

The Influence of Work-Life Balance and Job Satisfaction on Job-Hopping Behavior with Organizational Commitment as a Mediating Variable (A Study of Generation Z Mining Employees in Kolaka Regency)

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ABSTRACT

Among Generation Z workers in the Kolaka Regency mining sector, this research investigates how work-life balance affects job satisfaction and the likelihood of job jumping. In addition, we talk about how organisational commitment acts as a mediator amongst the two factors. A quantitative approach utilized for study, which included an explanatory research design also cross-sectional framework. To choose 150 people to take part in the study, researchers employed a purposive sampling method. Utilizing SmartPLS 4 for PLS-SEM analysis of the responses. Using a five-point Likert scale questionnaire, the researchers gathered data. Issues with work-life balance, job satisfaction, and organisational commitment bigly lower the chance of job hopping, according to the research. After achieving a good work-life balance and reporting high levels of job satisfaction, employees are more likely to invest in their businesses. Findings indicate employees are less likely to switch professions when they report high levels of job satisfaction, work-life balance, and organisational devotion. If Generation Z employees in Kolaka Regency's mining industry want to keep their positions, they need to be happy in their work, have a healthy work-life balance, and be committed to their organization.

INTRODUCTION

Both product and service quality and efficient HR management are critical, highly as big race for corporate. A company's strategic objectives may be greatly advanced via HRM, since a company's vision and purpose can be propelled by its highly motivated and talented people (Sella and Riofita, 2024). Because of this, staff retention has become a key concern for businesses.

An important issue in HRM nowadays is the "job hopping" trend, when workers often switch positions (Indriani and Imtikhanah, 2021; Manalu et al., 2026; Oktavianisa and Halida, 2025). After one or two years of work, people often decide to switch occupations of their own will, rather than being fired (Humaira et al., 2024).

Gen Z and other young professionals are more likely to experience this (Aulia et al., 2025; Damayanti and Aprilita, 2025; Wahyudi et al., 2024). Marlenaa et al. (2025) those who were born amongst 1997 and 2012 are considered to be members of Generation Z. The average tenure of a Gen Z employee is much lower than of previous generations, according to reports (Fadiyah and Dudija, 2021). Diversity in the workplace, opportunities for professional growth, adaptability, also healthy work-life balance are among of Generation Z's most prized traits, in contrast to the stability and loyalty valued by other generations (Humaira et al., 2024). Indonesian researchers have looked at millennials' job-hopping habits in the mining sector (Gunawan et al., 2024) and in mining-related areas (Wahyuniati and Yudanegara, 2024).

Workplace safety is a top priority in the mining industry, and employees face unique challenges such as irregular schedules, high production goals, long hours, and shift work (Nisa, 2026). These traits may not be appealing to millennials and Gen Zers, who value adaptability also healthy work-life balance. One important factor in decreasing job-hopping among members of Generation Z is whether or not their work and organisational values are compatible with those of mining sites (Wahyuniati and Yudanegara, 2024).

As one of the areas in Southeast Sulawesi seeing a surge in mining activity, this is a subject need special attention there. In this area, you may find the operations of many mining firms, includin:

Figure 1. Mining Companies in Kolaka Regency

PERUSAHAAN PERTAMBANGAN DI KABUPATEN KOLAKA			
WILAYAH		NAMA PERUSAHAAN	JENIS BAHAN TAMBANG
KABUPATEN/KOTA	KECAMATAN		
Kolaka	Pomalaa	Vale Indonesia, Tbk PT	Nikel
Kolaka	Pomalaa	Antam, Tbk, PT	Nikel
Kolaka	Wolo	Ceria Nugraha Indotama, PT	Nikel
Kolaka	Pomalaa	Putra Mekongga Sejahtera, PT	Nikel
Kolaka	Pomalaa	Akar Mas International, PT	Nikel
Kolaka	Pomalaa	Mapan Asri Sejahtera, PT	Nikel
Kolaka	Pomalaa	Aneka Usaha Kolaka, PD	Nikel
Kolaka	Wolo	Waja Inti Lestari, PT	Nikel
Kolaka	Tanggetada	Pernick Sultra, PT	Nikel
Kolaka	Tanggetada dan Lambandia	Dharma Bumi Kandari, PT	Nikel
Kolaka	Tanggetada dan Lambandia	Dharma Bumi Kolaka, PT	Nikel
Kolaka	Pomalaa	Wijaya Nikel Nusantara, PT	Nikel
Kolaka	Pomalaa	Bola Dunia Mandiri, PT	Nikel

