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AN EXPLORATORY STUDY OF JOB HOPPING PRACTICES IN INDIAN CORPORATE SECTOR

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ABSTRACT

In today's technology and stiff competition job hopping is a biggest problem that human resource management is facing as every organization need employees and to retain those competent employee's organizations need to make practices, therefore the emerging topic job hopping practices came. In the present study a well-structured questionnaire was designed which consists of 42 statements identified from the literature available on the topic and data has been collected from 420 employees which are working in Indian corporate sector. Exploratory factor analysis was applied and seven factors have been extracted viz. pay and benefits, job satisfaction, work life balance, alternate job opportunities, location preference, working environment and career opportunities.

KEYWORDS

job hopping practices, alternate job opportunities, location preferences.

JEL CODES

J50, J26, J28, O15, J63.

INTRODUCTION

India is a booming country of youngsters who are optimistic, hardworking and ambitious. In our rapidly changing technology and globalization adaptability is very crucial for success of career. In a rapid pace of modern life job hopping is becoming a common phenomenon which every organization is facing. It is a social phenomenon that corporate is adopting golden handcuffs strategy to prevent job hopping of employees. They are given various benefits, performance bonuses, stock options etc. Job hopping is the wave of future (Joyce, 1999). Job hopping refers to the term which is used to identify employees who move from one organization to another in search of better benefits or other basic requirement (Manickam *et al.*, 2012). Mobley said that job hopping refers to the termination process of obtaining material benefits from the organization (Mobley, 1978). Job hoppers leave a company for promotion or lateral move (Mann & Mccarville, 2015). In turbulent environment organizations are facing a gradual shift in traditional employment relationship. Organization loyalty is declining as employee turnover increases and employees go for job hopping. In modern day context, job hopping has become the most worrying problem.

In today's corporate world preserving, hiring and maintaining human resources reach up to paramount importance. Today, prevailing job hopping phenomenon in the country is of great concern especially in academic institutions as many researchers and HR consultants have acknowledged the importance of manpower in smooth operation of any organization (Khalid *et al.*, 2012). Job hopping is related to "Hobo syndrome" behavior introduced by Ghiselli in 1974 as he said that people switch jobs because they have an urge to try out new things or simply because it is fun doing so. He described this syndrome as the periodic itch to move from one place or to some other job in some other place. "Hobo Syndrome" refers to employees frequently changing jobs because of instinctive impulses.

REVIEW OF LITERATURE

Vallabh and Donald (2001) focused on black and white managers and found that white managers who intent to leave the organization and job mobility; and found that high salary was the main reasons for excessive job mobility. Black managers were found more prone to job hopping but both black and white group were similar in terms of work values and high regards. Hemdi and Nasurdin (2004) focused on proposed model of turnover intention and found that job satisfaction has a direct effect on turnover intention and indirect effect on organizational commitment. Becton *et al.* (2011) examines the relationship between turnover and history of changing jobs. It was found that there is a relationship between job mobility history and turnover which is moderate by job complexity and previous jobs were positively related to turnover. Manickam *et al.* (2012) focused intrinsic and extrinsic factors which are motivating factors in determining job hopping. Teaching, fringe benefits are considered as motivating factor for baby boomers, job satisfaction and achievements are considered for generation X and training opportunities, advancement, family are considered important for generation Y. So in the last it is concluded that there are differences in the trends of job hopping with regards to Generation X and Generation Y regarding both intrinsic and extrinsic factors.

