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JOB HOPPING AND EMPLOYEE TURNOVER IN THE TELECOM INDUSTRY IN THE STATE OF TAMIL NADU

L.R.K. KRISHNAN
RESEARCH SCHOLAR
BHARATHIAR UNIVERSITY
COIMBATORE

DR. SETHURAMASUBBIAH
PROFESSOR & HEAD
DEPARTMENT OF SOCIAL WORK
BHARATHIAR UNIVERSITY
COIMBATORE

ABSTRACT

This research titled "A Study of Job Hopping and Employee Turnover in the Telecom industry in State of Tamil Nadu" is an attempt to understand the problems from the perspective of the organization and its employees. It aims to identify the factors for job hopping in the Indian environment more specifically to the State of Tamil Nadu (India), in the telecom service industry. This phenomenon deserves an in-depth study to ascertain the elements that initiate, sustain and aggravate job hopping. The functional and dysfunctional aspects of the phenomena have also been probed and studied. This industry has been part of India's growth story and continues to occupy the primary attention of job seekers and professionals for career advancement and hence was considered as a choice for undertaking the study. The State of Tamil Nadu (India) was identified to confine the study to a manageable boundary to ensure effectiveness, validity and reliability. The research efforts were directed to build up a body of primary knowledge based on inputs collected from the research participants and takes note of the internal and external factors that impact the decision of job hoppers.

KEYWORDS

Job hopping, Employee Turnover, Employee Attrition, Employee Value Proposition, LRK Job Hopping Model.

INTRODUCTION

A person changing jobs frequently is termed as a job hopper. Job hopping by employees has existed ever since the inception of the industry. An employee leaving an organization that did not meet his expectations when an alternative position became available in another organization was considered normal (India Attrition Study, 2008).

The attrition rates on account of employee job hopping were insignificant compared to attrition due to normal causes such as superannuation, death etc., and remained so till the onset of economic liberalization. With significant changes to the composition of the players at the market place and changed rules of the game, employee job hopping has emerged as a concern of consequence to Indian telecom organizations. The organizations had to endure the predators stalking their ranks. This sector is now dominated by multinationals and has aggressively set a foothold to consolidate their position, owing to emerging opportunities. Employees with specialized skill and experience are being courted by employers to join their ranks at terms that are supposedly more luring than their current pay packages. This has resulted in a lot of mobility of employees from one organization to another. Organizations that are severely impacted by job hopping trends are trying to institutionalize various measures for employee retention. Emergence of commercial pacts as the basis for organization membership has had disturbing effect on the scene. But as every other phenomenon that emerges, it has to be understood, probed and managed. This piece of research seeks to provide a contribution towards this end. Work in today's organization is characterized by increasing complexity, rapid change and competitive business environments. In such a turbulent environment the organizations are facing a gradual shift in traditional employment relationships. Organizational loyalty is reported to be in decline as employee turnover increase, average job tenure falls and employees go job hopping.

CONSEQUENCES OF JOB HOPPING

Drop in productivity, increase in training costs, impact on work culture are a series of aspects associated with job hopping. A series of rapid, random and pointless moves will show up as annoyances on the resume. Employers view such contenders as lacking in loyalty, trust and self-motivation. Quick moves from one job to other raise big questions for prospective employers as to one's staying power and ability to withstand challenges, as well as accept accountability. Employer may question the candidate's committed to a particular organization. The future employers, who are probably looking for a long term employee, might not be impressed with the job hopping tendencies. They might perceive that one has become a job hopper may be because of inability to get along with colleagues or employers. Job hopping does not leave substantial time to acquire sufficient experience and hands-on skills. In many cases, after innumerable hops, one may find oneself at the same place where they first started. The consequences of frequent job change are many, but the most affected area is loyalty with the organization. People living in the modern world are overwhelmed by job opportunities in so much that they live with the false notion that there is always something better. Thus their dissatisfaction towards the work at hand grows while their coveting after something else accumulates.

EMPLOYEE TURNOVER AND ATTRITION

Employee Turnover is defined as the ratio of the number of workers that had to be replaced in a given time period to the average number of workers.

$$\text{Employee Turnover Rate} = \frac{\text{Total Number of People Exiting over period} \times 100}{\text{Average Total Number Employed over this period}}$$

The attrition rate of an organization has an important bearing on its outcomes. An analysis of the changing paradigms, the cost of employee turnover, the employee perspectives and the new retention methodologies have become imperative for the organizational frontline people managers. People managers have a broader influence on the environment in which the employees carry out their work and are the primary link between the employees and the organization. Employee turnover (ET) is often utilized as an indicator of corporate performance and can easily be observed negatively towards the organizations efficiency and effectiveness. ET is a natural outcome of doing business, yet can be very harmful in large numbers. There is a strong evidence to support the fact that cultural flavors have impacted attrition regionally.

Turnover has been defined as movements across membership boundaries of social systems. People switch jobs because they have an urge to try out new things or simply because it is fun doing so. Ghiselli termed this phenomenon as HOBOSYNDROME. He described the hobo syndrome as the periodic itch to move from job in one place or to some other job in some other place. Ghiselli, argued that the wanderlust is derived from instinctive impulses and does not seem to result from organized logical thought, but rather from the internal impulsiveness of individuals (Judge, T.A. and Watanabe, S., 1995). The second part of job hopping consists of social influences or turnover culture. Turnover culture makes hopping from one job to the other an acceptable behavior. Although, both down- sizing and voluntary turnover have been topics of great interest in the organization literature, little research has addressed the possible relationship between the two.