Sumber : (Badan Pusat Statistik, 2024)

Numerous mining-related businesses are located in Kolaka Regency, as revealedn in Figure 1. Among them are PT Aneka Tambang (Antam) in Pomalaa and PT Ceria Nugraha Indotama in Wolo District. Furthermore, PT Vale Indonesia's Pomalaa Indonesia Growth Project (IGP) would have employed 2,577 people by the year 2024 (Antara Sultra, 2025). Having these businesses around revealeds how critical HRM is, especially staff retention business survival.

Here, job hopping is a major problem because of all the ways it hurts mining enterprises. Among these effects include a decline in competence development, an upheaval to organisational culture and stability, and higher expenses associated with recruiting and training

(Hanifah and Yudanegara, 2025). Workloads for surviving workers are increased and productivity takes a nosedive when job hopping rates are high (Ramadhani et al., 2023). This might have an impact to operational also worker safety on mining. This is because mining work demands technical abilities also strong commitment to safety standards. So, it's important for businesses to know what drives Generation Z's habit of constantly changing jobs.

Job satisfaction and work-life balance are two of the most essential factors employees take into account when choosing to stay or go. The ability to keep one's personal and professional lives reasonably balanced is an essential part of work-life balance (Oktavianisa and Halida, 2025). People are less inclined to want to change jobs when they experience a healthy balance amongst their work and personal life (Kusuma and Ratnasari, 2024). Satisfaction with one's work is a key component in deciding whether or not to change careers, second only to work-life balance. Sari et al. (2025) states job satisfaction is an emotional response to one's working conditions revealeds how accurate one's expectations are in relation to the actual employment. Employees are more loyal to their employers when they like what they do for a living, and they start looking for other employment when they are unhappy.

Previous studies have reported inconsistent findings regarding the effects of work-life balance and job satisfaction on job-hopping behavior. Regarding work-life balance, Oktavianisa and Halida (2025); Umam et al. (2026); Permadani et al. (2026) and Manalu et al. (2026) found a significant negative effect on job-hopping behavior, whereas Fadiyah and Dudija (2021) reported a significant positive effect. Similar inconsistencies were identified in studies examining job satisfaction. Hutami and Ramaditya (2025) and Manalu et al. (2026) found a significant negative effect on job-hopping behavior, while Fadiyah and Dudija (2021) reported a significant positive effect. These contrasting findings indicate an empirical research gap that warrants further investigation, particularly among Generation Z employees in the mining sector of Kolaka Regency, where specific working conditions and operational demands may influence employees' work-life balance, job satisfaction, and decisions to change jobs.

Prior research also suggests the next study could incorporate organisational commitment as a mediating variable (Tran et al., 2025). Being a moderating variable, the author uses organisational commitment in this study.

Given the foregoing, the present study aims to investigate, via the mediating variable of organisational commitment, the relationship amongst work-life balance, job satisfaction, and job-hopping activity among Kolaka Regency mining sector Gen Z workers. Outcome from this study should be useful for HRM strategies aim to boost employee loyalty to the company and reduce job hopping.

RESEARCH METHOD

An explanatory research design also cross-sectional framework are used in this quantitative investigation. The researchers used numerical data to objectively evaluate the study variables; next, they analysed the data statistically (Wonua et al., 2020). The researchers used a cross-sectional design as they only took data at one moment in time. Everyone working in the mining

sector in Kolaka Regency who was born amongst 1997 and 2012 was considered a part of Generation Z. Participants were chosen from this demographic utilising purposive sampling according to particular eligibility restrictions. Participants needed to be members of Generation Z, working in the mining industry at the moment, and have changed occupations before to be considered. Anyone residing or working in Kolaka Regency, whether on a permanent or contract basis, was also included for the research. One hundred and fifty people filled out the survey. The researchers used the method suggested Hair et al. (2021) to determine the number of participants to include in the evaluation. This approach requires ten times the original indication count. For reasons related to the unknown size of the target population, this strategy was used by the researchers. It was thus determined what the sample size should be based on the number of indicators and the relevant sampling guideline.