Pillai and Rathnam (2013) found that financial benefits, career development and training and development have a significant relation with job hopping. HR policies should be revised every two year so that the people will not switch organization frequently. Daming and Xiaoyun (2014) studied on migrant workers and found that young migrant workers switch more. Switching jobs has become a way for migrant and to pursue self realization. It becomes an action strategy for migrant workers for countryside. Steenackers and Guerry (2015) examined that age is negatively related with job hopping, women stay within the organization for longer time than men. Educational level, size and sector have no influence on job hopping behaviors. Generation X and Generation Y have more expectations about their career than Baby boomers. Naresh and Rathnam (2015) examined job hopping in software industry with reference to selected software companies and found that Wipro technologies has highest percentage of attrition rate whereas TCS has lowest. There is a significant difference in respondents on the basis of type of work, salary enhancement, job security, financial assistance and welfare measures which were found to be significant factor affecting job hopping. Bhaduri (2016) found that employees want post retirement benefits, pensions, provident fund and gratuity. Almost twelve percent of respondents spent more than ten year in their current company and majority of employees spent just two to five years in their current jobs. Employers are trying to put "Golden handcuffs (benefits, typically deferred payments which are given to employees to discourage them from leaving job) on employees which are high in demand. Job tenure is becoming shorter and switching jobs is a regular thing.

Sharma *et al.* (2017) studied that employees on an average quit their jobs within five years and growth of the sector depends on HR policies and practices of employees. It is concluded that there is no significant difference between age, marital status, no of children, working status of spouse, work experience on job hopping and gender, residency status has a significant difference with job hopping. Lake *et al.* (2017) studied that career advancement, work environment are the main factor responsible for changing jobs frequently and advancement motives are associated with positive proactivity (growth need strength, persistence) bound-aryless career.

OBJECTIVE OF THE STUDY

The aim of the study is to identify the various job hopping practices of employees in Indian corporate sector.

RESEARCH METHODOLOGY

The study is based on primary and secondary sources of the data collection. The primary data has been collected with the help of self-administered questionnaire. The secondary information has been obtained from the different journals, websites, magazines, newspapers to study the relevant aspects. The questionnaire consists of 42 statements related to job hopping practices. The questionnaire was distributed to 500 employees who were working in different companies of Indian corporate sector. Out of them only 420 were found suitable for the final analysis. In the study, five point likert scale is used ranging from strongly agree (5) to

strongly disagree (1). The statistical tool viz. reliability analysis, factor analysis is used for analyzing the data. Statistical package tool for social sciences (SPSS) version 18.0 for window has been used to complete the statistical analysis.

RESULT AND DISCUSSION

RELIABILITY ANALYSIS

Cronbach alpha is used to measure the internal consistency of the instrument which is to know that the all the items within the instruments measure the same thing or not. Alpha typically varies between 0 and 1. The closer the alpha is to 1, the greater the internal consistency of the items in the instrument being assessed. Analysis was performed on 42 statements for this study. The cronbach alpha of job hopping practices instrument was 0.875. Thus it is concluded that from the reliability analysis that the instrument is highly reliable for continuing the study.

TABLE 1: RELIABILITY STATISTICS

No. of Items	Cronbach Alpha
39	0.875

DATA ANALYSIS

TABLE 2: KMO AND BARTLETT'S TEST

KAISER -MEYER-OLKIN MEASURE OF SAMPLING ADEQUACY		0.876
Bartlett's Test of Sphercity	Approx. chi-square Degree of Freedom	9918.065 741
	Significance	0.000

Exploratory factor analysis is a statistical technique which is used to reduce the data into smaller set and to explore the underlying theoretical structure of the phenomena (<http://www.statisticssolutions.com/factor-analysis-sem-exploratory-factor-analysis/>). Extraction of factors involves determining the smallest number of factors which can be extracted to best represent the interrelation among the set of variables (Pallant, 2005). The EFA begins with the determination of the Kaiser Meyer Olkin measure of sampling adequacy (KMO) values that equals to 0.876 which is higher than the suggested value 0.70. This indicates that the sampling was adequate in conducting the next stage of factor analysis. Principal component analysis along with varimax rotation method is used for extracting factors and seven factors were retained on the basis of eigen value and variance explained. The Bartlett's test of Sphercity comes out to be significant (p=0.00). Analysis was performed on 42 statements for this study. Among them JH21, JH22 and JH27 has communalities less than 0.50 so they were dropped. As per this approach only those factors whose eigen value more than 1 are retained and other factors were not included.