Shocks created by downsizing event itself and the severity of downsizing, pushes employees towards deliberate judgments about their jobs and perhaps to voluntarily quit their jobs (Rilovick, 2005).

Organizations are interested in being successful and employ several resources in an effort to attain that success. Arguably, people are the most important resource of any organization, making the most significant contribution to its success. However, when people decide to leave voluntarily, the overall effectiveness of the organization may decrease for several reasons. Functional turnover, when low performing employees are fired or when older employees retire, is a necessary and beneficial process. Dysfunctional turnover, when productive employees decide to leave an organization is the type of turnover that organization should take steps to avoid (Abelson and Baysinger, 1984). In the best of worlds, employees would love their jobs, like their coworkers, work hard for their employers, get paid well for their work, have ample chances for advancement, and flexible schedules so they could attend to personal or family needs when necessary. But then there is the real world. And in this real world, employees do leave, either because they want more money, are unable to adjust to the working conditions/the culture, their coworkers/bosses, or just want a change.

Employee Turnover can also be classified as under:

- Voluntary Turnover - which is initiated at the choice of the employee
- Involuntary Turnover - where the employee has no choice in his/her termination (E.g. Long-term sickness, death or employer initiated termination)

Employee Turnover can be beneficial to produce some value or dysfunction if organizations lose employees they would like to retain. The traditional theory of how employees make the decision to leave a job focuses on employee's level of satisfaction/dissatisfaction with their current employment and perceived ease of finding new employment.

There are many types of employee attrition (Towbridge, 2006) as mentioned below:

- Market Driven – based on the demand for a particular skill or ability in temporarily low supply countered by employers by increased wages, better benefits, escaping by relocation or site migration or relaxing hiring standards
- Workload or Stress Driven – occurs when there are not enough of the right people and overload of work and too much stress causes discontent, making the employees quit
- Process Driven-triggered by variables associated with job design and/or the organization such as lack of job clarity and ambiguity in role and responsibility or fear of obsolescence with rapidly changing technology
- Society Driven- Societal factors like peer pressure, ego clashes with spouse, family conditions, overall lifestyle and many more
- Personality Driven - They may range from emotional stability to the level of introversion and extroversion, from interpersonal relations to self-discipline

Employee turnover normally brings decreased productivity. People leave the organization, causing others to work harder contributing to higher employee turnover, increase in costs and drop in revenue. This often forces additional cost reductions and austerity measures in an organization. This in turn makes working more difficult, causing the best performers to explore alternate career options.

Employee Attrition can be defined as the reduction in staff and employees in a company through normal means, such as retirement and resignation. Attrition is commonly thought of as people leaving or terminating employment, but there can be two distinctly different types of attrition (Lawrence, 2003).

- Empty Chair Attrition- is a simple process wherein an employee leaves an organization
- Warm Chair Attrition- Employees quit from working/contributing but stay on. This refers to the phenomenon where a loss of workplace productivity results because employees dislike their jobs and just wait for the right time to quit and move with "Warm Chair Attrition". It results in:
 - ✓ Absenteeism
 - ✓ People "attend" work but productivity drops
 - ✓ People begin to focus more on their next job than their present job
 - ✓ People become negative and can affect the performance of others
 - ✓ When unemployment rates rise, the employees have made the mental decision to leave-but there are fewer opportunities

Hence, attrition poses serious problems and merits further research and analysis. Attrition and job hopping can occur in our country either due to economic recession, mergers or acquisitions in the normal course. The career is very lucrative as this sector is booming, and offers an individual a variety of options. The penetration of the rural markets has thrown open opportunities and challenges for employers on the talent attraction and retention front. The current era is about reducing head count costs and managing a lean and mean organization. However, no organization would like its top performers and critical resources to leave when they are needed the most. High end talent is always lofty on aspiration and losing them to competition would be a high business risk. Therefore, identifying talent, drawing up career and succession plans, providing job rotation and sponsoring for training and management development programs would be essential to reduce organizational attrition rates.

One of the greatest strategies of war has been the strategy of attrition warfare, defined in military dictionary as the cumulative destruction of the enemy's material assets by superior fire power. This historical concept has now found its way to the corporate board rooms where organizational managers try to stay ahead of the competition by resorting to the poaching of their competitor's talent pools. There are three specific knowledge types that are under attack through such an attrition strategy (APQC, 2003):

- Cultural Knowledge
- Historical Knowledge
- Functional Knowledge

EMPLOYEE VALUE PROPOSITION AS A RETENTION MEASURE

Employee Value Proposition (EVP) is a term used to denote the balance of the rewards and benefits that are received by employees in return for their performance at the workplace. Employee Value Proposition (EVP) is defined as a set of associations and offerings provided by an organization in return for the skills, capabilities and experiences an employee brings to the organization. The EVP is an employee-centered approach that is aligned to existing, integrated workforce planning strategies because it has been informed by existing employees and the external target audience. An EVP must be unique, relevant and compelling if it is to act as a key driver of talent attraction, engagement and retention. It has become closely related to the concept of employer branding, in that it is being used to define the underlying 'offer' on which an organization's employer brand marketing and management activities are based. In this context, the EVP is often referred to as the Employer brand proposition. The value proposition should identify the unique people policies, processes and programs that demonstrate the organization's commitment to employee growth, management development, ongoing employee recognition, community service, etc. Contained within the value proposition are the central reasons that people will choose to commit themselves to an organization.

