

Moderation of Work Happiness in the Influence of Empowering Leadership on Job Hopping of Generation Y Employees in the Hotel Industry

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ABSTRACT: The high level of job hopping in the hospitality industry in Bali has become a strategic issue in human resource management after the pandemic. BPS data (2023) shows that the turnover rate reaches 28% per year and the majority comes from Generation Y employees. The study used a quantitative approach through a survey of 95 Generation Y respondents, with Partial Least Squares–Structural Equation Modeling (PLS-SEM) modeling to analyze the data. The results of the study show that empowering leadership has a positive and significant influence on job hopping. Work happiness also has a positive and significant effect on job hopping. In addition, work happiness has been proven to strengthen the relationship between empowering leadership and job hopping. These findings show the existence of a leadership paradox, where empowering leadership conditions and a pleasant work environment actually increase employees' confidence and readiness to seek new career opportunities. Therefore, employee retention strategies in the hotel industry need to be directed at strengthening career anchoring and developing internal career paths so that happiness and confidence do not lead to outward mobility in the organization.

KEYWORDS: Empowering Leadership, Work Happiness, Job Hopping, Generation Y, Hotels,

1. INTRODUCTION

The hotel industry is a strategic sector that supports Bali's economy. However, the sector faces serious challenges in the form of high labor turnover rates. BPS Bali data (2023) shows that 60% of star hotel employees have a working period of less than two years, illustrating a dominant *job-hopping* pattern, especially in Generation Y employees. In an industry that relies on *hospitality service*, prolonged turnover has the potential to damage the reputation and satisfaction of guests. This phenomenon is related to the characteristics of Generation Y who have a dynamic career orientation, demand rapid self-development, and prioritize psychological satisfaction over long-term loyalty (Putra & Widyasari, 2021). This means that retention is not enough just with a salary, but requires a managerial approach that is able to meet their psychological and professional needs.

One of the approaches that is widely discussed is *Empowering Leadership*, which is a leadership style that provides trust, autonomy, and employee involvement in decision-making (Amundsen & Martinsen, 2014). Theoretically, empowerment is able to increase motivation, creativity, and performance. However, in certain contexts, empowerment actually has a paradoxical effect: when employees feel that their competence increases and the job market opens up widely, the intention to move is stronger (Chaudhary & Panda, 2018). This is where the gap phenomenon **arises**, a leadership style that theoretically increases retention, but in practice can trigger *job hopping* if it is not supported by a clear career development system.

In addition, the concept of *Work Happiness* psychological happiness in the workplace is seen as able to resist the desire to move. But recent research shows an inconsistent relationship. Some studies state that happy employees are more loyal, but other studies have found that happy employees actually have higher confidence to find a new job that is more ideal (Lyubomirsky *et al.*, 2019). In other words, happiness is not always synonymous with retention. This uncertainty shows a research gap, because it is not clear how *Work Happiness* plays a role in the leadership–job hopping relationship, especially in the context of a highly competitive hospitality industry.

In the context of Denpasar, high work pressure, shift work, emotional demands when serving guests, and competition between hoteliers make the dynamics of retention even more complex. The high mobility of employees between hotels in the Denpasar area shows that empowerment and job happiness are not necessarily adequate to prevent displacement.

Based on previous research, the relationship between empowering leadership and turnover intention is still contradictory. Amundsen & Martinsen (2014) and Zhang & Bartol (2010) showed that empowerment decreases turnover, but Chaudhary & Panda

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(2018) and Kim & Beehr (2020) found that empowerment increases *job hopping* when external opportunities are more attractive. In addition, related research is more conducted in the banking and manufacturing sectors (Jalal *et al.*, 2019; Lee & Kim, 2022), while studies on the Indonesian hospitality industry, especially Bali, which has the highest turnover rate (BPS Bali, 2023), are still very limited. The role of *Work Happiness* is also inconclusive; some studies show happiness holds back the intention to move (Keser & Gürbüz, 2020), but other studies have found happy employees are more likely to explore new jobs (Lyubomirsky *et al.*, 2019). This condition confirms the need for new research to explain the relationship between *empowering leadership* and *job hopping* by including *Work Happiness* as a moderation variable in the context of hospitality in Denpasar and Generation Y.

