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### A STUDY ON THE FACTORS AFFECTING THE JOB-HOPPING INTENTION OF EMPLOYEES OF IT SECTOR

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#### ABSTRACT

Recent trend in the job market has given rise to the job-hopping culture among employees. This is assumed to be based on the changing expectations of employees. The reason behind hopping the job is that employees have a differing idea that staying in one job would not pave way for huge opportunities like financial gain or career advantage. Also, with advancement of technology, transportation and globalization, they feel that opportunities are around the corners of the world and are ready to move accordingly. The research aims to identify the underlying reasons driving this trend, examining the extent to which various factors influence the decision to engage in job hopping. Data was collected using nonprobability convince sampling from 182 employees working in IT Sector in and around Chennai. The analysis was carried out using percentage method, Correlation and Multiple Regression. The results concluded that recognition and growth are the major factors that are affecting the job-hopping behaviour of the individuals. It also emphasizes a positive relationship between Organizational Climate, Work-Life Balance, Recognition and Growth Opportunities and Job-Hopping behaviour of an individual. This study suggests the HR Managers the key influencers of Job-Hopping Behaviour and suggests the strategies to be developed to retain their employees and control the job-hopping decision.

**Key Words:** Job-hopping Behaviour, Organizational Climate, Work-Life Balance, Recognition, Growth Opportunities

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## INTRODUCTION

Job hopping is an exponentially growing trend in the labour market. It refers to the employee who change jobs frequently and voluntarily. They are known as job hoppers. The constant search for new challenges is recognised as one of the important factors. Unless offered the possibility of jumping internally, the hoppers tend to find new jobs and companies, but now a days companies have begun to value them positively. From the book named “The 7 Hidden Reasons Employees Leave” written by Leigh Branham in the year 2005, we understand that 7 major reasons for the urge to change jobs in the minds of the employees are the poor workplace climate, Mismatch of job and persons area of interest, Unrecognition, Stress and improper balance of work – life, Loss of trust on superior or company, Fewer opportunities to grow or develop, too little coaching or feedback on work. In the recent era, simple monetary terms aren't enough for the making an employee stay with the organisation. Employees have started to prefer flexible workplace and non-monetary benefits and it is important for companies to adapt to the same to control their attrition rate.

### **Statement of Problem:**

The mindset of changing professions frequently for various reasons has recently gained popularity among employees. Employees frequently change jobs, companies, and even industries while continuing to perform well at their current positions. This is due to several factors. The major goal of this study is to determine which factors make employees more likely to change employment. Considering the changing dynamics of the modern employees, study on the job-hopping behaviour is essential. Understanding the young generation of employee's choices and reasons for changing jobs is essential to retain them as well as improving their engagement.

## LITERATURE REVIEW

There are number of studies available on the topic of Job-Hopping Behaviour of Employees. The 2018 study by Deborah L. Rivers highlights the possibility of positive changes in the workplace, focusing higher job satisfaction and lower stress associated with turnover. A study by Nathalie Joan Jules et.al., (2017) on the relationship between job-hopping activity and job satisfaction discusses this issue of job satisfaction. Nabahani and Riyanto (2020) emphasizes how crucial it is to create a welcoming work atmosphere that is in line with the expectations and values of the next generation. The concept of workplace support is consistent with the findings of a study conducted by Valamere Sharran Mikler (2022), which highlights the need

