

Job-Hopping as Withdrawal or Strategy: An Artificial Neural Network Analysis of Generation Z BPO Employees

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Abstract

This study investigated the factors predicting job-hopping motives among Generation Z employees in the Business Process Outsourcing (BPO) industry using a multilayer perceptron artificial neural network (ANN) model. By differentiating escape motives, defined as leaving due to unfavorable work conditions, from advancement motives, defined as career-driven mobility, the analysis examined the predictive effects of gender, income, work engagement dimensions (vigor, dedication, absorption), and organizational commitment components (affective, continuance, normative). A total of 250 Gen Z BPO employees completed the survey, and the dataset was divided into training and testing subsets to evaluate model generalization. Findings revealed that continuance commitment was the most influential predictor for both escape and advancement motives, emphasizing the role of perceived costs associated with leaving in shaping mobility decisions. Escape motives were additionally linked to absorption and affective commitment, indicating that psychologically demanding work environments may contribute to withdrawal-oriented exits. In contrast, advancement motives were closely associated with vigor and dedication, suggesting proactive, growth-focused career movement. Demographic variables showed relatively limited predictive contribution. Overall, the results indicate that job hopping among Gen Z BPO employees reflects both strain-related withdrawal and strategic career advancement, demonstrating the usefulness of nonlinear modeling approaches in examining complex workforce behaviors.

Keywords: job hopping motives; Generation Z; BPO sector; work engagement; organizational commitment