REVIEW OF RELATIONSHIP BETWEEN JOB HOPPING, INDIVIDUAL CAREER AND ORGANIZATION SUCCESS

The current generation which believes in quick results is, impatient, and driven by short term goals and motivated to earn quick money. They are very eager to enhance their skills and competencies and seek job enrichment and growth in quick succession. They fail to understand the contradiction of personal priorities vs business challenges. Remaining on a one sidetrack and not giving enough time to an organization has its own ill effects on both the employee and the organization. Job hopping impacts the stability of business operations, productivity and has a bearing on manpower and other indirect cost. Organization which has strong employee retention processes normally enjoys good business results, owing to enhanced employee commitment. Employee career growth and progression cannot be expected at the cost of business results. Employees need to demonstrate commitment backed with superior performance to avail career growth and other rewards in an organization. Only when the discretionary efforts of employees are at the highest level, organization benefits resulting in organization growth and success. It is therefore imperative that employees understand and commit to organizations progress to avail long term benefits. Job hopping is a phenomenon which impacts both employee and the organization. The linkage between employee's willingness to stay and organization success is direct and tangible in many ways.

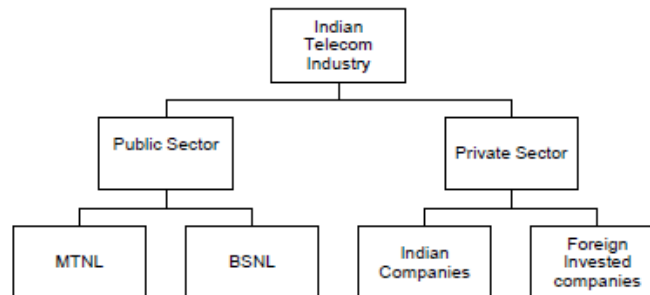
THE INDIAN TELECOM INDUSTRY

The Indian telecom industry has undergone significant structural transformation since its liberalization in the 1990's. During the last fifteen years, the industry has evolved into a multi-segment, competitive market from a small supplier-dominated market having public sector monopoly (Preethi et al., 2009). Government Telecom and Communication policies have played a crucial role in shaping the structure of this sector over the last fifteen years. National Telecom Policy 1994 and 1999 has contributed to the overall development and growth of this industry segment.

CURRENT STRUCTURE OF THE INDIAN TELECOM INDUSTRY

Currently, both public and private sector players are actively catering to the rapidly growing telecommunication needs in India. Private participation is permitted in all segments, including ILD, DLD, basic cellular, internet, radio paging, et al. The broad structure of the telecom industry (in terms of service providers) is depicted in Figure 1:

FIGURE 1: STRUCTURE OF THE TELECOM INDUSTRY IN INDIA



SEGMENTS IN THE TELECOMMUNICATION INDUSTRY

The telecom services in India can be divided into two broad segments, wire line services and wireless services. The wire line segment, which accounted for a major share at the start of the current decade, has witnessed a decline in its subscriber base in the last 5 years. Other telecommunication services such as internet services, broadband services, VSAT, have also evolved gradually and have become an integral part of the Indian telecom industry. The industry classification is as under:

- Wire line services (Fixed line telephone and Broadband)
- Wireless service: [Mobile Phone - GSM (2G, 3G and 4G) and CDMA (1x and HSD – Wireless Data Cards)]
- Internet services
- Public Mobile Radio Trunked Services (PMRTS)
- Global Mobile Personal Communication by Satellite (GMPCS)
- Very Small Aperture Terminals (VSAT)
- Mobile Value Added Services

CHALLENGES IN THE TELECOMMUNICATION INDUSTRY IN INDIA

The industry is currently facing huge challenges owing to shortage of growth in traditional services. Emerging markets are also seeing decreasing growth rates and lower voice ARPU (Average revenue per customer). On the other hand mobile data is the new frontier, but while volumes of data and applications are exploding, revenues are decreasing and competition is increasing. Service providers need to find new revenue streams in VAS and enterprise services. There is an opportunity around cloud computing. The operators need to transform to attract customers and also take the benefit from the mobile Internet. With a move to 3G networks and a resulting simplification there is a future for vendors and Information Technology (IT) service providers. All this will positively impact the Indian economy. The market in India is at an inflexion point following the arrival of 3G. The hyper-competitiveness is likely to flatten out in terms of subscriber growth over the next two years. The proliferation of smart devices and availability of high speed data access will result in new service consumption patterns. Operators seeking to monetize this shift will need to support a broader application and services portfolio with better subscriber segmentation capabilities. We have to wait and see the impact of 3G on the Indian landscape.

With fierce competition and concentration of the subscribers and the network in the urban and semi urban markets, the mobile phone operators are going through a tough phase, lack of significant growth in the customer base, drop in revenue per subscriber, high cost of project rollout, high capital deployment, increase in cost of manpower and other inputs is leading to the low profit regime. The cost of rolling out networks in rural areas which would expand the customer base significantly but would not provide for Return of Investment (ROI) in the short/medium term will be an impediment to meet the capital-debt repayment. The perceived crisis therefore can be classified as follows;

- Steep increase in license fee owing to 3G auctions
- High cost of capital deployment for roll out of new technologies and expansion in rural markets
- Cost of equipment are on the rise
- Revenue per subscriber is dropping significantly
- Incremental growth of subscribers not very significant
- Shortage of skilled and experience manpower to address the growth and technology needs
- Cost of Input including manpower cost is on the rise
- Too much competition owing to too many players resulting in crowding, price wars and hence lower revenues
- Expansion of highways and other road infrastructure is resulting in damaging to the telecom infrastructure that has been laid in terms of optical fiber cable (OFC) etc., resulting in network outages
- Broadband penetration in India is still very low when compared to the rest of the world, but catching up slowly in India and in Tamil Nadu in particular
- Education with specific focus is yet to gain prominence considering the fact that it has opened up to privatization in 1994. Shortage of skilled and trained manpower is a nightmare in some segments, resulting in the cost of training

Hopefully the NTP 2012 will augur well for the industry and for the subscriber at large. The industry contributes significantly to the job market, the GDP and the economy and hence must be categorized as an Infrastructure business for gaining special status. By overcoming the perceived crisis, organizations will grow and consolidate in the years to come.