In this study the Eigen value indicated seven factors explaining 67.047 per cent of the total variance which can be seen in the table no.3. It also interprets that seven factors were extracted out of 39 variables with Eigen values 4.564, 4.125, 4.125, 3.743, 3.563, 3.485 and 2.543. These seven extracted factors together account for 67.047 per cent of cumulative variance. It means more than half of the information is retained and only 32.953 percent information is lost. After extraction of factors the next step is to interpret and name the factors. The rotated factors matrix is used for this study.

TABLE 3: TOTAL VARIANCE EXPLAINED

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative%
1	7.037	18.045	18.045	7.037	18.045	18.045	4.564	11.703	11.703
2	5.709	14.638	32.682	5.709	14.638	32.682	4.125	10.578	22.281
3	3.479	8.920	41.603	3.479	8.920	41.603	4.125	10.577	32.858
4	3.017	7.735	49.338	3.017	7.735	49.338	3.743	9.597	42.455
5	2.780	7.128	56.466	2.780	7.128	56.466	3.563	9.135	51.591
6	2.432	6.236	62.702	2.432	6.236	62.702	3.485	8.935	60.526
7	2.092	5.365	68.067	2.092	5.365	68.067	2.543	6.521	67.047
8	1.019	2.613	70.680						
9	.714	1.830	72.510						
10	.639	1.639	74.149						
11	.603	1.547	75.696						
12	.587	1.505	77.201						
13	.531	1.362	78.562						
14	.504	1.293	79.855						
15	.484	1.240	81.095						
16	.452	1.160	82.255						
17	.444	1.139	83.394						
18	.437	1.120	84.514						
19	.416	1.066	85.581						
20	.412	1.056	86.636						
21	.394	1.011	87.648						
22	.370	.949	88.597						
23	.354	.908	89.505						
24	.342	.876	90.381						
25	.328	.841	91.221						
26	.317	.812	92.033						
27	.309	.793	92.826						
28	.302	.775	93.602						
29	.278	.713	94.315						
30	.275	.705	95.021						
31	.264	.676	95.697						
32	.254	.650	96.347						
33	.234	.601	96.948						
34	.228	.585	97.532						
35	.209	.535	98.067						
36	.205	.526	98.593						
37	.194	.496	99.090						
38	.181	.465	99.555						
39	.174	.445	100.000						

Source: Primary Data

Kaiser Meyer –Olkin Measure of Sampling Adequacy=0.876
 Bartlett’s Test of Sphericity Chi- Square=9918.065
 Degree of freedom=741, Significant=.000

IDENTIFICATION AND PROFILING OF JOB HOPPING PRACTICES

Seven factors are identified after applying exploratory factor analysis and those were named as Pay & Benefits, Job Satisfaction, Career Opportunities, Work Life Balance, Work Environment, Alternate Job Opportunities and Location Preference. Table4 presents the profile of job hopping practices scale which highlights the nomenclature of extracted factors and the variables under each factor along with its factor loadings.