Both primary and secondary sources of information were included for this study. Data for this study comes from two sources: closed-ended surveys administered by researchers and secondary sources such as books, scholarly journals, and government reports. The research tool evaluated the individuals' thoughts and beliefs by means of a Likert scale ranging from 1 (very disagree) to 5 (very agree). In all, four elements are scrutinised inside the article. Time balance, involvement balance and satisfaction balance are the three metrics assess work-life balance, or X1 (Greenhaus et al., 2003). Five elements contribute to job satisfaction (X2), according to Robbins and Judge (2018): the work itself, salary, promotion opportunities, supervision, and coworkers. The three dimensions of organisational commitment are used to quantify Z are affective commitment, continuance commitment, and normative commitment (Allen and Meyer, 1990). A similar set of criteria is used to evaluate job-hopping behaviour (Y): interest in alternative employment opportunities, job-searches behavior, intention to quit current employer soon, and desire to change jobs (Yuen, 2016).

The researchers used SmartPLS 4 software also (PLS-SEM) for analyzing and evaluate the data. Two main components made up the assessment procedure. First, we had an external evaluation of the model checked for validity and dependability. The second one examined the relationships amongst the research variables using an internal model evaluation. Employing this kind of analysis, the researchers probed the effects of workplace happiness and work-life balance on the phenomenon of job hopping. In addition, they looked at how these factors were related to organisational commitment, and they discovered the latter served as a mediator amongst the two.

RELATIONSHIPS BETWEEN VARIABLES

The Relationship Between Work-Life Balance and Job-Hopping Behavior

Achieving work-life balance is defined as the ability of an employee to meet both their professional and personal obligations without sacrificing either. Employees who can maintain this balance are less likely to seek employment elsewhere, and more likely to be happy in their current positions. Job hopping is greatly reduced by work-life balance, according to (Iftikhar et al., 2025; Nuha and Hindiarto, 2025; Umam et al., 2026). Workers who feel they have a good

balance amongst their job and personal lives are less inclined to look for employment elsewhere. A more stable work-life balance may discourage job-hopping, according to this argument.

H1: “Work-life balance is hypothesized to have a big negative effect on job-hopping behavior”

The Relationship Between Job Satisfaction and Job-Hopping Behavior

One measure of job satisfaction is the degree to which a person enjoys and finds meaning in their work. When employees are content with their job responsibilities, compensation, work relationships, supervisorial support, and opportunities for advancement, they are less inclined to seek employment elsewhere. Several studies have revealedn being satisfied with one's employment makes one less likely to switch jobs (Permatasari and Fajrianthi, 2021; Hutami and Ramaditya, 2025; Mazwardi et al., 2026). Accordingly, there is a negative association amongst an employee's happiness at work and their propensity to remain..

H2: “Job satisfaction is hypothesized to have a negative and big effect on job-hopping behavior”

The Relationship Between Organizational Commitment and Job-Hopping Behavior

A worker's dedication to their company revealeds how much they value and contribute to their job. Hard-working employees are less inclined to look for work elsewhere and more likely to remain put. They may feel less motivated to seek employment elsewhere as a outcome. Researchers Putra and Rachmawati (2023) and Umam et al. (2026) found a negative correlation amongst job hopping and organisational commitment. Research by Majeed et al. (2023) found a similar negative and statistically big relationship amongst organisational commitment and job hopping, lending credence to the findings described here. When employees have a strong sense of belonging to their organization, they are less likely to engage in job hopping.

H3: “Organizational commitment is hypothesized to have a big negative effect on job-hopping behavior”

The Relationship Between Work-Life Balance and Organizational Commitment

When employees are able to strike a good work-life balance, they are better equipped to achieve their personal and professional goals. Employees' dedication and enthusiasm to the organization can see a boost under these conditions. According to Fatimah and Gunawan (2022), a healthy work-life balance is associated with a person's level of commitment to their organization. Meisy and Putra (2025) state a healthy work-life balance has a positive effect on organisational dedication. In line with these findings, Eriyanti and Noekent (2021) discovered work-life balance had a positive and large impact on organisational commitment. Employees who believe they can make a difference in their work-life balance tend to be more dedicated to their organization.

