



A STUDY ON JOB HOPPING SYNDROME AMONG MILLENNIALS

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Abstract : This study focuses on the job-shifting attitudes of employees with respect to Ernakulam district. It attempts to determine the extent to which employees are willing to shift their jobs and the factors influencing their decision to do so. The Chi-square test was used to test the hypotheses formulated for the study. It was found that there is no significant association between gender and the job-hopping attitude of employees. The study also shows that there is no significant relationship between the educational level and the job-shifting attitude of employees.

IndexTerms – Job Hopping, Attrition rate, Millennials

INTRODUCTION

Human resource is of paramount importance for the success of any organisation. It is a source of strength and aid. Human resources are the wealth of an organisation which can help it in achieving its goals. Human resources management is concerned with the human beings in an organisation. It reflects a new outlook which views organisation's manpower as its resources and assets. Human resource is the total knowledge, abilities, skills, talents and aptitudes of an organisation's workforce. Years ago it was common for people to work for the same employer for their entire career. As liberalisation, globalization and privatization is taking its new avenues, employees are getting the opportunity of a vast pool of job resources. This has resulted in a lot of mobility of employees from one organisation to another. Work in today's organisation is characterized by increasing complexities, rapid change and competitive business environments. In such dynamic environment the organizations are facing a gradual shift in traditional employment relationships.

Organisation success depends on their ability to attract, develop and retain talent employees. But employee turnover has been increasingly; especially voluntary turnover is becoming a challenge for today's human resources managers. Having ample opportunities in the job world, people tend to change the organisations of the employment due to various factors. This phenomenon is considered as job hopping. It refers to the practice of suddenly or frequently changing jobs, especially for financial or career advancement reasons. Job hopping can be explained as the rational, voluntary behaviour of frequently switching employers, especially in the beginning of one's career, with the prospects of career advancement

NEED OF THE STUDY.

The stigma of job hopping has been found on the rise and it doesn't look like the trend will be stopping any time soon. Job hopping is a major challenge that can be observed in the today's labour market, with the new generation working in the modern world of work. Why employees are not sticking on a particular job should be analysed in order to mitigate the problems of instability & lack of specialisation. The study analyses the

factors, impacts, issues & challenges with regard to job hopping. As human resources are the potential assets of the organisations, they should be developed and retained for the survival and success of the organisation. Moreover, loyalty and commitment of employees towards the organization makes them productive and efficient. There is a need to understand the cause and effect relationship between the various organisational, process and personal factors that lead to job hopping and employee turnover. The erosion of talent from organisations results in loss of high performance and critical resources. In addition, lack of motivation and decreased morale result in high attrition rate and thereby increased recruitment, training costs and other costs incurred during the vacancy period. Besides these, it also results in indirect costs due to lowered employee morale, lower productivity etc. also when employees leave the existing work place equilibrium is upset and crisis management leaves less scope for developmental activities. Employee turnover at the junior and middle management level is high, thus organisations find it difficult in retaining the skilful and young employees.

Objectives of the study

1. To evaluate the factors leading to job hopping among millennials

Alternative hypotheses

H1: Job hopping frequency of employees varies with gender

H2: Job hopping frequency of employees varies with level of education

3.1 Population and Sample

The study was conducted to evaluate job hopping behaviour on the basis of age, gender and level of education. Thus, the scope of the study was confined to 200 employees of age group 17 to 45 covering both male & female category working in organised sector from Ernakulum district. The study is limited to employees and employers of IT sector.

3.2 Data and Sources of Data

Both Primary and secondary data were used for the research. Primary data for the study was collected through structured questionnaire using both in physical and Google forms. Secondary data was collected from books, journals, e-journals and online resources.

3.3 Theoretical framework

Khatri, Fern and Budhwar(2001) defined job hopping as an attitude or behaviour where employees migrate from one job to another, irrespective of better alternatives or other apparently rational motives . According to these authors, job hoppers go from one job to another, without the prospects of definite growth or other rational motives. They look for an alternative work because of social influences or impulsiveness.

FACTORS AFFECTING JOB HOPPING BEHAVIOUR

3.3.1 Organisational factors

Pay and benefits

Wages and salaries play s significant role in influencing job hopping behaviour. This is basically because of a few basic reasons. Firstly, money is an important instrument in fulfilling one's needs. Money also satisfies the first level needs of Maslow's model of satisfaction. Secondly, employees often see money as a reflection of the management's concern for them. Thirdly, it is considered a symbol of achievement since higher pay reflects higher degree of contribution towards organisational operations. Non monetary benefits are also important, but they are not as influential. One reason for that is most of the employees dot not even know how much they are receiving in benefits. Moreover, a few tend to under value their benefits because they do not realise their monetary value. The employees, generally, want a pay system which is simple, fair and in line with their expectations.

Promotion chances

Promotional chances considerably affect the job hopping behaviour because of the following reasons: Firstly, promotion indicates a n employee's worth to the organisation which is highly morale boosting. This is

particularly true in case of high level jobs. Secondly, employee takes promotion as the ultimate achievement in his career and when it is realised, he feels extremely satisfied. Thirdly, promotion involves positive changes e.g. higher salary, less supervision, more freedom, more challenging work assignments, increased responsibilities, status and like.