TABLE 4: PROFILING OF JOB HOPPING PRACTICES SCALE

Codes	Factor 1: Pay and Benefits	Factor loading	Cronbach alpha
JH3	You are provided childcare/eldercare facility at workplace.	0.777	0.908
JH5	You are given transport facility.	0.854	
JH10	You are satisfied with the compensation and benefits offered to you by your current organization.	0.845	
JH12	You are given employee stock options plans.	0.726	
JH13	You are given non-monetary benefits like medical facility, medical reimbursement.	0.829	
JH14	You are given fund fitness membership programmes.	0.660	
JH25	You are given monetary benefits like loan facility, education allowances etc.	0.820	
Factor 2: Job Satisfaction			
JH2	You are provided appropriate resources and equipment to perform the job.	0.825	0.903
JH4	Your ideas and suggestions are valued,	0.812	
JH6	You feel valued and recognized for your contribution in the organization.	0.784	
JH16	You feel passionate about the job you do.	0.809	
JH20	You are encouraged while performing well.	0.809	
JH24	The culture of the organization supports your plans to stay and grow.	0.820	
Factor 3: Career Opportunities			
JH8	You are given facility of working on special projects to grow career.	0.860	0.905
JH9	Your current job is better than your previous job.	0.834	
JH15	You feel that you need a mentor someone who can guide and help.	0.658	
JH17	You are given on the job training and induction experiences in the current organization.	0.813	
JH18	You are given foreign training to groom your career	0.847	
JH36	You are motivated to accept the overseas assignment	0.816	
Factor 4: Work Life Balance			
JH7	You are provided facility of working at home.	0.816	0.894
JH19	You really enjoy working with the people in your company/department.	0.843	
JH31	You are provided flexible working hours to maintain balance between work and personal life	0.791	
JH32	You are not provided guidance and counseling to maintain work life balance.	0.769	
JH33	Your company allows the involvement of family members in work achievement occasions.	0.850	
Factor 5: Working Environment			
JH1	Your work environment satisfies you values & ethics.	0.901	0.886
JH34	Your work is frequently appreciated by your supervisors.	0.852	
JH35	You do not have supportive and encouraging colleagues.	0.677	
JH38	You are not provided stress free work environment.	0.597	
JH39	Your supervisor treats you in a respectful way.	0.844	
JH40	Long working hours make you feel stressed.	0.627	
Factor 6: Alternate Job Opportunity			
JH11	You believe that there are adequate attractive career options in the industry matching your experience and profile.	0.808	0.882
JH26	You find your job repetitive and monotonous and with no challenges.	0.790	
JH37	A company brand name attracts you the most while choosing a company.	0.826	
JH41	You intend to switch because of long working hours of your current job.	0.792	
JH42	Employees in your organization are changing jobs very frequently.	0.832	
Factor 7: Location Preference			
JH23	You prefer to stay in your home location rather than grow.	0.619	0.798
JH28	Moving to a smaller town or to rural area on a bigger assignment motivated you to stay in organization.	0.789	
JH29	Competitive organizations constantly poach or contact the critical resources and high potential employees in your organization.	0.828	
JH30	You feel that there are a lot more career opportunities emerging in your organization based in rural and semi urban areas	0.782	

Factor1- ‘Pay and Benefits’ is the most preferred factor identified by the respondents having explained variance 11.703% which consists of the variables (JH3 You are provided childcare/eldercare facility at workplace, JH5 You are given transport facility, JH10 You are satisfied with the compensation and benefits offered to you by your current organization, JH12 You are given employee stock options plans, JH13 You are given non monetary benefits like medical facility, medical reimbursement, JH14 You are given fund fitness membership programmes, JH25 You are given monetary benefits like loan facility, education allowances etc.) have factor loading of 0.777, 0.854, 0.845, 0.726, 0.829, 0.660, 0.820 on factor 1. This suggested that factor 1 is combination of these seven variables (JH3, JH5, JH10, JH12, JH13, JH14 and JH25). The value of cronbach alpha for pay and benefits practices is 0.908 as shown in table 4 which is highly acceptable.

Factor2- ‘Job Satisfaction’ is the second most important factor identified by the respondents with explained variance 10.578% which consists of the variables (JH2 You are provided appropriate resources and equipment to perform the job, JH4 Your ideas and suggestions are valued, JH6 You feel valued and recognized for your contribution in the organization, JH16 You feel passionate about the job you do, JH20 You are encouraged while performing well, JH24 The culture of the organization supports your plans to stay and grow) have factor loadings 0.825, 0.812, 0.784, 0.809, 0.809, 0.820. It suggests that factor 2 is combination of these six original variables (JH2, JH4, JH6, JH16, JH20, and JH24). Job satisfaction practices have 0.903 cronbach alpha which is shown as above which is highly reliable.