The novelty of this study lies in the effort to overcome the inconsistencies of previous findings through the Work Happiness moderation approach, which allows this study to identify when empowerment is able to reduce the desire to move, and when it actually increases *job hopping*. This approach makes a theoretical contribution to the development of the organizational behavior literature, as well as a practical contribution for hotel management in Denpasar to understand that happy and competent employees are not always synonymous with long-term loyalty.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Social Exchange Theory

Explain that the working relationship between employees and the organization is based on the principle of social exchange (*reciprocity*). When employees feel well treated, for example, given opportunities to grow, support, reward, and a positive work environment, they will reciprocate with an attitude of loyalty, commitment, and staying in the organization. Conversely, when employees feel that their contributions are not commensurate with the awards received, or feel that the organization does not provide justice, they will look for more favorable exchange relationships outside. This is the theoretical basis for the emergence of turnover intention and job hopping.

Social Exchange Theory emphasizes that the relationship between employees and organizations is not just transactional, but psychological and emotional. When organizations provide support, empowerment, recognition, and career opportunities, employees will develop a sense of attachment, belonging, and a desire to stay (Cropanzano & Mitchell, 2005).

Social Exchange Theory (Blau, 1964) is the main foundation in explaining job hopping, because this theory emphasizes that employees will maintain the employment relationship as long as they feel that the exchange relationship with the organization is fair, profitable, and provides returns. Empowering Leadership can be a form of positive exchange in the form of trust, autonomy, and self-development. But when the organization doesn't provide comparable career paths or rewards, employees who feel competent and happy will instead look for new exchange relationships elsewhere. In the context of hotels in Bali that have a competitive labor market, Social Exchange Theory explains why job hopping occurs a lot in Generation Y even though they feel comfortable and perform well.

2.2 Empowering Leadership

Empowering Leadership is a leadership style that provides autonomy, encourages participation in decision-making, and increases employee competence (Amundsen & Martinsen, 2014). Leaders empower subordinates by providing trust, delegating responsibility, and opening up space for creativity. This approach creates a more collaborative work environment and fosters a sense of belonging to the organization (Zhang & Bartol, 2010). In a hospitality industry that has high service demands, empowering leadership can improve decision-making speed, individual initiative, and the ability to solve guest service problems (Salanova *et al.*, 2019). Empowerment also encourages employees to feel competent and able to develop professionally. Empowering leadership in this study is measured through seven main indicators, namely delegation of authority, involvement in decision-making, transparency of information, provision of coaching, freedom of work methods, trust of superiors, and the assignment of challenging tasks. These seven aspects reflect the extent to which the boss is able to empower employees by providing space, support, and opportunities for growth.

2.3 Work Happiness

Work Happiness is a positive emotional state that arises when employees feel psychologically fulfilled, valued, and find meaning in work (Lyubomirsky, King & Diener, 2019). Happiness at work includes affective (feelings of pleasure), cognitive (personal satisfaction), and relational (good relationships with colleagues) (Saks, 2019).

Happy employees generally have higher levels of work engagement, increased productivity, and decreased resignation intentions (Keser & Gürbüz, 2020). However, some studies show the paradox that happy employees actually feel confident to explore new opportunities when they have high competence and broad access to career information (Lyubomirsky *et al.*, 2019).

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Happiness is measured through the dimensions of job satisfaction, positive energy, meaning of work, pride, social comfort, and positive daily experiences. The higher the score on these indicators, the higher the level of job happiness felt by respondents.

2.4 Job Hopping

Job hopping is defined as the tendency of individuals to change jobs in a short period of time repeatedly, usually less than two years (Husin & Othman, 2021). This behavior is often found in Generation Y who have a dynamic career orientation, prioritizing self-development, learning opportunities, and psychological satisfaction over loyalty to the organization (Putra & Widyasari, 2021). In the hospitality sector, job hopping often occurs due to a competitive environment, wide career opportunities, and ease of moving between business actors in tourist areas (Putra et al., 2023). High job hopping has serious consequences such as the cost of repeated training, loss of knowledge continuity, and a decrease in hotel operational stability. Job hopping is measured by five indicators, namely the frequency of considering a job move, the intention to leave the job in the near future, readiness to accept a new job offer, not wanting to stay in the organization for a long time, and active behavior looking for another job.