TELECOM MAJORS IN THE STATE OF TAMIL NADU

- BSNL : A Government owned – Public Sector Organization
- Bharti Airtel: Bharti Group in tie up with Singapore Telecom is a leading player in the country with pan India presence
- Reliance Communications: A Reliance Group entity that enjoys a pan India presence

- Vodafone: Vodafone India is a subsidiary of Vodafone Group Plc India and is a multinational company
- Tata Teleservices- Tata Communications is a wholly owned enterprise of the Tata Group providing wire line services and Tata Docomo is a venture with partnership with Docomo Japan and provides wireless services
- Idea Cellular- Is a Aditya Birla Group company
- Aircel: The leading shareholder is the Maxis group from Malaysia
- MTS Mobile: Systema from Russia in partnership with Shyam telecom is a recent entrant
- Videocon Telecom: An Indian business house with diverse interests has also joined the bandwagon for providing mobile telephone services in India

PERCEIVED JOB OPPORTUNITIES AT THE MARKETPLACE

The job trends in this industry have shown phenomenal growth in the last decade. With so many new entrants and existent players expanding their operations, the revolution in India has been quite exceptional and a big employment generator. The government has issued new licenses and allowed new companies to commence operations. This has led to more and more jobs being created in this domain. With the mushrooming of the number of operators, we have witnessed significant growth in the infrastructure, subscriber base and the revenues over the past 5-8 years. There is a hiring spree, since the organizations had to quickly launch and roll out their services. Widespread job hopping for higher salary and bigger roles is the current trend. Employee retention has become a very big challenge for the existing operators who have their operations running since 1996 or 2001.

ATTRITION IN THE INDIAN TELECOM INDUSTRY

The industry has been expanding and jobs mushrooming by the minute and hence it has all boiled down to attracting, managing and retention of talent. There is a scarcity of qualified and trained manpower to meet the growing needs. The Indian economy has been growing at a sturdy pace of 8% annually and has surely placed an enormous strain on the existing talent pool in terms of various job opportunities. Conducive business environment, favorable demographic outlook and the political stability enjoyed by the country have contributed to the growth, resulting in the increase in job options (Slideshare, 2011). Shortage of skilled manpower has caused deep concerns in this space and with increasing workforce complexity the challenges have been mounting. The game changer, attrition in an organization seems to decide outcomes. The changing paradigms, the cost of employee turnover, employee perspectives and new retention methodologies are worth studying for any practicing HR manager. Liberalization, Globalization and Privatization in the telecom space has provided job hoppers with multiple options. With more and more players at the marketplace, the pressure in terms of attracting and retaining the right talent is a challenge. The employment scenario is very promising and is creating employment opportunities and adding more and more people to its workforce. There is a huge demand for trained and qualified engineers and other professionals. The trends indicate that the attrition rates of 20 to 30 percent and hence the HR's primary strategic function is to retain the talent and focus on employee engagement. With the launch of 3G and 4G services, the organizations are going for high skill recruitments. There is a huge demand for new projects, setting up of new services, expansion of coverage areas, network installations, maintenance etc., are providing employment opportunities. Job hoppers are cashing in the current scenario.

RANGE OF PAST STUDIES

Severance pay, loss of productivity, recruitment, replacement, and training are all concepts that demand a significant amount of time and attention by human resource professionals. In the pressure to keep operating costs low Human resource departments (HRD) face tremendous pressures to develop and maintain a productive workforce. Therefore, a great deal of research has focused on employee turnover in an effort to understand the factors that contribute to an increase or decrease in its occurrence. The study of turnover has a rich theoretical history in which multiple models have been advanced to understand this complex decision (Hom and Griffeth, 1995). Most of these models are based on the premise that if an individual is unhappy with a job and finds another job, they are likely to leave the current job. Thus, the focus of most turnover models is on job attitudes (job satisfaction or job commitment) as the primary drivers of turnover (March and Simon, 1958). Other models have added variables, such as the individual's expectations about the job, ease of movement, expected benefits from quitting, organizational structure, job search, and availability of alternatives, in an attempt to explain additional variance (Porter and Steers, 1973) (Steers and Mowday, 1981). While turnover models have increasingly become more complex, the most variance is still explained by some of the originally proposed variables, which are job attitudes (job satisfaction and job commitment), job alternatives, and job search (Griffeth, Hom and Gaertner, 2000; Hom and Griffeth, 1995). As will be seen in the range of past studies on turnover, in spite of the intuitively appealing additions to the turnover models, these models have been unable to explain substantial variance in turnover. More recently, Mitchell and Lee (2001) suggested an alternative approach to turnover that goes beyond job satisfaction and commitment.

An increasing number of models that accurately predict employee turnover provide early detection of unanticipated turnover, particularly for high performance employees. Meanwhile, accurate prediction models also leave managers with adequate time to deal with turnover related management issues (Chao, 2007). Generally, two forms of employee turnover exist, involuntary turnover and voluntary turnover. Involuntary turnover is frequently defined as movements across organizational boundaries, over which employee is only slightly affected often due to dismissal, downsizing, compulsory retirement etc (Price, 1977). In contrast, voluntary turnover is defined as movements across organizational boundaries, over which the employee is heavily affected, the representation forms of withdrawal from an organization often categorized with absenteeism and lateness.