of developing ways to improve organizational commitment and retention across various generational cohorts. ArunKumar (2013) analyses the effects of changing trends on job satisfaction, organizational commitment, and employee motivation in Malaysia's retail industry. This is in line with Dottie Dancy's (2023) analysis of how the COVID-19 pandemic influenced Millennials' voluntary job-hopping views in 2023. Providing professional development and career advancement is essential to retain Gen Z talent (Kate Beckman's 2018). This focus on professional development is consistent with study conducted in Nepal by Dhruba Lal Pandey (2019), which shows that Millennials are driven to leave companies because of lack of opportunity for growth. The trend of job-hopping among Millennials and Gen Z in search of new experiences and better opportunities is emphasized in the 2019 Institute of Future Education report, especially considering the uncertain COVID-19 economy. Ajeng Larasati and Dian BagusAryanto's (2019) confirms this trend, showing the impact of both extrinsic and intrinsic factors on Millennials' tendency to switch jobs. The Job-Hopping Motives scale, tested by Christopher J. Lake, et. al (2017), differentiates between escape and advancement motives for frequent job changes. This is in agreement with the data science approach of Richard J. Oentaryo et al. (2016) to offer insights into talent flow and organizational competitiveness. The exploration of existing literature reveals that the only a limited studies focuses on the relationship between organizational climate, work-life balance, recognition and growth opportunities leading to a notable gap in the study. Addressing these gaps will enhance our understanding of the complex dynamics driving employee mobility and retention strategies. On this background, the following research model and hypothesis is proposed:

### PROPOSED RESEARCH MODEL



Fig. 1. Proposed Research Model

H<sup>0</sup>: There is no significant relationship between Recognition, work-life balance, Work-place Climate, Growth Opportunities and Job-Hopping Decision of Employees.

H<sup>1</sup>: There is a significant relationship between Recognition, work-life balance, Work-place Climate, Growth Opportunities and Job-Hopping Decision of Employees.

## OBJECTIVES OF THE STUDY

The primary objective of the study is to analyse the factors affecting the of job-hopping intention of Employees working in IT Sector in and round Chennai, Tamil Nadu. In this study, we also aim to study the relationship between major factors that affects the job-hopping decision of employees.

## METERIALS AND METHODS

This is research follows the descriptive research and primary data is collected from employees working in IT Companies in and around Chennai. Questionnaire was used to collect responses online and 206 responses were collected for the study. From the 206 respondents, only 182 responses were considered for the analysis part to derive the results. Among the 182 respondents, 52.8% of the respondents are in the age group 18 to 26, while 32.4% of respondents belong to age 27 – 35, 12.6% of respondents belong to age 36 – 43 and 2.2% of the respondents are above 43. The statistical tools used were simple percentage analysis, Correlation and Multiple-Regression.

## RESULTS AND DISCUSSIONS

The following table indicates the major reasons that affects the job-hopping intentions of the individuals:

S.N O	REASON OF JOB SHIFT	NO OF RESPONDEN T	PERCENTAGE
1	Job Satisfaction	29	16
2	Better opportunity to grow	35	19
3	Work life balance	31	17

4	Personal reasons like location	20	11
5	Increase in pay	29	16
6	Better workplace	23	13
7	Change of interests on job role or industry	15	8
	<b>TOTAL</b>	<b>182</b>	<b>100</b>

Source: Primary Data

**Table.1. Major reason for job shifts by the individuals**

From the above table it is inferred that majority of the respondents move out of the organisation for better growth opportunities (35%) and for work life balance (31%). They also consider job satisfaction (29%) and pay (29%) as important factors for job shifts by the employees.

#### **Null hypothesis:**

There is a no relationship between recognition at work, work-life balance, workplace climate, growth opportunities and respondents' decision of job hopping.

#### **Alternative hypothesis:**

There is relationship between recognition at work, work-life balance, workplace climate, growth opportunities and decision of job hopping.

		<b>Correlations</b>			
		Recognition at work	Work life balance	workplace climate	Growth oppourtunities
Recognition at work	Pearson Correlation	1	.392**	.368**	.381**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	182	182	182	182
Work life balance	Pearson Correlation	.392**	1	.411**	.366**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	182	182	182	182
workplace climate	Pearson Correlation	.368**	.411**	1	.431**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	182	182	182	182
Growth oppourtunities	Pearson Correlation	.381**	.366**	.431**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	182	182	182	182

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data

**Table. 2. Correlation between recognition at work, work-life balance, workplace climate, growth opportunities and decision of job hopping**

From the above table it is understood that all the four factors such as recognition at work, work-life balance, workplace climate, growth opportunities are having positive relationship with job-hopping behaviour, hence, the alternative hypothesis is accepted. Even though there is a positive relationship between these factors the relationship is not so strong as all the Pearson's correlation values are less than .5.