2.5 Intervariable Relationships and Hypothesis Development

The Relationship between Empowering Leadership and Job Hopping

In theory, empowerment should foster a positive perception of the organization: autonomy, a sense of value, and opportunities for self-development. Research by Amundsen & Martinsen (2014) found that empowerment lowers turnover because employees feel trusted and needed. However, other studies have given the opposite result. Chaudhary & Panda (2018) prove that empowerment can increase the desire to move when companies do not provide a clear career path. Kim & Beehr (2020) also found that empowered employees become more confident and competitive in the labor market, so the chances of quitting are even greater. In the context of Denpasar hotels, many young employees quickly develop through empowerment, but then leave after feeling they have the ability to upgrade or move to a more prestigious hotel.

H1: Empowering Leadership has a negative and significant effect on employee Job Hopping.

The Relationship between Empowering Leadership and Work Happiness

Empowering leadership is a leadership style that provides autonomy, support, trust, and employee involvement in the decision-making process. When employees feel that there is room to take initiative, develop skills, and contribute in a real way, these conditions give rise to positive feelings, such as proud, appreciated, and recognized (Zhang & Bartol, 2010). This is relevant to the theory of psychological motivation, which states that individuals will experience happiness at work when basic needs such as competence, autonomy, and social connectedness are met. Empirical evidence shows that empowering leadership is able to increase the affective and cognitive dimensions of job happiness. Research by Salanova et al. (2019) found that empowerment strengthens confidence, optimism, and psychological energy so that employees work with positive feelings. Kim & Beehr (2020) also assert that leaders who give trust to their subordinates increase their sense of comfort and psychological well-being. In Indonesia, similar findings were also obtained by Wahyuni & Dewi (2022) who researched hospitality employees and showed that empowering leadership gives rise to a sense of pride, social comfort, and enthusiasm for work. Employees feel that their work is meaningful because they are given responsibilities according to their abilities and are allowed to use creativity. This condition makes

In Bali's hotel industry which is full of pressure and high service demands, empowering leadership is one of the approaches that can create happiness at work. Service frontline (receptionist, waiter, housekeeper) is often faced with unexpected problems; So that trust and autonomy in making decisions make them feel more confident, appreciated, and accepted as an important part of the organization. Thus, based on theory and empirical evidence, there is strong reason to assume that Empowering Leadership has a positive effect on Work Happiness, so:

H2: Empowering Leadership has a positive and significant effect on Work Happiness

The Relationship of Work Happiness to Job Hopping

Work Happiness is a positive psychological condition when employees feel satisfied, comfortable, and gain meaningful work experience (Lyubomirsky, King & Diener, 2019). Happy employees tend to have low stress levels, strong emotional attachment, and positive perceptions of the organization in which they work (Salanova et al., 2019). Within the framework of Affective Events Theory, positive emotional experiences at work encourage the formation of affective commitment, thereby reducing the intention to move (Weiss & Cropanzano, 1996). Many studies show that employees who feel happy will show loyalty and continue to work in the long run. Husin & Othman (2021) explain that employees who are satisfied and comfortable with the work environment have lower turnover intentions because the organization meets their emotional and psychological needs. In addition, Saks (2019) proves that job happiness is a predictor of work engagement, and engaged individuals tend to stay and are not actively looking

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for a new job. In the context of the hospitality industry, happy employees often have good social relationships with colleagues, comfort with the organization's culture, and pride in the hotels where they work. These factors increase a sense of belonging which suppresses the desire to move. When employees enjoy their jobs, they are not encouraged to look for other positions because they feel that their affective, social, and professional needs are met. Based on this description, Work Happiness should reduce the tendency to job hopping, because happy employees have emotional attachment and a positive perception of the workplace.

H3: Work Happiness has a negative and significant effect on Job Hopping.