In accordance with the above definitions, involuntary turnover is most often initiated by organizational changes and institutional constraints, and it easy to understand the scope and affections for the organization. However, employers find it especially difficult to precisely predict the withdrawal forms, the affection and the timing of voluntary turnover in an organization, such as the number of individuals leaving, which individuals are leaving, and how individuals are leaving. In other words, the employers have to understand the damages resulting from high performance employees leaving and also the benefits resulting from poor performance employees leaving (Dalton and Todor, 1982), in addition to the methods of withdrawal used by departing employees. Therefore, the voluntary turnover modeling methodology and a novel predictive approach have attracted considerable attention during recent decades. Job performance has become an increasingly popular influence or decision related to employee turnover and should be viewed as the initiated discrete choice of each employee. Job hopping and employee turnover are consistent with a time based variable that has some relationship with the career stage, work and family. Age also decides the role of a family life cycle. Hang and Chao suggested the logit and probit models to predict voluntary employee turnover (Chao, 2007).

Turnover among high technology professional employees is among the most frequently discussed problems in contemporary labor markets such as India. Existing career mobility models fail to explain the job choice decision of Job hoppers for whom participation in cutting – edge projects may hold more appeal than long-term employment. Organizations are struggling to manage the skilled labor shortage by training unskilled and semi-skilled resources. Hired professional often leave their companies for gaining higher salary using the experience gained in the previous employment. Despite contextual, relational, epistemological dimensions to turnover as well as its organizational significance both the labor market and physiological school have significance in the Job-hopping and employee turnover research. Research indicates that there are two approaches to employee turnover i.e., Economic and Physiological. Carsten and Spector, 1987 in a test of Muchinsky and Morrow's, 1980 "Multi disciplinary model" (Muchinsky and Morrow, 1980) have found evidence that there is relationship between job satisfaction and turnover, in that the economy acts as a releaser and during high economic activity and industrial growth the growth of opportunities in the market triggers Job hopping and employee turnover (Spector and Carsten, 1987). Kirschenbaum and Rita (1999) make the case of "Perceived job opportunity", it would be better to use an objective measure of opportunities based on a model of interaction between the local labor market, occupational opportunity and organization size. There is a well established body of knowledge of literature in addition to the literature on commitment concerning motivation to suggest that for at least some individuals pay is not the sole motivating factor. If it is allowed that motivation has some link with job choice then pay will not be the sole criterion used when people decide on selecting a job, or when they decide to leave.

OBJECTIVES OF THE STUDY

This research is aimed at generating an understanding into the process of employee job hopping that has been on an upward trend in the recent years. It is a major concern to this industry in India, owing to the number of new operators in the recent past and also due to the behaviors and attitudes of the new generation employees. The research efforts are directed to build a body of primary knowledge about this social phenomenon based on inputs from the participants of the process i.e., the employees who leave the job from one employer to another for gainful employment. Organization that these employees leave, the organizations that accept these employees into their fold and the influencing factors in the environment and everything else that interactively surrounds these participants and affects their action through direct or indirect influence on their behavior will be studied.

The following are the objectives of the study:

- To profile job hoppers in terms of age, gender and tenure in the organization, function/roles, qualification, total experience, location and company wise
- To analyze the employee turnover trends of Chennai vs. Rest of Tamil Nadu (ROTN)
- To understand the impact of the problem of employee turnover
- To understand what motivates people to stay or leave an organization - the push and pull factors in play
- To suggest remedial measures for controlling the negative trends

SCOPE OF THE STUDY

This study was conducted on all the permanent employees of the eight private sector telecom organizations operating in the geography of Tamil Nadu. The employee turnover in terms of role/function, time spent in the organization, location, qualification, total experience, age and gender was profiled. This research was carried out through the period May 2009 to March 2012 and seeking responses from the employees, HR managers, senior leaders in the industry, as the primary data and from various other sources like management journals, research papers, manuals, books, TRAI official reports, internet web sites, headhunters and recruitment consultants operating and supporting these eight companies in the State, members of the National HRD Network (HRD), National Institute of Personnel Management (NIPM) and Indian Society for Training and Development (ISTD) as the Secondary Data (also includes the Exit Interview Feedback analysis).

NATURE OF THE PROBLEM

The purpose of this study is to understand the cause and effect relationship between the various organizational, process and personal factors that lead to job hopping and employee turnover. To this effect, the specific problems are mentioned below:

- Erosion of talent resulting from the loss of high performers and critical resources and the average - low performers and de-motivated employees staying back
- Employee turnover at the junior and middle management level is quite high
- Overall productivity takes a hit because of the outflow of the top performers and critical resources and learning curve effect (Pindyck et al., 2003) of the new entrants
- Lack of motivation and low morale leads to an increase in employee turnover
- Recruitment and training cost increase drastically due to employee turnover
- Difficulty in retaining the skillful and the younger lot of employees who have the skills which are in great demand
- Employee turnover levels in some specific businesses affect the morale, motivation level and productivity of the team. Morale deficiencies affect the organizational performance and sometimes, result in the 'ripple effect'
- Employee turnover implies certain direct costs such as recruitment, training costs and other costs incurred during the vacancy period. Besides these, it also results in indirect costs due to lowered employee morale, quality of handholding and transfer of information. Also when employees leave the existing workplace equilibrium is upset and crisis management leaves less scope for development activities

THE KEY RESEARCH QUESTION

"Is there a possibility by proactive HR initiatives to manage job hopping and employee turnover in the telecom industry in Tamil Nadu?"