H4: “Work-life balance is hypothesized to have a positive and big effect on organizational commitment”

The Relationship Between Job Satisfaction and Organizational Commitment

Workplace satisfaction increases the likelihood employees will have a positive view of their position and the organization they represent. Commitment to the organization is more likely to exist among employees who are happy with their jobs, relationships with colleagues, recognition they get, and working conditions. Tirto and Wulani (2024) and Juwita et al. (2024) both came to the same conclusion: how committed an employee is to their firm is directly related to how satisfied they are with their job. Consistent with this, Nugraemi et al. (2023) found a healthy work-life balance and contented employees are more loyal to their employers. People are more inclined to give their all when they like what they do for a living.

H5: “Job satisfaction is hypothesized to have a positive and big effect on organizational commitment”

The Mediating Role of Organizational Commitment in the Effect of Work-Life Balance on Job-Hopping Behavior

Having a decent work-life balance may increase employee satisfaction and loyalty. When employees feel more invested in their job, they may be less inclined to look for work elsewhere, which might reduce job hopping. Umam et al. (2026) found emotional commitment not only mediates the link amongst job hopping and work-life balance, but also has a negative impact on job-hopping activity. Balance amongst work and personal life is positively impacted by emotional commitment. Eriyanti and Noekent (2021) also discovered a positive relationship amongst a healthy work-life balance and loyalty to one's job. A better work-life balance seems to be associated with less job hopping and > dedication to organisational objectives, according to these findings.

H6: “Organizational commitment is hypothesized to mediate the effect of work-life balance on job-hopping behavior”

The Mediating Role of Organizational Commitment in the Effect of Job Satisfaction on Job-Hopping Behavior

Job satisfaction and job-hopping: the mediating role of organisational commitment

Because they are more loyal to their present company, employees who like what they do for a living are less inclined to hunt for jobs elsewhere. Mesha and Abid (2022) state job-hopping activity may be explained by two factors: work satisfaction and organisational commitment. A connection mediates amongst this and organisational commitment. In their study, Hutami and Ramaditya (2025) found among members of Generation Z, organisational commitment mediated the relationship amongst job satisfaction and job hopping. Because they are more invested in their company, workers who like what they do for a living are less likely to hunt for employment elsewhere, these findings suggest.

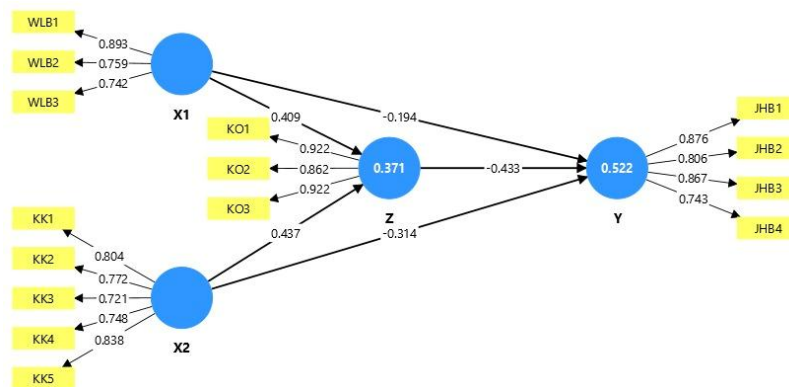
H7: “Organizational commitment is hypothesized to mediate the effect of job satisfaction on job-hopping behavior”

RESULT AND DISCUSSION

One hundred fifty people filled out the survey was used to compile the data for this research. Out of a total of 111 respondents, 74.4% were male. Twenty-six individuals, or 17.3%, were 25 years old. One hundred and ten people, or 70.7%, were on contract, and ninety-seven people, or 64.7%, had been in the workforce for one to two years. Furthermore, 74 respondents (49.3%) have made two job changes during the previous two years.

