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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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A HUMAN RESOURCE DOWNGRADING - JOB HOPPING

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ABSTRACT

In the free market economy of today, there are a lot of changes taking place in the industrial sector. The changes mainly are on the capital human resources side of the company. While concentrating on the human resources factor in the company, it has undergone a lot of changes. The attitudes among the professionals have changed dramatically, where a lot of young blood & enthusiastic professionals are playing major role in the companies. These Efficient Young bloods have developed a tendency to hop from company to company once they find a better prospects or if they find a better place where their dream come true. That never thinks of the disadvantages in job hopping. The researcher in this study aims to explore different aspects related to job hopping. In some cases, job hopping can result in enhancement of professional skills and knowledge base of an individual. However, a job hopper should also understand the consequences of changing jobs too frequently. It is advisable to spend a minimum of 2-3 years in an organization before considering a job change. A company prefers to invest money in an employee who shows commitment and loyalty towards his/her work and achievement of organizational objectives.

KEYWORDS

Job hopping, consequences of changing jobs, tendency to hop from company to company, enhancement of professional skills and knowledge base of an individual

INTRODUCTION

As it is commonly said that human needs are never ending, an individual may prefer to change his/her job in order to command a higher compensation package/higher designation. This strategy can be termed as Job Hopping. Though this strategy may work in some instances, it is important to note that an individual adopting this strategy is putting his/her long term career at risk. Organizations prefer to hire employees who have been loyal to their previous organizations. Many interviewers prefer to verify the reason for job change. In such situations, it may become difficult for a job hopper to offer a reasonable explanation for quick job changes. At the same it is important for organizations to understand the reason for job hopping. In many cases, a deserving candidate may be switching jobs on account of low salary in comparison to his/her qualifications and work experience. Job hopping can be reduced to a significant level, if deserving employees are adequately compensated and promoted on a timely basis. Job hopping can sometimes result from exploitative and manipulative employee management strategies used by organizations.

OBJECTIVES OF THE STUDY

1. To study the financial benefits provided to the employee by their company and its impact on job hopping.
2. To study the nature of work of the employees in the company and its impact on job hopping.
3. To study the training and development programs conduct to these employees by their company and its impact on job hopping.
4. To study and find out the other benefits and compensations provided to the employees by their company and its impact on job hopping.
5. To study the career plans and progression done by their company and to come out with some retention policies.

SIGNIFICANCE OF THE STUDY

- Now a day's job hopping is consider as a normal habit between the employees in the world. This study helps the corporate to overcome with adopt the newcomers in the generously, get the experience and trained manpower.
- Time and resource is being saved by the corporate for the new recruits
- Corporate mingle out the diffusion between the middle and line staff
- Corporate vision is being nurtured and saves time, money and so on.
- The surfacing of skill domination and supremacy of the chair power stops.
- To know the effectiveness of the current system exists in the organization.

SCOPE OF THE STUDY

- The project throws light on important on job hopping of employees and this study facilitates the management for further improvement.
- This study will give a brief picture of human side of the employees to know the level of impact on job hopping and also helpful to improve the organization environment to attracted employees and other people who connected with the organization.
- This study will be useful when similar kind of research is undertaken.

LIMITATIONS

- The study will be limited due to the changes taking place in the technology and HR practices in component industry
- Opinions of employees may be biased at time.
- The sample size consists of 200 respondents. Finding of the study has its own limitations.

RESEARCH METHODOLOGY**PROCEDURES USED**

In statistics, a simple random sample is a subset of individuals (a sample) chosen from a larger set (a population). Each individual is chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process, and each subset of k individuals has the same probability of being chosen for the sample as any other subset of k individuals. This process and technique is known as simple random sampling, and should not be confused with Random Sampling.

SOURCES OF DATA

The two sources of data collection are namely primary data.

PRIMARY DATA

Primary data are fresh data collected through survey from the employees using questionnaire.