To answer this question the following research objectives were also taken up;

- To investigate whether the trends are impacting organizations differently
- To investigate whether this social phenomena has any broader dimensions and can be managed for the betterment of individual careers, corporate success and stability in the society.

IMPORTANCE OF THE STUDY

The field of Human resource management (HRM) faces a significant dilemma, while evidence, theory and practical demands are increasing the visibility and credibility of human capital as a key to organization success, the measure used to articulate the impact of their decision remains still a grey area. Moreover, there is a rapidly-growing body of books and articles suggesting that the key to competitive advantage lies with the organization's human resources. HRM must focus on outcome, rather than solely on programs, activities and costs are becoming well established. Intellectual capital is widely suggested as an emerging key to the organization success that is not reflected in standard accounting and financial reports.

People are the most important asset and the key differentiator to organizations success. From a managerial perspective the attraction and retention of high quality employees is more important today than ever before with more than 50 years of research attention on the subject and over 1500 publication articles on leading business journals world over. This phenomenon continues to occupy mainstream research for finding alternate solutions. Volunteering employee turnover is one of the most studied behaviors in management research (Griffith, Hom and Gartener, 2000; March and Simon, 1958). Retaining employees remains a primary concern for many organizations during days of intellectual property, as intellectual capital has become a critical component of wealth creation. In HR research and practice, employee retention or turnover involves the question of organization employee movement. Exit of employees who have relatively high human capital value and choose to exit, can cause serious loss and impairment, especially when the attrition is on the rise. This study will also help establish what unique value proposition the industry can offer its employees, in terms of compensation, work environment, learning and development, to ensure that the problem of attrition of the critical resources and top performers is controlled or minimized.

HYPOTHESES

- | | |
|--------------|---|
| Hypothesis 1 | There is a positive relationship between job satisfaction and employees decision to stay in an organization |
| Hypothesis 2 | Alternate employment opportunities are positively associated with job hopper's intentions to exit an organization |
| Hypothesis 3 | HR Policies and Practices have a direct bearing on employee intention to stay in an organization |
| Hypothesis 4 | Age and total work experience have a direct influence on the employee's intention to stay in their current organization |
| Hypothesis 5 | Knowledge workers intention to job hop is influenced by the training initiatives and scope for innovation at work |
| Hypothesis 6 | Pay and benefits is a motivating factor for job hoppers for selecting a job or continue to stay in the current organization |
| Hypothesis 7 | High potential employees, top performers and critical resources exit their current organization for better career prospects if there is no differential treatment |

Hypothesis 8 The industry growth is creating multiple job opportunities in rural markets – however, employees prefer to remain in home location and do not explore growth prospects resulting in relocation

RESEARCH METHOD

This research is a blend of theoretical and empirical work and is descriptive in nature and has been carried out with specific objectives resulting in definite conclusions. The sample was drawn from the eight employers (Airtel, Vodafone, Idea, Aircel, Reliance Communications, Tata Teleservices/ Tata Docomo /Tata Communications (all group companies clubbed), MTS Mobile and Videocon), all private telecom operators representing 98% of the industry in the State. The population is approximately 4200 permanent employees (excludes associate employees, outsourced, managed services employees, consultants and retainers, trainees (GET's/MT's)) who are currently working in the targeted organizations. This population was used to draw a sample for studying the trends and the pilot study was conducted by administering the questionnaire on 400 employees and 144 employees responded. For this phase, simple random sampling method was adopted. The responses were adequate and the exercise was completed in a time frame of 90 days. The research was conducted in two phases; Exploratory phase and Validation phase

DATA COLLECTION & ANALYSIS

A sample of 1120 from a universe of 4200 permanent employees (as on 1st October, 2011) was the size of the sample for the final research and a stratified sampling method was adopted. The stratified sampling method was followed as it would have more statistical efficiency. The questionnaires were distributed through email, e-survey, and also through direct interview method. In all 430 responses were received of which 12 responses were rejected, which were not meeting the response criteria, resulting in 418 clean responses at a response rate of 37% and accounting for 9.95% of the universe of employees.

The data generated during the course of the research has been utilized to test eight popular beliefs held concerning job hoppers. The various tests and analysis performed with the raw data using SPSS (Statistical Package for Social Sciences) are as follows:

- Factor Analysis
- Cronbach's Alpha reliability tests
- Chi-square test
- Pearson's Correlation technique
- One-sample Kolmogorov – Smirnov test
- Non- Parametric tests such as Mann Whitney test and Kruskal-Wallis test
- Comprehensive Comparative Analysis of demographic data

The analysis of primary data involved Descriptive, Inferential and Predictive statistics. Non-Parametric tests have been used to validate the hypotheses. The data from the research stands to negate one of the eight hypotheses. The findings of the research have been presented in the research report after statistical validation. Each query has generated responses from the employees, leading to employees subscribing to certain views, which has resulted in conclusive empirical evidence in the area of research.

CONCEPTUAL FRAMEWORK

At the conceptual level, employee job hopping can be thought of a decision process that makes an employee to voluntarily terminate his present employment with an organization to join another organization to pursue his career ambition. The decision process is conscious and is driven by the causes that reside in his personality and his membership of the present organization and the alternative avenues of employment that are available to him.

The decision rests on the balancing act of values that an employee perceives that he stands to derive from the alternate organizational membership. The impetus for employee job hopping emanates from dissatisfaction with current position and eminent promise of a bright future elsewhere. The personality of an individual is a sum of his convictions, values, experience and expectations. It is reflected in the way he views his acts and of those around him in the work place. The personality constructs of an individual decide how well he can integrate in any given situation personally, socially and organizationally. And it is the degree of integration with his surrounding that determines his level of satisfaction or sense of belonging. While a proportion of his experience is likely to reinforce his perceived belief others may push him to look elsewhere. Since the experience is an on-going process, its composition is fluid.