Company policies

Organisational structure and policies also play an important role in affecting the job hopping behaviour of employees. An autocratic and highly authoritative structure causes resentment among the employees as compared to a structure which is more open and democratic in nature. Organisational policies also concern govern the human behaviour in the organisation. These policies can generate positive or negative feelings towards the organisation. Liberal and fair policies usually result in more job satisfaction. Strict policies will create dissatisfaction among the employees because they feel that they are not being treated fairly and may feel constrained. Thus, a democratic organisational structure with fair and liberal policies is associated with high job satisfaction and less turnover.

Opportunities for advancement

Career growth and the opportunity to advance are the most important factors for employees considering a job. They have urge for rapid promotions and career development. Individuals with high career expectations usually diversify their skills and take on challenging jobs. The opportunities to advance encourage them to reach their full potential and to perform their best.

3.3.2 Work environmental factors

The work environmental factors include the following important factors:

Supervision

Supervision is a moderately important source of job satisfaction and employee turnover. There are two dimensions of supervisory styles which affect the job satisfaction: first is employee centeredness. Whenever the supervisor is friendly and supportive of the workers there is job satisfaction. In this style, the supervisor takes personal interest in employee's welfare. Second is participation. The superiors, who allow their subordinates to participate in decisions that affect their own jobs, help in creating an environment which is highly conducive to job satisfaction. Thus the supervisors, who establish a supportive personal relationship with subordinates and take personal interest in them, contribute to the employees' satisfaction.

Work group

The nature of the work group or team will have effect on job satisfaction in the many ways. A friendly, and co-operative group provides opportunities to the group members to interact with each other. It serves as a source of support, comfort, advice, and assistance to the individual group members. If on the other hand, the people are difficult to get along with, the work group will have a negative impact on job satisfaction.

The work group will be even a stronger source of satisfaction when members have similar attitudes and values. In such a group, there will be less friction on day to day basis. Smaller groups provide greater opportunity for building mutual trust and understanding as compared to larger groups. Thus, the group size and quality of interpersonal relations within the group play a significant role in worker's satisfaction and job hopping behaviour.

Working conditions

Good working conditions are desirable by the employees, as they lead to more physical comfort. People desire that there should be a clean and healthy working environment. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place, adequate tools and equipment are the features which affect job satisfaction. While the desirable working conditions are taken for granted and may not contribute heavily towards job satisfaction, poor working conditions do become a source of job dissatisfaction, simply because they lead to physical discomfort and physical danger.

3.3.3 Personal factors

Personal attributes of the individuals also play an important role as to whether they are satisfied at the job or not. Pessimists and people with negative attitudes will complain about everything including the job. They will always find something wrong in every job to complain about. Some of the important personal factors are:

Age and seniority

With age, people become more mature and realistic and less idealistic so that they are willing to accept available resources and rewards and be satisfied about the situation. With the passage of time, people move

into more challenging and responsible positions. People who do not move up at all with time are more likely to be dissatisfied with their jobs.

Tenure

Employees with longer tenure are expected to be highly satisfied with their jobs. Tenure assures job security, which is highly satisfactory to employees; they can easily plan for their future without any fear of losing their jobs.

Personality

Some of the personality traits which are directly related to job satisfaction are self assurance, self esteem, maturity, decisiveness, sense of autonomy, challenge and responsibility. Higher the person is on Maslow's needs hierarchy, the higher is the job satisfaction. This type of satisfaction comes from within the person and is a function of his personality.

3.3.4 Work life balance

This is another important aspect when workers need flexible work hours, more leisure time such as paid time off, the ability to work from home, to start their day later, or the option to work at night. It suggests that there should be a balance between work and home. Employees should be equally satisfied with the time that is invested in both work and home while also spending pleasant times with family, friends and pursuing happiness. Work-life balance enhances job satisfaction. It is the integration of an employee's personal life and their community involvement. Employees are nowadays considering work life balance more than their salaries. The employees believe that productivity should be the measurement of their value and not the number of working hours they work. Leading companies like Google, eBay etc have added amenities that focus on de-stressing and fun activities. There are evidences of the increasing sentiments of work life balance importance across the generations and work life balance will almost certainly become part of employees negotiating terms.

Work-life balance is not only beneficial for the employees, but for the organisation as well. There are multiple benefits for both the employees and organisation. For the former, work-life balance can enhance job satisfaction, morale, loyalty, productivity, reduces job stress, higher commitment thereby reduces employee turnover and absenteeism which is beneficial to the latter. Organisations with innovative work life balance policies can enhance their reputation, thus enabling the company to attract and retain employees

3.4 Statistical tools

Chi- square has been used to test hypothesis.

TESTING OF HYPOTHESES

Test 1

H₀: Gender and Job hopping frequency of respondents are not associated

H₁: Gender and job hopping frequency of respondents are associated

In order to test the hypothesis, chi-square test is applied and the result is given in the following table.