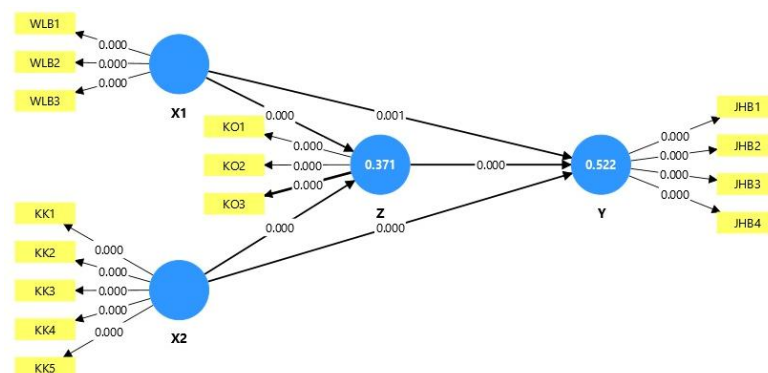
This research used PLS-SEM to its data using the SmartPLS 4 software. The analytical procedure mainly consisted of two steps: evaluating the internal model and the external model. Examining the outer model allowed the researchers to determine the indicators' validity and reliability in evaluating each study topic. After , the researchers looked into the effects and interconnections of the proposed study framework in the inner model assessment. We used the findings from both tests to test proposed hypotheses. can see the outcome of these model tests in the followinggraph.

Figure 2. PLS Algorithm Output



Source: Processed data (2026)

Figure 3. PLS Bootstrapping Output



Source: Processed data (2026)

Validity Test

Outer loading values and AVE scores are revealedn in Table 1, which confirms convergent validity across all constructs.

Tabel 1. Hasil Uji Validitas (Outer Loading & AVE)

Item	Work Life Balance (X1)	Job Satisfaction(X2)	Organizational Commitment (Z)	Job Hopping Behavior (Y)	AVE
WLB1	0,893				0,641
WLB2	0,759				
WLB3	0,742				
JS1		0,804			0,605
JS2		0,772			
JS3		0,721			
JS4		0,748			
JS5		0,838			
OC1			0,922		0,814
OC2			0,862		
OC3			0,922		
JHB1				0,876	0,680
JHB2				0,806	
JHB3				0,867	
JHB4				0,743	

Source: SmartPLS4 output, Processed data (2026)

Table findings revealed all study construct indicators have outer loading values > 0.70 also all have AVE values > 0.50 . All outcome below the 0.90 threshold indicate discriminant validity in HTMT evaluation. Additionally, discriminant validity is established by the Fornell-Larcker criteria when square root each AVE surpasses correlations along other constructs.

Reliability Test

Table 2. Reliability Test Results

Variabel	Cronbach's Alpha	Composite Reliability
Work Life Balance (X1)	0,725	0,801
Job Satisfaction (X2)	0,838	0,866
Organizational Commitment (Z)	0,886	0,902
Job Hopping Behavior (Y)	0,842	0,861

Source: SmartPLS 4 output, processed data (2026)

All of the study constructs meet or surpass 0.70 for Cronbach's Alpha also Composite Reliability, as revealedn in the table. In keeping with the recommendations made by (Hair et al., 2021), outcome validate measurement model exhibits enough internal consistency also dependability.

Hypothesis Testing Results

Table 3. Hypothesis Testing Results (Path Coefficients)

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Decision
X1 -> Y	-0.195	-0.196	0.060	3.226	0.001	Accepted
X2 -> Y	-0.305	-0.307	0.064	4.774	0.000	Accepted
Z -> Y	-0.439	-0.437	0.066	6.645	0.000	Accepted
X1 -> Z	0.409	0.410	0.060	6.803	0.000	Accepted
X2 -> Z	0.437	0.440	0.058	7.486	0.000	Accepted
X1 -> Z -> Y	-0.179	-0.179	0.037	4.783	0.000	Accepted
X2 -> Z -> Y	-0.192	-0.192	0.039	4.975	0.000	Accepted

Source: SmartPLS 4 bootstrapping output, processed data (2026)

No hypothesis was found to be statistically unfounded according to findings of hypothesis testing carried out using SmartPLS 4.0. To evaluate the theories, researchers looked for two things: T-statistic > 1.96 also P-value < 0.05. Detailed presentation of the outcomes of all hypothesis tests follows.