TOOL FOR DATA COLLECTION

Questionnaire was used as the tool for data collection. The questions are closed ended.

SAMPLE DESIGN

- Sample Element : Employees of organisations
- Sample Size : 200 samples
- Sample Media : Questionnaire
- Sampling Method : Simple Random Sampling

STATISTICAL TOOL FOR DATA ANALYSIS

Simple percentage analysis and tabulation is used to analysis the data. Bar diagram is used to give pictorial representation to the analysis. The following test was used for the study.

- ❖ Weighted average
- ❖ Chi – square.

ANALYSIS

WEIGHTED AVERAGE METHOD

REASON FOR JOB HOPPING

TABLE - 1

S. No	Factors	Highly satisfied	Satisfied	Not satisfied	Total	ΣFX/F	Rank
	Mark	3	2	1			
1	Incentives Schemes(F) F(X)	60 180	80 160	60 60	200 400	2	2
2	Career & Progression Policies(F) F(X)	44 132	36 72	120 120	200 324	1.62	7
3	Annual Increments(F) F(X)	24 72	100 200	76 76	200 348	1.74	6
4	Performance Bonus(F) F(X)	43 129	89 178	68 68	200 375	1.875	3
5	Conveyance Provided(F) F(X)	47 141	54 108	99 99	200 348	1.74	6
6	Flexitime Policies(F) F(X)	40 120	72 144	88 88	200 352	1.76	4
7	Performance appraisal system(F) F(X)	50 150	50 100	100 100	200 350	1.75	5
8	Spacious and Friendly Interiors(F) F(X)	106 318	34 68	60 60	200 446	2.23	1
9	Library Facilities(F) F(X)	40 120	72 144	88 88	200 352	1.76	4

INFERENCE

From the above table that indicates that the main reason for hopped the job by the employees are mainly for the lack of spacious and friendly interiors. Some of the employees are hopped their job in previous company due to lack of proper incentives, performance bonus, flexitime policies, and also performance appraisal system. That the proper career and progression policies got last rank in the table, that it's not that much reason for the hopping of the job in the company.

TABLE – 2: RESPONDENT EXPECTATION IN THE NEW COMPANY

S. No	Factors	More important	Important	Less Important	Total	ΣFX/F	Rank
	Marks (X)	3	2	1			
1	Higher Pay Package(F) F(X)	155 465	30 60	15 15	200 540	2.7	1
2	Performance Incentives (F) F (X)	125 375	45 90	30 30	200 495	2.475	2
3	Better Career and Development Plans(F) F(X)	74 222	56 112	70 70	200 404	2.02	5
4	Better Training Facilities (F) F(X)	70 210	94 188	36 36	200 434	2.17	3
5	Recreation Facility (F) F(X)	80 240	48 96	72 72	200 408	2.04	4
6	Flexitime Policies (F) F(X)	40 120	72 144	88 88	200 352	1.76	7
7	Proper Performance Appraisal (F) F(X)	48 144	52 104	100 100	200 348	1.74	8
8	Clear Leadership and Vision (F) F(X)	56 168	74 148	70 70	200 386	1.93	6

INFERENCE

From the above table it is inferred that most of the employee are expect higher pay package in new company. It holds 1st Rank in the table among the eight options. After higher pay package only employee prefers the performance Incentives so that the Performance incentives hold 2nd rank in the table. The company should provide a higher pay package and the performances incentives to avoid the employee to jumping from one to another company. After this the employee expects better training facilities in the company so, it hold 3rd place in the table. After this three things only the employee expect the other facility like recreation facility, better career and development plan, clear leadership and vision, flexitime policies and finally proper performance appraisal, these holds 4th, 5th, 6th, 7th, 8th rank respectively.

CHI SQUARE TESTS

FINANCIAL BENEFITS AND JOB HOPPING

H₀: There is no significant relation between the Financial Benefits and Job Hopping.