Factor 3: ‘Career Opportunities’ is another third most preferred factor with explained variance 10.577% which comprises of the variables (JH8 You are given facility of working on special projects to grow career, JH9 Your current job is better than your previous job, JH15 You feel that you need a mentor someone who can guide and help, JH17 You are given on the job training and induction experiences in the current organization, JH18 You are given foreign training to groom your career,

JH36 You are motivated to accept the overseas assignment) have loadings 0.860, 0.834, 0.658, 0.813, 0.847, 0.816. It suggests that factor 3 is combination of these six original variables (JH8, JH9, JH15, JH17, JH18 and JH36). The cronbach alpha for career opportunities is 0.905 which is more than 0.60 which is highly reliable.

Factor 4- 'Work Life Balance' is another preferred factor having explained variance 9.597% which consists of the variables (JH7 You are provided facility of working at home, JH19 You really enjoy working with the people in your company/department, JH31 You are provided flexible working hours to maintain balance between work and personal life, JH32 You are not provided guidance and counseling to maintain work life balance, JH33 Your company allows the involvement of family members in work achievement occasions) have loadings 0.816, 0.843, 0.791, 0.769, 0.850. It suggests that factor 4 is combination of these five original variables (JH7, JH19, JH31, JH32 and JH33). Work life balance practices has 0.894 cronbach alpha which is accepted.

Factor5- 'Working Environment' comprises of the variables (JH1 Your work environment satisfies you values & ethics, JH34 Your work is frequently appreciated by your supervisors, JH 35 You do not have supportive and encouraging colleagues, JH38 You are not provided stress free work environment, JH39 Your supervisor treats you in a respectful way, JH40 Long working hours make you feel stressed) have factor loadings 0.901, 0.852, 0.677, 0.597, 0.844, 0.627. It suggests that factor 5 is combination of these six variables (JH1, JH34, JH35, JH38, JH39 and JH40). The value of cronbach alpha for working environment is 0.886 which is shown as in above table which is highly reliable.

Factor6- 'Alternative Job Opportunity' another preferred factor identified by the respondents having 8.935% comprises of the variables (JH11 You believe that there are adequate attractive career options in the industry matching your experience and profile, JH26 You find your job repetitive and monotonous and with no challenges, JH37 A company brand name attracts you the most while choosing a company, JH41 You intend to switch because of long working hours of your current job, JH42 Employees in your organization are changing jobs very frequently) have factor loadings 0.808, 0.790, 0.826, 0.792, 0.832. It suggests that factor 6 is combination of these five variables (JH11, JH26, JH37, JH41 and JH42). The cronbach alpha for alternate job opportunity 0.882 which is shown in table 4 which is highly reliable.

Factor 7- 'Location Preference' the least preferred factor by the respondents having 6.521% of th explained variance comprises of the variables (JH23 You prefer to stay in your home location rather than grow, JH28 Moving to a smaller town or to rural area on a bigger assignment motivated you to stay in organization, JH29 Competitive organizations constantly poach or contact the critical resources and high potential employees in your organization, JH30 You feel that there are a lot more career opportunities emerging in your organization based in rural and semi urban areas) have factor loadings 0.619, 0.789, 0.828, 0.782. It suggests that factor 7 is a combination of these four variables (JH23, JH28, JH29 and JH30). Location preference has 0.798 cronbach alpha which is acceptable.

CONCLUSION

It can be concluded that pay and benefits is the most preferred practices identified by the employees on the basis of total variance because pay and benefits is one of the most important factor for switching the job very frequently. Job satisfaction came out to be second most preferred practices as it is the internal satisfaction of the employees without satisfaction an employee's cannot job in an organization. On the basis of analysis, the third most preferred practices are career opportunities which is followed by work life balance, working environment, alternate job opportunity and location preference. The result of the study revealed that location preference is the least preferred practices identified by the employees on the basis of total variance explained because in today's technology people want better compensation and good working environment, career advancement opportunities rather than the location preference. People can move from one place to another when they find their job better. So organizations should take steps to remove job hopping among employees. If organization pays better, job satisfaction, good working condition, provide career advancement programs to groom their career they will able to attract their employees.

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