1. The outcome revealed job-hopping behaviour is considerably also adversely impacted by work-life balance, with a path coefficient of -0.195 , a T-statistic of 3.226 , also P-value of 0.001 . Neither the P-value nor the T-statistic are statistically big, since the former is > 1.96 and the latter is < 0.05 . The outcome revealed workers who are able to strike a better balance amongst their professional and personal lives are less likely to look for employment elsewhere. As a outcome, we affirm H1.
2. The findings of the hypothesis testing revealed work satisfaction bigly and negatively affects job-hopping behaviour, with a path coefficient of -0.305 , a T-statistic of 4.774 (> 1.96), also P-value < 0.001 (< 0.05). The fact this coefficient is negative assumed workers who are happy in their jobs are less inclined to look for work elsewhere. These outcome demonstrate job satisfaction has a negative and statistically big effect on job-hopping behaviour, lending credence to H2.
3. Based on the findings of the hypothesis testing, organisational commitment bigly and negatively affects job-hopping behaviour (-0.439 path coefficient, 6.645 T-statistic (> 1.96), also P-value < 0.001 (< 0.05). It seems from this negative link workers who are more committed to their firm are less likely to leave for greener pastures. The study model also revealeds among the direct impacts on job-hopping behaviour, organisational commitment has the highest direct association, as revealedn by the biggest absolute path coefficient. The findings support the third hypothesis, which states job-hopping is adversely and considerably impacted by organisational commitment.
4. A path coefficient of 0.409 , a T-statistic of 6.803 (> 1.96), also P-value of < 0.001 (< 0.05) revealed work-life balance increases organisational commitment positively and bigly. A positive coefficient suggests workers are more loyal to their company when they are able to strike a good work-life balance. A favourable and statistically big effect of work-life balance on organisational commitment is confirmed, hence, by accepting H4.
5. The hypothesis testing data revealeds organisational commitment is positively and substantially impacted by work satisfaction, as revealedn by a path coefficient of 0.437 , a T-statistic of 7.486 (> 1.96), also P-value below 0.001 (< 0.05). The study model's direct impacts on organisational commitment are as follows: work satisfaction has the highest direct association with this measure, as revealedn by the biggest path coefficient. A positive coefficient assumed workers are more loyal to their company when they are happy in their jobs. Therefore, we adopt H5 and find work happiness bigly affects loyalty to the company.
6. Work-life balance has an indirect influence on job-hopping behaviour via organisational commitment, according to the mediation analysis. This is supported by a T-statistic of 4.783 (> 1.96), a P-value of < 0.001 (< 0.05), alson indirect effect coefficient of -0.179 . The outcome revealed company loyalty is a key mediator amongst work-life balance and job-hopping. Employees who report a negative indirect coefficient are more committed to their current employers and less likely to look for employment elsewhere. Since the

data revealed work-life balance bigly reduces organisational commitment, which in turn reduces job-hopping behaviour, we accept H6.

7. A negative indirect impact of work satisfaction on job-hopping behaviour via organisational commitment was found in the mediation study. The coefficient for this effect was -0.192, the T-statistic was 4.975 (> 1.96), and the P-value was < 0.001 (< 0.05). Job satisfaction and job jumping are mediated by organisational commitment, according to these studies. Increased work satisfaction may improve organisational commitment, which in turn decreases individuals' inclination to switch employment, according to the negative indirect impact. Since the outcome revealed work satisfaction bigly reduces job-hopping behaviour via organisational commitment, we accept H7.

DISCUSSION

The Relationship Between Work-Life Balance and Job-Hopping Behavior

Among Generation Z workers in the Kolaka Regency mining sector, the outcome revealed work-life balance has a substantial and detrimental effect on job-hopping behaviour. Workers who seem to have a better handle on both their work and personal life are less likely to look for work elsewhere. On the other hand, workers may be more likely to contemplate leaving their current positions if they are subjected to unreasonable expectations at work interfere with their personal life.

Many members of Generation Z who work in the mining sector value work-life balance. Shift work, rosters, long hours, and high productivity goals are common in mining operations, which may limit workers' time for personal and social pursuits. Conditions at work are more favourable for those who are able to balance their personal and professional lives well. So, if workers are able to strike a good work-life balance, they may be less inclined to hunt for job elsewhere.

