

The Influence of Authoritarian Leadership on Job Hopping

Authoritarian Leadership has a positive and significant effect on job hopping (p-value = 0.000). This means that the higher the perceived authoritarian leadership, the higher the tendency of Gen Z employees to job hop. This finding is consistent with the studies of Tsui et al. (2004) that authoritarian leadership with minimal participation and authoritative nature can reduce job satisfaction and encourage turnover intentions. This study is also in line with Hidayat & Wulansari (2025) who stated that toxic and unsupportive leadership significantly increases turnover intention. Therefore, companies need to consider implementing a more participatory and supportive leadership style, especially for the younger generation, to maintain their loyalty and engagement.

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The Influence of Market Culture on Job Hopping

Market culture has a positive and significant influence on job hopping with a p-value of 0.041. These results support the argument that organizational cultures that emphasize results and competition tend to be incompatible with the characteristics of Gen Z, who prefer a work-life balance. Studies by Martha et al. (2022) and Bisel et al., (2020) also show that high work pressure due to a competitive culture can increase turnover intentions. Therefore, companies with a strong market culture must be able to balance performance pressure with support for psychological well being and employee development to prevent high turnover.

The Influence of Career Adaptability on Job Hopping

Career adaptability also has a positive and significant effect on job hopping (p-value = 0.000). This means that the higher an individual's career adaptability, the greater their tendency to job hop. This is consistent with Career Construction Theory, which states that adaptive individuals are more likely to take advantage of other career opportunities if they feel their current work environment is unsuitable. This research confirms that career adaptability enables individuals, especially Gen Z, to make strategic career decisions, including changing jobs. This is also in line with Prihaningrum & Purba (2021), who stated that adaptability can encourage a re-evaluation of job satisfaction and the decision to move. In the dynamic and growth-oriented context of Gen Z, high adaptability actually strengthens their tendency to job hop if they feel their current work environment is not aligned with their personal values and expectations.

Career Adaptability as a Mediator

Career adaptability has been shown to mediate the relationship between authoritarian leadership and job hopping, as well as between market culture and job hopping. Within the Theory of Planned Behavior (TPB) framework, this illustrates how individuals experiencing pressure from superiors and organizations develop higher behavioral control through adaptability. This finding is further supported by studies by Hsiung et al. (2024) and Acar & Acar (2012), which state that stressful work environments encourage adaptive responses in the form of a desire to change jobs as a form of proactive career management.

Managerially, organizations need to recognize that high adaptability in Gen Z employees is not only an asset but also a signal of control over their careers. Without a suitable work environment, they will tend to seek other positions that better align with their personal values and goals. Therefore, an inclusive leadership approach and an organizational culture that supports work-life balance need to be optimized to reduce job hopping intentions.

CONCLUSION

This study confirms that authoritarian leadership and market culture have a significant influence on the job hopping decisions of generation Z employees in the hospitality industry. Career adaptability plays an important mediating role, indicating that the higher an individual's ability to adapt to career dynamics, the greater their tendency to consider job hopping as a strategy for self-development.

The findings imply that organizations should reconsider overly authoritarian leadership approaches and develop an organizational culture that not only focuses on performance outcomes but also prioritizes employee well-being and growth. Strengthening training programs on career adaptability and fostering leadership styles that are responsive to the needs of younger generations can help reduce high turnover intentions. This research also opens avenues for future studies by exploring additional factors that may influence job hopping behavior, such as job satisfaction, organizational support, or work-life balance, which were not thoroughly examined in this study.

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The time constraints of this study prevented the long-term dynamics of changes in the relationships between variables from being captured. Therefore, longitudinal studies are highly recommended to capture changes in employee attitudes and behaviors toward the work environment over time. Furthermore, further research could expand the geographic and industry scope to allow for broader generalization of the findings, and use a mixed methods approach to delve deeper into psychological aspects not uncovered by quantitative surveys.

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