H₁: There is significant relation between the Financial Benefits and Job Hopping.

TABLE - 3

	Yes	No	Total
Highly satisfied	102	18	120
Satisfied	28	22	50
Not satisfied	6	24	30
Total	136	64	200

APPLYING χ^2 TEST

Observed frequency(O)	Expected frequency (E)	O-E	(O-E) ²	(O-E) ² /E
102	81.6	20.4	416.16	5.1
18	38.4	-20.4	416.16	10.8375
28	34	-6	36	1.058824
22	16	6	36	2.25
6	20.4	-14.4	207.36	10.16471
24	9.6	14.4	207.36	21.6
				51.01103

$\gamma = (r-1)(c-1)$

$= (2-1)(3-1)$

$= 1*2$

$= 2$

Calculated value is higher than the Tabulated value.

\therefore Calculated $\chi^2 \geq$ Tabulated χ^2

$51.01103 \geq 5.991$

\therefore H₀ is accepted (i.e.) there is significant relation between the Financial Benefits and Job Hopping in Organization.

NON - FINANCIAL BENEFITS AND JOB HOPPING

H₀: There is no significant relation between the Non- Financial Benefits and Job Hopping.

H₁: There is significant relation between the Non- Financial Benefits and Job Hopping.

TABLE - 4

	Yes	No	Total
Highly satisfied	45	35	80
Satisfied	47	18	65
Not satisfied	44	11	55
Total	136	64	200

APPLYING χ^2 TEST

Observed frequency(O)	Expected frequency (E)	O-E	(O-E) ²	(O-E) ² /E
45	54.4	-9.4	88.36	1.624265
35	25.6	9.4	88.36	3.451563
47	44.2	2.8	7.84	0.177376
18	20.8	-2.8	7.84	0.376923
44	37.4	6.6	43.56	1.164706
11	17.6	-6.6	43.56	2.475
				9.269832

$\gamma = (r-1)(c-1)$

$= (2-1)(3-1)$

$= 1*2$

$= 2$

Calculated value is higher than the Tabulated value.

\therefore Calculated $\chi^2 \geq$ Tabulated χ^2

$9.269832 \geq 5.991$

\therefore H₀ is accepted (i.e.) there is significant relation between the Non- Financial Benefits and Job Hopping in Organization.

TRAINING & DEVELOPMENT PROGRAMS AND JOB HOPPING

H₀: There is no significant relation between the Training & Development Programs and Job Hopping.

H₁: There is significant relation between the Training & Development Programs and Job Hopping.

TABLE - 5

	Yes	No	Total
Highly satisfied	101	49	150
Satisfied	29	6	35
Not satisfied	6	9	15
Total	136	64	200

APPLYING χ^2 TEST

Observed frequency(O)	Expected frequency (E)	O-E	(O-E) ²	(O-E) ² /E
101	102	-1	1	0.009804
49	48	1	1	0.020833
29	23.8	5.2	27.04	1.136134
6	11.2	-5.2	27.04	2.414286
6	10.2	-4.2	17.64	1.729412
9	4.8	4.2	17.64	3.675
				8.985469

$\gamma = (r-1)(c-1)$
 $= (2-1)(3-1)$
 $= 1*2$
 $= 2$

Calculated value is higher than the Tabulated value.

\therefore Calculated $\chi^2 \geq$ Tabulated χ^2

8.985469 \geq 5.991

\therefore H₁ is accepted (i.e.) there is significant relation between the Training & Development Programs and Job Hopping in Organization.

CAREER & DEVELOPMENT PROGRAMS AND JOB HOPPING

H₀: There is no significant relation between the Career & Development Programs and Job Hopping.

H₁: There is significant relation between the Career & Development Programs and Job Hopping.