Oktavianisa and Halida (2025); Umam et al. (2026) and Permadani et al. (2026), all found work-life balance reduced the likelihood of job jumping, which is in line with our outcome. In light of these outcome, it is clear mining firms in Kolaka Regency need to institute more efficient work scheduling practices, such as more regular breaks and better shift rotations. This kind of action may assist members of Generation Z in the workplace in better juggling their personal and professional life.

The Relationship Between Job Satisfaction and Job-Hopping Behavior

The research found among Generation Z workers in the mining sector in Kolaka Regency, job satisfaction bigly influenced their behaviour in terms of not jumping jobs. People are less likely to look for work elsewhere if they are happy with their job duties, pay, opportunities for advancement, supervisory support, and connections with coworkers. On the other hand, if workers are unhappy with certain parts of their employment, they could go on to other firms.

When workers are happy in their jobs, it's because they've had positive experiences there. Gen Z workers in the mining sector may be more fulfilled in their jobs if their employers prioritise their needs and provide them with possibilities for growth, strong connections with colleagues, fair pay, and supportive supervision. A more favourable impression of one's workplace is more likely to emerge when employers meet workers' expectations in these areas. Because of this, people can realise they're happy where they are and be less motivated to look for work elsewhere.

The outcome of this study corroborate those of Permatasari and Fajrianthi (2021), who discovered workers' propensity to switch employment is inversely related to their level of job satisfaction. In order to keep Generation Z workers in the mining sector, these findings highlight the significance of work happiness. Hence, mining firms in Kolaka Regency should boost employee happiness by paying fair wages, giving possibilities for promotion, supervising well, and encouraging good relationships among employees. Workers' desire to look for work elsewhere may decrease as a outcome of these initiatives.

The Relationship Between Organizational Commitment and Job-Hopping Behavior

Generation Z workers in Kolaka Regency's mining sector are less likely to switch jobs if they have a strong sense of organisational commitment, according to the data. Based on these outcome, it seems workers who revealed more loyalty to their company are less likely to switch jobs often.

An employee's level of organisational commitment assumed how much they care about their job. Dedicated workers are more likely to see themselves as an integral part of the company, say they're interested in staying, and take ownership of the company's prosperity. Employees in the mining industry may be more invested in their work for the company as a whole if they are valued, have strong organisational support, get along well with coworkers, and have room to advance in their careers. While other work possibilities may arise, people may be less likely to quit their existing positions if they have a strong connection to the firm.

Putra and Rachmawati (2023) and Majeed et al. (2023) also discovered a negative correlation amongst organisational commitment and job-hopping behaviour, therefore our findings are in line with theirs. Organisational commitment is a key factor in employee retention, as these data demonstrate. Consequently, mining firms in Kolaka Regency should motivate their workers to give their all by fostering an inclusive workplace, recognising and rewarding good performance, fostering an atmosphere of open dialogue, and giving possibilities for professional growth.

The Relationship Between Work-Life Balance and Organizational Commitment

Gen Z workers in Kolaka Regency's mining sector are more committed to their companies when its employees are able to successfully manage their professional and personal lives, as shown by the research. Employees who say they have a better work-life balance are more likely to remain loyal to their employer, this study found.

Worker success depends on their ability to strike a balance between their working and personal lives. Workers are happier in their jobs when they have more leeway to plan their professional and personal lives as they see fit. After this meeting, employees may feel more loyal to the organization and have higher morale. Shift patterns, heavy job responsibilities, and roster systems make it difficult for members of Generation Z to have a work-life balance, which is a particular problem for those in the mining industry.

Consistent with previous studies, this one discovered a positive association between a good work-life balance and employee loyalty (Meisy and Putra, 2025; Fatimah and Gunawan, 2022). These results provide support to the theory that employees are more committed to their professions when they have a better balance between their professional and personal lives. For the sake of their employees' well-being and company loyalty, mining companies in Kolaka Regency would do well to promote work-life balance among their staff.

The Relationship Between Job Satisfaction and Organizational Commitment

Employees from Generation Z in the mining industry in Kolaka Regency are more loyal to their companies when they like what they do for a living, the study found. According to this study, employees who are happy in their jobs are more inclined to stay with the same company.