Table 4.1

Particulars	Figures
Calculated value	20.088
Level of significance	0.05
Degree of freedom	198

Source: Primary data

$X^2(1, N=200) = 20.088, P = 0.05$

Since, the calculated value is more than the significance level the null hypothesis is accepted. Therefore, it can be interpreted that gender of the respondents and job hopping frequency are independent and are not associated. Employees quit their job irrespective of gender. Both men and women will hop their job if they feel dissatisfied and unhappy at work. The rejection of alternative hypothesis indicates that the two variables, gender of the respondents and their job hopping attitude are independent and are not related to each other.

Test 1: Gender * job hopping frequency (Chi-square using SPSS)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.088 ^a	16	.146
Likelihood Ratio	19.053	16	.179
N of Valid Cases	200		

Test 2

H0: Level of education and Job hopping frequency of respondents are not associated.

H1: Level of education and Job hopping frequency of respondents are associated.

In order to test the hypothesis, chi-square is applied and the result is given in the following table.

Table 4.2

Particulars	Figures
Chi-square value	22.091
Level of significance	0.05
Degree of freedom	198

Source: Primary data

$X^2(1, N=200) = 22.091, P = 0.05$

Since, the calculated value is more than the level of significance null hypothesis is accepted. Therefore, it can be interpreted that educational level and job hopping frequency are independent and are not associated. Employees quit their job irrespective of their level of education. People will hop their job if they feel dissatisfied and unhappy at work. The rejection of alternative hypothesis indicates that the two variables, educational level of the respondents and their job hopping attitude are independent and are not related to each other.

Test 2: Educational level * job hopping frequency (Chi- square using SPSS)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	22.091 ^a	16	.140
Likelihood Ratio	20.927	16	.181
N of Valid Cases	200		

IV. RESULTS AND DISCUSSION

HR has become a huge investment for medium and large companies across industries, with people related costs averaging over 60% of total corporate expenditures. The leading firms have been taking steps to ensure that they extract maximum value from their HR investments, introducing models that go beyond basic HR functionality to embrace new ways of improving the quality, efficiency and productivity of their workforces.

These organisations realise that to be fully effective, HR programmes require new processes, supported by leading technologies. For the companies, traditional HR department, focussing predominantly on basic administrative, record keeping and transactional duties is a thing of the past. Organisations now realize that a strong foundation of information about individuals is a highly valuable organisational resource that can be used to derive efficiencies throughout the organisation. “People are our greatest asset” is the mantra that companies have been chanting for years. Yet it is only relatively recently that organisations have started putting HR systems in place that support this philosophy. As a result, the information that remains inside the HR department is being made available for effective use throughout the wider organisation, helping companies align their workforces with long term business objectives.

The trend of job hopping is increasing in a present scenario as the employees expect competitive compensation, an enjoyable workplace with adequate promotional opportunities and growth. Thus HRM shall stress on the motivation of employees by providing them various financial and non financial incentives. Right organisational climate is also provided so that the employees can contribute their maximum to the achievement of the organisational objectives. Effective management of human resources promotes team work and team spirit among employees. It offers excellent growth opportunities to people who have the potential to rise. It also encourages people to work with diligence and commitment. It is through the combined efforts of people that economic and material resources are utilised for the achievement of organisational objectives. Therefore, creating and maintaining a motivated workforce is the central responsibility of management everywhere. The effectiveness with which human resources are coordinated and utilised determines the success in achieving organisational objectives.

IMPLICATIONS FOR FUTURE

Organisation can focus on the certain strategies in order to retain a productive workforce. Creating good work culture emphasises the development of employee’s potentials and using them for achieving organisational goals. The aims and priorities of individual workers are given due weightage in the schemes of the organisation. Human resource policy shall be backed by human values, understanding the needs and concerns of the welfare of the people. Persons in the organisation will reciprocate by improving their efficiency, motivation, self coordination and greater cooperation. Thus having a good work culture helps to people feel satisfied and enjoy their work. Developing a good communication system which consists of downward, upward as well as lateral helps the organization very much in attaining their goals. Organisation shall develop a system of communication where policies of the management are properly communicated to the lowest level of hierarchy and feedback from the lower level is conveyed to the top management.

Employee counselling is another strategy that organisation can go for in order to maintain talented workforce. Information about careers choices and personal limitations helps in vocational guidance and rehabilitation counselling. Employees who are unable to cope with the hazards and demands of given jobs may be advised to opt for subsidiary jobs or job rotation. Retaining high performing employees starts with recruitment. With expert recruiting advice and the latest hiring trends, helps employers to find and retain employees that can take organisations business to next level. The hiring of right person for right job is one of the crucial elements in HRM. Adequate training and development is essential for employee retention. Training is an investment which aims at improving competence of the employees for raising the standards of organisational performance. An organisation can do better if it invests in technology development and improvement of human systems, training is crucial for both of these. Lack of training may result in poor work performance, low production, and demotivation. Thus the syndrome of job hopping to a great extent can be minimized with proper welfare measures.

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