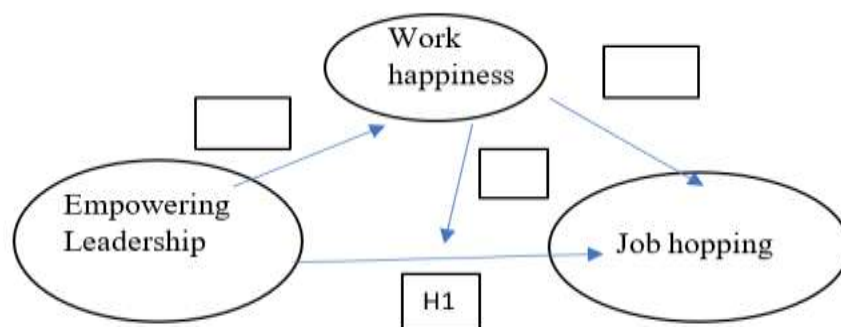
Work Happiness moderates the influence of Empowering Leadership and Job Hopping

Work Happiness is a positive psychological condition when employees feel satisfied, comfortable, and find meaning in their work (Lyubomirsky, King & Diener, 2019). In general, organizational behavior theory argues that happy employees tend to have a higher commitment and loyalty to the company. This is supported by research by Keser & Gürbüz (2020) which found that job happiness reduces stress, increases work attachment, and decreases turnover intention. However, in the modern context—especially in Generation Y—the relationship between happiness and retention is not always linear. A number of studies have found that happy employees actually have higher self-confidence and career optimism, so they are more courageous to explore new job opportunities (Lyubomirsky et al., 2019). This phenomenon is known as *happy-but-mobile employee*, which is a condition when positive feelings at work do not prevent the desire to find a new organization that offers a better career path, salary, or prestige. Another finding by Suhartini & Haris (2022) on the Jakarta hospitality industry shows that employees who feel comfortable and satisfied still leave the company if they see job opportunities at higher star hotels, international chains, or positions that are faster to raise their professional status. This means that happiness increases confidence, but it does not necessarily guarantee long-term loyalty.

In the context of Balinese hospitality, this phenomenon is very relevant. Many employees find it enjoyable to work because of the good social environment, a lot of guest experience, and a friendly work culture. However, they still do job hopping when they get offers from hotels with bigger brands, strategic locations, or better employee facilities. Happiness gives them the psychological capital to dare to move, not be afraid to start from scratch. Thus, job happiness has two possible effects: Reducing job hopping, if the organization is able to provide a sense of security and development prospects; Increase job hopping, if the career program is not clear, even though the work atmosphere is pleasant. Therefore, in this study, Work Happiness was positioned as a moderator variable that strengthened the relationship between Empowering Leadership and Job Hopping. When employees are empowered and feel happy, they become more competent, confident, and have a greater chance of moving to a better place.

H4: Work Happiness moderates the influence of Empowering Leadership on Job Hopping

Referring to Social Exchange Theory (Blau, 1964; Cropanzano & Mitchell, 2005), the exchange relationship between employees and the organization is formed based on the perception of benefits and reciprocity received. Empowering Leadership is a form of positive exchange value because it provides trust, involvement, and opportunities for growth to employees. However, this theory also explains that as the value of competence and confidence increases, employees will evaluate external exchange alternatives that are considered more profitable. In this context, Work Happiness strengthens the mechanism because work happiness increases psychological energy and career optimism, so employees are more courageous to make the decision to move. Therefore, this study develops a conceptual model that places Empowering Leadership as a determinant of Job Hopping with Work Happiness as a moderator in the context of the Denpasar hospitality industry



Picture. Research Concept Framework

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3.1 RESEARCH METHODS

This research was conducted on hotel industry employees, especially star hotels and international hotel chains operating in the Denpasar area. The object of the research is Generation Y employees who work in operational and non-operational positions, such as front office, housekeeping, food & beverage, back office, and marketing. The study population is all employees of generation Y (born 1981–1996) who work in star hotels in Denpasar. Sampling techniques use purposive sampling with the following criteria: Employees with active status in star hotels, Included in the Generation Y category, Have a minimum working period of 6 months, and Willing to be a research respondent. The sample size of this study was 95 respondents, determined based on the guidelines of Bentler and Chou (1987) and Hair et al. (2020) who recommended a minimum number of 5 respondents per indicator in the SEM model. With a total of 19 indicators, 95 respondents have met the minimum limit and are eligible to be analyzed using PLS-SEM.. Primary data was collected through an online questionnaire (Google Forms) and light interviews to clarify answers. The questionnaire used a Likert scale of 1–5 (1 = strongly disagree, 5 = strongly agree). Secondary data were used from hotel industry reports, BPS Bali publications, and scientific literature related to leadership, job happiness, and job hopping. This study uses a quantitative approach with a survey method. The data was collected through a questionnaire distributed to 120 respondents of generation Y employees at a star-rated hotel in Denpasar. The research instrument used a Likert scale of 1–5, which measured: Empowering Leadership (7 indicators) adapted from Amundsen & Martinsen (2014), Work Happiness (5 indicators) adapted from Wesarat et al. (2014). Job Hopping (5 indicators) was developed from the turnover intention literature (Khatri et al., 2018). The data was analyzed with Partial Least Square (PLS) through the stages of outer model, inner model, and hypothesis test.