SAMPLING DESIGN

This study encompasses both primary and secondary research sources. The inferences from the primary data and the secondary sources have also been examined. To control the variation in the composition of the employees the sample was drawn from all the leading telecom service organizations in the State of Tamil Nadu, proportionately to the size and scale of operations and the manpower strength. The population of the study had individual employees as the major component. The sampling method used for the pilot study was a simple random method and for the final phase of the research the stratified random sampling method was adopted. The primary data was collected through a structured questionnaire from the target universe applying the stratified sampling method.

TARGET POPULATION AND SAMPLING UNITS

Target population for the purpose of this study is defined as all the permanent employees working in the eight private sector telecom organizations in the State of Tamil Nadu. Individual employees from each of the organizations were drawn up based on the Age, Designation, and Function - role, Work experience, Education qualifications, Gender, Current location and Company to ensure the sample represents the total universe in most respects.

SELECTION OF THE SAMPLE

Eight leading telecom players from the State has been sampled. The balance was left out purely on the grounds of size of the employee base, recently commenced operation and hence no trends on job hopping or employee turnover could be predicted or established. "For most purposes n=30 is sufficient, provided the universe is not exceedingly asymmetrical" (Boyd et. al., 2005). 100 is a medium sized sample and 300 is a larger sample. More than 5% sample size is an appreciable proportion of the sample universe. Eight of the organizations were identified for drawing the sample, which by itself is representative of the universe of employees. It was decided to sample all these organizations to have a normal distribution for the samples collected. A minimum sample size was decided for each organization based on its size of operations and the manpower strength. The final survey resulted in 430 responses of which 12 responses were rejected since they did not meet the response criteria, resulting in a total of 418 clean responses, which is a large sample. Each organization sampled had employees between 200-1100 employees (sampling frame) and a sample size of 418 employee represented 9.95% of the universe (37% of the target 1120 employees responded), which is an appreciable sample (Appendix 6).

QUESTIONNAIRE DESIGN

The questionnaire was designed to ensure the following:

- Maintaining focus: It is important to refer to the research questions that defined the focus of the research
- Gaining and retaining the respondent's interest on the subject matter
- Stress Confidentiality: To ensure the confidentiality of the responded is maintained owing to the stress it would create by releasing confidential personal views

Contact Method: Respondents were contacted in person, by a telephonic interview, e-survey and e-mail.

Research tool used for the analysis of data was SPSS (Statistical Package for the Social Sciences).

Frequency Tables: The study involved profiling the exits in terms of Gender, Age - Experience band wise, Qualification, Function/Role, Location-Company wise. For this profiling, frequency Tables, percentages, averages and charts (Bar chart) were used with the help of SPSS.

RESEARCH INSTRUMENT

The research instrument used in this study was developed by the researcher and involved questions seeking a variety of responses concerning job hopping, turnover intentions, satisfaction levels and with an effort to capture various responses associated with the intention of an employee to stay or exit an organization (Appendix 1).

A researcher cannot avoid having data contaminated by some form of bias. However, bias can be reduced and objectivity enhanced. Subjectivity refers to the extent to which a judgment is based on individual personal impressions, feelings, assumptions, beliefs, values and opinions rather than external facts (Leedy and Ormrod, 2001). Without sacrificing the objectivity in this study, this research used a non-standardized instrument and also used the triangulation method of data collection by obtaining information using secondary sources to corroborate the questionnaire survey. The instrument uses a Likert response scale to measure responses on an interval level using a 1 to 5 rating and that range from strongly agree to strongly disagree (Trochim, 2006). This research adopted the pragmatist view of treating Likert scale as an interval scale as it is being followed by most social researchers. Some questions did not follow the standard Likert scale and were close ended for soliciting responses. The questionnaire was designed covering all the major aspects that go into the decision for an employee to decide to stay or quit an organization. It was made easy to solicit quick but precise responses to aid the study appropriately.

PILOT STUDY

A pilot study of the measurement instrument was necessary to validate the items as well as the scale for making the necessary changes. Moreover, constructing a valid instrument is an ongoing process. In this study, the questionnaire was pilot tested on 400 employees using a simple random method however after the desired follow up only 144 responses were collected. The feedback received from the pilot study enabled the researcher to modify the questionnaire to make it more consistent and relevant to test the hypotheses.

FINAL SURVEY

The research instrument was sent by e-mail to the target sample directly, by email and also through online survey portal to seek their responses. Despite a regular follow up only 1% of the employees responded back and hence the employees were contacted by e-mails, phone calls, SMS etc., for seeking their support for completing the questionnaire in a reasonable time. There was some need for privacy and hence employees of the target companies preferred the email, e-survey and telephone option rather than face to face interview at the work place, to ensure confidentiality and also the flexibility to take time and complete the questionnaire at one's own convenience.

REASON FOR SELECTION OF THE TELECOM INDUSTRY AND THE STATE OF TAMIL NADU

The possible effects of specific industries, the size of workforce and the category of employees can affect the outcome in such studies. In order to control the industry-specific effects, the current study focuses on the private sector telecom organizations. It is appropriate for studying the phenomena since it is a buoyant-sunrise industry and having experienced considerable growth over the last one decade and also contributing significantly to the gross domestic product (GDP). It is also playing a significant role in shaping the life- style of the youth in the country and is also important in terms of job creation in the knowledge and technology space. Telecom industry has been part of the growth story in India and continues to occupy the primary attention as regards job seekers and professionals for career advancement. In view of the nature and complexities, it was found desirable to choose this industry part of the study. The researcher has also spent more than a decade as a practicing HR professional from the industry and found it pertinent to study the trends and to understand the phenomena, suggest possible options for tackling the problem from a long term perspective. The State of Tamil Nadu was identified to confine the study to a manageable boundary to ensure the effectiveness, validity and reliability of the study.