TABLE - 6

	Yes	No	Total
Highly satisfied	70	45	115
Satisfied	60	10	70
Not satisfied	6	9	15
Total	136	64	200

APPLYING χ^2 TEST

Observed frequency(O)	Expected frequency (E)	O-E	(O-E) ²	(O-E) ² /E
70	78.2	-8.2	67.24	0.859847
45	36.8	8.2	67.24	1.827174
60	47.6	12.4	153.76	3.230252
10	22.4	-12.4	153.76	6.864286
6	10.2	-4.2	17.64	1.729412
9	4.8	4.2	17.64	3.675
				18.18597

$\gamma = (r-1)(c-1)$
 $= (2-1)(3-1)$
 $= 1*2$
 $= 2$

Calculated value is higher than the Tabulated value.

\therefore Calculated $\chi^2 \geq$ Tabulated χ^2

18.18597 \geq 5.991

\therefore H₁ is accepted (i.e.) there is significant relation between the Career & Development Programs and Job Hopping in Organization.

FINDINGS

1. JOB HOPPING

The employees have previously hopped their job more than once.

2. REASON FOR JOB HOPPING

That most of the employees have hopped their job because of lack in spacious and friendly interiors. Most of the employees expect friendly relation in the company. Some others need proper incentives schemes and performance bonus. Some respondents hop their job due to flextime policies and some of employees are expect proper performance appraisal system, conveyance provided and proper career and progression policies.

3. EMPLOYEE STAND IN THE COMPANY

Employees expect proper & regular training so as to cope up with the technological advancements. Employees feel that, job should match their qualification should be assigned to them. Other than the above said aspects, employees give importance to career progression policies and financial benefits. Employees give less importance to physical & work environment and also the non-financial benefits provide by the company. Employees decide to hop only on the basis of training and job assigned.

4. REGRET FOR THE JOB HOPPED

Few employees regret for hopping the job become they lose contact with old colleagues and also they have less free time in the current company. Except some, others doesn't regret for changing their job.

5. EXPECT IN THE NEW COMPANY

Employees hop their job for higher pay package and better performance incentives. If the package is good they less prefer training & recreation facilities. Career development plan, flex time policies and performance appraisal gets less preference & seldom hop for these reasons.

6. PLAN TO GO ABROAD

Most of the employees wish to go abroad. Out of which, most prefer U.S.A and some other prefer Singapore. Other than this employee prefer Japan, France etc.

SUGGESTIONS

1. Training on health and safety measures should be provided.
2. A few measures can be taken to revise the pay and improve other benefits.
3. Team performance must be highly encouraged and recognized.
4. Policies have to be reframed so as to serve the dual purpose of attracting potential employees and keeping the current ones passionate and committed.
5. HR Policy, specifically financial policy can be revised for every two years. This would ensure regular revision of the per diems automatically. Effective manpower planning should be there to ensure optimum utilization of human resources.

6. The superiors must guide their team members in order to accomplish their goals. The performance appraisal system may be used effectively to motivate the employees to attain the departmental and organization targets.
7. In the category of General Programs, emphasis should be given for Health and Environment, Personality Development, which may enable the employee's self-development.
8. Create a total reward structure that includes more than compensation.
9. Give feedback on employee performance on a regular basis.
10. Be flexible in terms of work-life balance. Flexi-time policies today are mostly invited by women workers and professionals.
11. The HR policies in the company should undergo some changes with regard to improvement in career and development planning.
12. The company should provide non – financial benefits should be provided to all class of employees so that it helps to retain them.

CONCLUSION

Automobile industry is one of the booming industries in the world. A field with full of competition, organisation expect to retain their trained professional. The Human Resources of these firms are highly fragile and sensitive so that they should be handed with lot of care and concern. Job - hopping will cause a serious effect on these companies. Through this study the researcher has found that the factors which led to job-hopping. As opportunity is high for employees, unsatisfied employees hop a lot and even without taking the disadvantage of job hopping. The company should satisfy the employee to retain them in the company. The organisation considers the suggestion provided by the researcher so as to reduce employee turnover.

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