### Multiple Regression Analysis:

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.188 <sup>a</sup>	.035	.014	.49797

a. Predictors: (Constant), Influence of growth oppourtunities on job hopping behaviour, Influence of recognition on job hopping behaviour, Influence of work-life balance on job hopping behaviour, Influence of workplace climate on job hopping behaviour

b. Dependent Variable: Job Hopping decision

Source: Primary Data

**Table 3. Model Summary**

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.355	.105		12.899	.000
	Influence of recognition on job hopping behaviour	.077	.042	.157	1.826	.020
	Influence of work-life balance on job hopping behaviour	.047	.057	.072	.829	.038
	Influence of workplace climate on job hopping behaviour	-.052	.055	-.083	-.952	.042
	Influence of growth oppourtunities on job hopping behaviour	.017	.044	.032	.379	.025

a. Dependent Variable: Job Hopping decision

Source: Primary Data

**Table 4. Regression Analysis between recognition at work, work-life balance, workplace climate, growth opportunities and decision of job hopping**

This regression analysis suggests that recognition, work-life balance, and workplace climate play a major role in job hopping decisions. Employees who feel recognized, have a good work-life balance, and work ingrowth opportunities are less likely to hop jobs. It is also inferred that if the workplace climate is negative, it will increase the number of employees involved in job-hopping. The results indicate the influence of various factors affecting the job-hopping behaviour of IT Employees and organizations should focus on creating a workplace which meets all the above expectations of the employees. It can also be said that recognition is very important at the workplace irrespective of the age group. People want to be recognised in one way or the other for their contribution to the organisation. Likewise, it can also be suggested that the organisations to concentrate more on the bringing in more growth opportunities to their employees. Present day workforce is willing to learn and grow more. When they find their work being stagnant, they tend to switch to newer and challenging roles where they can grow their knowledge and career.

The job-hopping behaviour also relies on the increase in pay. There is a belief that the more companies the individual jumps, the more hike he gets on his pay. For this, it would be suggested that the hikes should not be based on shift from one company to other but rather on the skills and performance of the individuals. Also, from analysing the data collected, some other reasons the respondents left their job are to pursue higher education, high work pressure and imbalance in work-life. There have also been some instances where the respondents have left their job due to poor cultural practices and unprofessional work environment. The shift COVID 19 gave towards work from home options and flexible working hours, has made modern day employees more concerned on their work life balance. Though it is very important to maintain work life balance for job satisfaction, it is also important to get quality work done from the individuals which makes it beneficial both sides. Maintaining a good workplace climate with teamwork and collaboration is also another necessary aspect to investigate. Today there is a lot of talk on diversity and inclusion it must be considered more. The individuals should feel heard and be given the right to raise their own queries. Fostering a harmonical culture, will attract more candidates and will also retain existing employees.

## **CONCLUSION**

The study was aimed at analysing the factors affecting the of job-hopping intention of Employees working in IT Sector in and round Chennai, Tamil Nadu and also to study the relationship between major factors that affects the job-hopping decision of employees. It was found that that recognition, work-life balance, and workplace climate play a major role in job hopping decisions and the growth opportunities also place a role in job-hopping behaviour of employees. This research can be widely used by HR managers to retain employees in their organizations. However, since this study is only based on the IT employees in and around Chennai, it may not be generalized to all other industries.

### **Managerial Implications**

The results of this study will be useful for the HR Managers of the organizations to understand the mentality of employees towards job hopping. They can use this finding as a base to strengthen their HR policies which will lead to employee motivation/satisfaction in turn, it will reduce the job-hopping behaviour of employees. The study also reveals the expectations of employees towards the work culture and climate. Hence, the end results can also help to develop a good work culture and build a happy work place for the employees, hence preventing job hopping.

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