4. RESULTS AND DISCUSSION

4.1 Results Respondent Overview

Table 1 Respondent Characteristics

Yes	Characteristic	Choice	Sum Respondents (People)	Percentage (%)
1	Gender	Man	47	49
		Woman	48	51
Sum			95	100
2	Age	Under 25 years old	30	32
		26 - 35	20	21
		36- 45	39	41
		Over 45 years old	6	6
	Sum		95	100
3	Working period	Under 3 years old	26	2
		4- 6 years	14	18
		Over 6 years old	55	30
4	Education	SMA	31	33
		Diploma	16	17
		S1	24	25
		S2	24	25
Sum			95	100

Source: Data processed, 2025

Based on the results of the study on 95 respondents of hotel employees in Denpasar, the following characteristics were obtained.

In terms of gender, as many as 47 respondents (49%) were male and 48 respondents (51%) were female. This proportion is almost balanced, so the results of the study are not biased against a particular gender and reflect that the phenomenon of job hopping occurs in both groups relatively evenly. The hotel industry in Denpasar itself is known to have openness in accepting workers without significant gender differences, so this distribution is natural.

Viewed by age, the majority of respondents were aged 36–45 years (41%), followed by the age group under 25 years old as much as 32%, the age group of 26-35 years old as much as 21%, and over 45 years old as much as 6%. Theoretically, turnover and job

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hopping research shows that young employees have a higher tendency to have career mobility than senior employees (Husin & Othman, 2021). In this study, the presence of a large proportion of young respondents (53% under 35 years old) shows high job hopping potential because they are in the career exploration phase, have competency development ambitions, and have not achieved long-term commitment to the organization.

Based on tenure, most respondents had a tenure of more than 6 years (58%), while 27% worked for less than three years and 15% worked for 4–6 years. Respondents with short tenures typically have a higher risk of turnover, because loyalty has not yet been established and career orientations are still very flexible. However, interesting findings emerged in respondents with a tenure of more than six years – this group still has the potential to do job hopping when they get offers of hotels with a higher reputation or more lucrative career benefits. This is in accordance with the Social Exchange theory which states that despite a positive working relationship, individuals still consider better exchange alternatives.

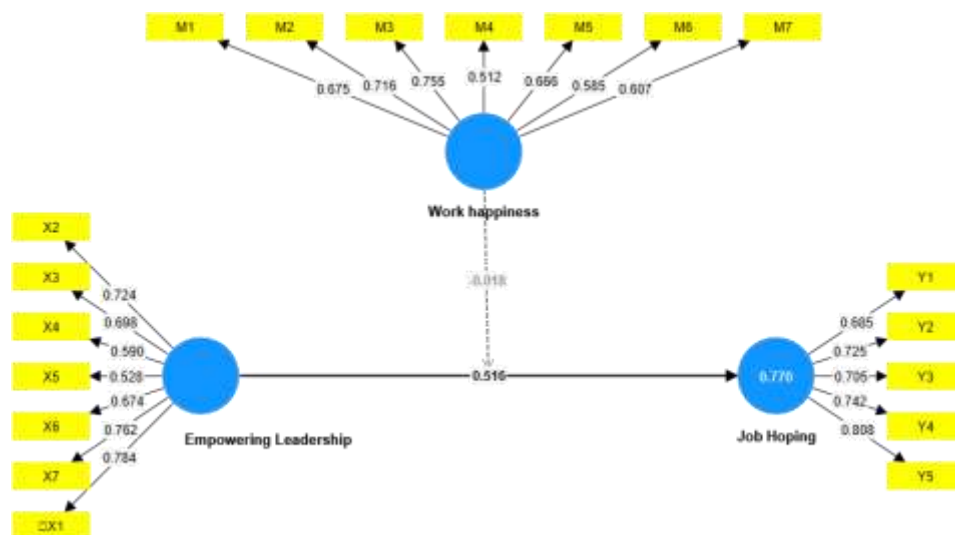
Judging from the level of education, respondents had a high school education as much as 33%, Diploma 17%, and 25% for S1 and S2 respectively. Employees with higher education have greater career expectations, wider access to job information, and better negotiation skills. Thus, the S1/S2 educated group has the potential to carry out career mobility more often to find positions and compensation that suits their qualifications. This supports the argument that job hopping often occurs in employees with high competence and confidence.