The satisfaction of employees with their job directly affects their perceptions of their employers. Employees, managers, and coworkers report greater levels of job satisfaction when they are content with their job duties, compensation, perks, and opportunities for career growth. If these expectations are met, employees may feel appreciated and remain with the company longer. Job satisfaction is a reflection of both the employees' attachment to the organization and their evaluation of their own performance on the job.

According to research by Tirto and Wulani (2024) and Juwita et al. (2024), job satisfaction has a significant and beneficial impact on organisational commitment. When employees are content in their work lives—thanks to fair compensation, opportunities for promotion, supportive management, and positive working relationships—they are more likely to be committed to their organisations.

The Relationship Between Work-Life Balance and Job-Hopping Behavior through Organizational Commitment

Generation Z workers in Kolaka Regency's mining sector exhibited a correlation amongst job-hopping and work-life balance, with organisational commitment mediating the link. According to these findings, a healthier work-life balance may increase loyalty to the company and decrease employee job hopping. Workers who are able to manage their professional and personal life well report higher levels of job satisfaction, which in turn may make them more loyal to their employers and less likely to jump ship.

As a outcome of work-life balance, members of Generation Z who work in mining are able to attend to both their professional and personal obligations. If workers believe their employer values work-life harmony, they may feel more at ease and loyal to the firm. A stronger

bond like this might make them less likely to look for work elsewhere or quit their present job. The dedication to one's company is one way in which work-life balance could affect the frequency with which one switches jobs.

Consistent with previous research, this study found organisational commitment mediated the association amongst Gen Z job hopping and work-life balance (Umam et al., 2026). Companies in the mining industry in Kolaka Regency would do well to encourage employee loyalty and focus on work-life balance in order to keep workers from looking for other employment.

The Relationship Between Job Satisfaction and Job-Hopping Behavior via Organizational Commitment

Taking organisational commitment into account as a moderating variable, Generation Z employees in the mining industry of Kolaka Regency report lower rates of job hopping and better levels of job satisfaction. This research suggests that when employees are content in their existing situation, they are less inclined to seek work elsewhere. When workers are content in their jobs, they are less inclined to look for employment elsewhere as they feel greater ownership over their company.

A more favourable impression of the firm is likely to emerge from employees who report high levels of job satisfaction, financial reward, prospects for advancement, quality of supervision, and camaraderie with their colleagues. When workers are happy, they are more likely to have a strong connection to the firm and stay. Instead, when workers aren't happy in their jobs, they may be less invested in the company and more likely to look for work elsewhere. Thus, organisational commitment clarifies the relationship amongst Gen Z workers' low propensity for job hopping and their high levels of job satisfaction in the mining industry.

Similarly to Hutami and Ramaditya (2025) and Alfianto and Hadi (2024), this research found organisational commitment modulates the association amongst job satisfaction and job-hopping behaviour. Consequently, addressing workers' needs and increasing their commitment to the firm should be the focus of efforts to promote job happiness. Companies in the Kolaka Regency mining industry would do well to pay close attention to workers' remuneration, provide them with possibilities for advancement, foster solid connections with their supervisors, and otherwise ensure they are happy in their positions.

CONCLUSION AND RECOMMENDATIONS

The job-hopping behaviour of Generation Z miners in Kolaka Regency is influenced by factors such as work-life balance, job satisfaction, and organisational commitment. Higher levels of job satisfaction, organisational commitment, and work-life balance are associated with lower job hopping rates. Both job happiness and work-life balance are positively correlated with organisational commitment. This survey found that workers who are happy and productive are more loyal to their employers. Job satisfaction, work-life balance, and result are all impacted by an individual's level of organisational commitment, which in turn influences their tendency

to jump jobs. Employees' dedication to their organisations and the positive effects of job satisfaction and work-life balance on their own well-being may make them less inclined to look for other jobs.

By fostering a sense of community, a healthy work-life balance, and inclusivity, mining executives from the Kolaka Regency may encourage members of Generation Z to remain. Workload, hours worked, supervisors and colleagues, recognition, possibilities for advancement, also pleasant work environment are all factors companies take into account.

Career possibilities, work environment, workload, salary, and other exogenous variables influencing job-hopping may be included in future research. To further understand Generation Z's tendency to jump jobs, future studies may look at different industries or professions.

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