Overall, the characteristics of the respondents show a composition that is relevant to the phenomenon of job hopping in the hospitality industry. The presence of young employees, short working periods, and higher education backgrounds are combinations that are theoretically and empirically related to the tendency to change jobs. In other words, the structure of the respondents of this study supports the context of the analysis on the influence of Empowering Leadership **and** Work Happiness **on** Job Hopping in star hotels in Denpasar.

Measurement Model Test Results (Outdoor Model)

Convergent Validity Test

A convergent validity test is performed to assess whether each indicator is capable of reflecting the construct it is measuring. Indicators that have a correlation value below 0.60 are excluded from the models, indicators M4, M6, X4, and X5. M7, although it has a correlation value above 0.6, is also excluded because the AVE value is still below 0.5



Discriminant validity test

The discriminant validity test is used to ensure that each construct has a clear distinction from the others. The test was conducted using three approaches: cross-loading, Fornell-Larcker Criterion, and HTMT Ratio. All indicators show the highest loading values in their respective constructions (> 0.70). The square root value of AVE of each construct is greater than the correlation between constructions, and the entire HTMT value < 0.90.

Fornell-Larcker criterion	Empowering Leadership	Job Hopping	Work happiness
Empowering Leadership	0,898		

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Job Hoping	0,774	0,858	
Work happiness	0,886	0,734	0,730

The results of the discriminant validity test using the Fornell–Larcker criterion showed that the VAVE value for each construct was higher than the correlation between constructs. Because the value is 0.898; 0,858; and 0.730 are all above the correlation value between them, so the model is declared discriminatically valid.

Reliability test

Constructs/Variables	Cronbach's Alpha	Composite Reliability	Composite Reliability
Empowering Leadership	0,797	0,803	0,861
Job Hoping	0,785	0,788	0,854
Work happiness	0,705	0,713	0,819

the composite reliability *and* Cronbach Alpha *values* of each construct have shown values greater than 0.60 so that they meet the reliability requirements based on *the composite reliability* criteria.

Test Path coefficient/Hypothesis

Path Analysis	Original sample	T statistics	P values	Information
Empowering Leadership -> Job Hoping	0,494	5,907	0,000	Significant
Work happiness -> Job Hoping	0,427	4,796	0,000	Significant
Work happiness x Empowering Leadership -> Job Hoping	0,015	3,352	0,000	Significant

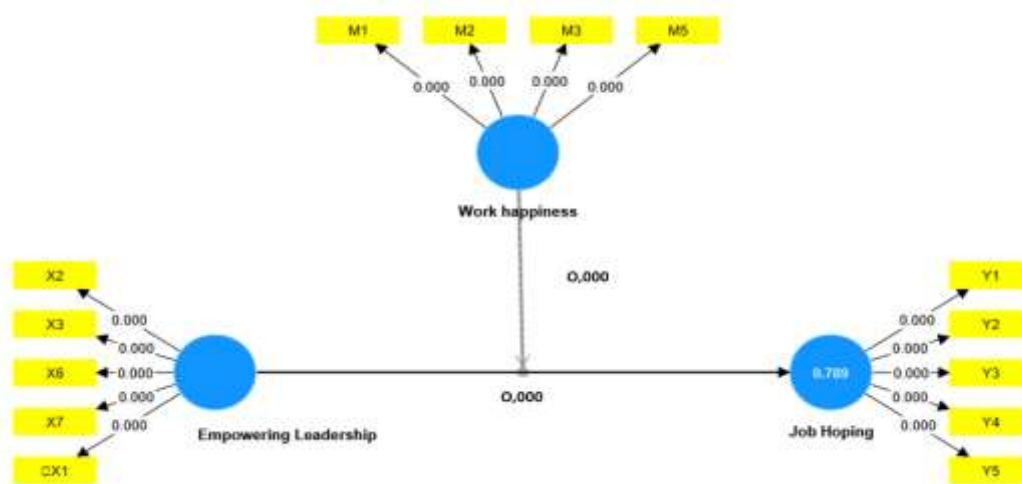


Figure III Bootstrapping

4.2 DISCUSSION

1. Empowering Leadership has a negative and significant effect on Job Hopping.

The first hypothesis states that Empowering Leadership has a negative effect on Job Hopping. However, the results of the analysis show a positive coefficient of 0.494 ($t = 5.907$; $p = 0.000$), so **H1 is rejected**. These findings indicate that empowerment does not reduce the tendency to change jobs, but rather increases it. These results are consistent with the phenomenon of *empowerment paradox*, which is when empowerment increases employees' competence, confidence, and marketability, so that they feel better prepared to pursue career opportunities elsewhere (Chaudhary & Panda, 2018; Kim & Beehr, 2020). In the context of Bali's hospitality industry, competition between hotels and the high need for experienced workers make empowered employees a target for other hotel recruitment with more attractive offers. Thus, empowerment creates capability development, but it doesn't always end in employee retention.

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2. Empowering Leadership has a positive and significant effect on Work Happiness

The second hypothesis states that Empowering Leadership has a positive and significant effect on Work Happiness. The test results support this hypothesis, shown by a positive path coefficient value and a t-statistic value above 1.96 and a p-value below 0.05. Thus, **H2 is accepted**. These findings reinforce the theory that empowerment increases psychological satisfaction, sense of meaning, and job comfort (Zhang & Bartol, 2010). Employees feel valued when they are involved in decision-making, trusted, and given space for creativity. This gives rise to positive emotions such as happiness, pride, and enthusiasm for work. The study of Salanova et al. (2019) also shows that empowering leadership has a great contribution to the well-being and psychological energy of employees. In the context of hotels in Denpasar, employees who are given autonomy to handle guests, are trusted to solve problems, and are given the opportunity to develop will feel comfortable and happy at work. This shows that empowerment not only improves performance, but also creates work happiness in the work environment.

3. Work Happiness has a negative and significant effect on Job Hopping

The third hypothesis states that Work Happiness has a negative and significant effect on Job Hopping, based on the idea that employees who feel happy, satisfied, and comfortable at work tend to show loyalty and are not interested in moving. However, the results of the hypothesis test showed a path coefficient of 0.427 with a t-statistic of 4.796 and a p-value of 0.000, which means that the effect is positive and significant. Thus, **H3 is rejected**, because the direction of the relationship found is contrary to the initial hypothesis. These results show that job happiness actually increases the tendency to job hopping. This phenomenon is known in the literature as *happy-but-mobile employees*, where happy employees actually have high optimism, confidence, and psychological readiness to pursue new job opportunities. When employees feel competent, socially accepted, and have a positive work experience, they see themselves as more "prepared" for a better job, rather than the fear of losing the comfort they have now (Lyubomirsky et al., 2019).

This research is also in line with the findings of Suhartini & Haris (2022) who found that hotel employees continue to transfer jobs even though they feel satisfied and happy, because the job market in this industry is very open and other hotels often offer better compensation or promotions. This means that happiness does not automatically cause retention; Instead, it becomes psychological capital to make decisions to move. In the context of hotels in Denpasar, many employees feel comfortable and have good social connections, but still move when there are offers from international hotels, larger brands, or more competitive work facilities. Thus, job happiness encourages confidence and the perception that they deserve a better position.

4. Work Happiness moderates the influence between Empowering Leadership and Job Hopping

The fourth hypothesis states that Work Happiness moderates the relationship between Empowering Leadership and Job Hopping negatively, i.e. the higher the Work Happiness, the weaker the influence of Empowering Leadership on the tendency to change jobs. However, the test results showed an interaction coefficient value of +0.015, with a t-statistic of 3.352 and a p-value of 0.000, so that the moderation relationship was positive and significant. Thus, **H4 is rejected**, because the direction of the empirical relationship is the opposite of the initial hypothesis.

These findings show that Work Happiness actually strengthens, not weakens, the influence of Empowering Leadership on Job Hopping. When employees feel empowered **and** happy, they are more confident, optimistic, and feel worthy of better career opportunities. Empowerment increases competence and self-efficacy, while job happiness increases psychological energy and the courage to take career risks. The combination of the two creates competent, confident, and mobile employees in the labor market. Thus, Work Happiness does not suppress the empowerment effect of Job Hopping, but rather strengthens it. Thus **H4: The hypothesis is rejected**. Work Happiness positively moderates the relationship between Empowering Leadership and Job Hopping.

In the situation of Bali's hospitality industry which has a competitive labor market and often recruits experienced employees from other hotels, empowered and happy employees are actually the main target of recruitment. Therefore, when the organization does not provide adequate career paths or rewards, employees have no psychological barriers to relocate, even if the current working conditions are pleasant. These results are in line with the theory of *psychological empowerment* (Spreitzer, 2008) and the study of Kim & Beehr (2021) which confirms that psychological well-being reinforces career-proactive behavior. Overall, the study confirms that improving employee competence and happiness does not automatically ensure retention. Hotels need to complement empowerment and job satisfaction with retention strategies, career paths, competitive compensation, and long-term reward systems.

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4.3 Research Implications.

Theoretical implications

The results of this study provide important theoretical implications in the development of the literature on employee leadership and career behavior. The finding that Empowering Leadership has a positive effect on Job Hopping suggests that empowerment does not always lead to loyalty as predicted by the classic theory of job satisfaction and organizational commitment. On the contrary, this research supports the concept of empowerment paradox, where empowerment actually increases the marketability and career mobility of employees. In addition, the results that Work Happiness has a positive effect on Job Hopping reinforce the phenomenon of happy-but-mobile employees, which challenges the common assumption that job happiness automatically decreases turnover intention. Furthermore, the findings that Work Happiness reinforces the influence of Empowering Leadership on Job Hopping offer a new perspective on the psychological role of employees as a motivating factor, not a hindrance. Thus, this research enriches the development of theories in the field of organizational behavior, especially regarding the dynamics of employee retention in highly competitive service industries such as hospitality.

Academic implications

Academically, this research makes a relevant empirical contribution to the development of human resource management studies, especially in Indonesia. First, this study is proof that psychological variables such as empowerment and happiness are not always synonymous with retention, so students, lecturers, and researchers need to review the traditional concept of the relationship between well-being and job loyalty. Second, this study offers a new conceptual model that suggests that Work Happiness can act as a moderator that reinforces the tendency to job hopping, a perspective that is still rarely tested in local contexts. Third, the results of this study can be an academic reference for further research that wants to study the phenomenon of career behavior of the younger generation in the hospitality industry. In addition, the instruments and analysis results used in this study can be used as a reference for other researchers in developing variables, indicators, and PLS-SEM models in modern human resource research.

5. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

1. The results of the study show that Empowering Leadership has a positive and significant effect on Job Hopping. Thus, the hypothesis that predicts negative influences is not proven and is declared rejected. These findings confirm that empowerment actually increases employees' confidence, ability, and readiness to find work at other hotels that offer better positions or compensation (*empowerment paradox*).
2. The results of the study support the hypothesis that Empowering Leadership has a positive and significant effect on Work Happiness. Employees who gain trust, autonomy, decision involvement, and opportunities for self-development are shown to feel happier and have a more positive work experience.
3. The results of the study found that Work Happiness had a positive and significant effect on Job Hopping. Thus, the hypothesis that predicts negative influences is rejected. These findings corroborate the phenomenon of *happy-but-mobile employees*, where happy employees actually feel optimistic and confident to pursue career opportunities outside the organization.
4. The results of the study show that Work Happiness actually strengthens the influence of Empowering Leadership on Job Hopping. This contradicts the initial hypothesis that predicted a negative moderation effect, so H4 was rejected. This means that when employees feel empowered and at the same time happy, the tendency to change jobs increases.

5.2 Suggestions

For Management/Organization:

1. It is necessary to balance empowerment with retention strategies, such as internal career planning and competency-based rewards, so that the positive effects of leadership do not actually drive *turnover*.
2. Create a happy and professionally challenging work environment through a job rotation and task enrichment system.

For future researchers:

1. It is recommended to add other moderation variables such as *organizational commitment* or *career satisfaction* to explain the complex relationship between leadership, job happiness, and intention to move.
2. Follow-up research can also be conducted in different industry sectors (e.g. technology or education) to reinforce generalizations of findings

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