ASSUMPTIONS

This study was conducted on all the permanent employees of the leading telecom companies operating in the geography of Tamil Nadu. The employee turnover in terms of Role/Function, time spent in the organization, location, qualification, total experience, age and gender was profiled.

- The chosen sample size of 1120 employees and responses from 418 employees represents the organizations/industry in the State
- The sample includes the permanent employees and represents the universe of employees
- The data has been collected from genuine sources and the observations and conclusions are based on the first-hand information and analysis
- The study is assumed to benefit the organizations in understanding the reasons why critical resources and top performers leave, controlling and reducing the impact
- The study also includes a comparative analysis of the HR policies and practices of the target organizations
- The key questions defined as part of the study broadly covers the main challenges at this point in time
- The social phenomenon that has been probed has significant impact on the individuals, organizations and the society

LIMITATIONS

This study is limited to the permanent employees of the eight leading private sector telecom organizations operating in the State of Tamil Nadu and does not consider the managed services operator employees, outsourced resources, consultants, trainees [Graduate Engineer Trainees (GET) or Management Trainees (MT)] or retainers. The lack of published literature on the topic of research was a challenge. The literature survey provided tremendous insights on the overall trends. However, most of the past studies have been undertaken overseas (USA and in Europe). The senior leaders and HR managers were a bit wary to share some of their thoughts and opinions to ensure confidentiality which was also an impediment in some ways. Another handicap was that the organizations had multiple offices in Chennai and ROTN which made it impossible to cover the spread physically by travelling to all the places which hindered face to face administrating of the questionnaire. The challenge faced by the researcher was that employees were hesitant to part with the information pertaining to their organization, owing to sensitivities. Percentage of senior level and top management employees who participated in this study is not significant when compared to the junior and middle management employees. Please refer appendix 3 for the experience profile of the respondents of the survey. Involuntary turnover or attrition was not considered part of this study or its impact on voluntary turnover. Government operators, equipment manufacturers, managed service operators and other service operators not part of main stream have not been covered. Host of other variables and factors that go into the decision of a job hopper might not have been covered, owing to the magnitude of the social phenomenon may be considered part of the effort for future research. This study also does not cover the impact of non-work domain on job hopping.

ANALYSIS OF PRIMARY DATA

Primary Data was collected by the researcher specifically for the research project during the period January 2010 - December 2011. The statistical analysis presented in this report has been done after processing large amount of data collected through primary sources.

The questionnaire was designed to solicit responses against seven variables (inclusive of demographic details) classified as under:

- Job satisfaction/dissatisfaction levels
- Alternate job opportunities
- HR policies and practices
- Training and innovation at work
- Pay and benefits
- Attrition of top performers & HIPOs
- Location preference

The analysis of Skewness and Kurtosis of the questionnaire responses is shown in Table 1.

TABLE 1: QUESTIONNAIRE RESPONSE – ANALYSIS OF SKEWNESS AND KURTOSIS

Questions	N		Mean	Mode	Std. Deviation	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
	Valid	Missing							
Q1	418	0	2.02	2	0.827	0.993	0.119	1.758	0.238
Q2	415	3	2.13	2	0.805	0.894	0.12	1.517	0.239
Q3	417	1	2.48	2	1.014	0.361	0.12	-0.738	0.238
Q4	417	1	2.01	2	0.855	0.947	0.12	1.043	0.238
Q5	415	3	2.13	2	0.811	0.882	0.12	0.907	0.239
Q6	416	2	2.18	2	0.924	0.64	0.12	-0.166	0.239
Q7	409	9	2.27	1	1.382	0.725	0.121	-0.841	0.241
Q8	416	2	2.36	2	1.006	0.565	0.12	-0.488	0.239
Q9	417	1	2.45	2	1.042	0.702	0.12	-0.155	0.238
Q10	417	1	2.12	2	0.991	1.048	0.12	0.851	0.238
Q11	399	19	3.06	4	1.16	-0.258	0.122	-1.131	0.244
Q12	407	11	2.09	2	0.887	0.927	0.121	0.737	0.241
Q13	413	5	2.24	2	0.915	1.033	0.12	1.049	0.24
Q14	409	9	2.16	2	0.861	0.243	0.121	-0.696	0.241
Q15	406	12	2.64	2	0.979	0.491	0.121	-0.492	0.242
Q16	394	24	2.79	2	1.269	0.501	0.123	-0.893	0.245
Q17	415	3	3.16	4	1.101	-0.602	0.12	-0.901	0.239
Q18	408	10	2.2	2	0.977	0.744	0.121	-0.073	0.241
Q19	407	11	2.31	2	0.875	0.847	0.121	0.344	0.241
Q20	413	5	2.68	4	1.32	0.121	0.12	-1.343	0.24
Q21	406	12	2.35	2	0.985	0.588	0.121	-0.416	0.242
Q22	404	14	2.35	2	0.953	0.533	0.121	-0.223	0.242
Q23	399	19	2.86	3	1.493	0.374	0.122	-0.891	0.244
Q24	393	25	2.5	1	1.385	0.607	0.123	-0.701	0.246

STATISTICAL ANALYSIS

The major tests undertaken for testing the reliability and validity of the research instrument and also to test the hypotheses are as under:

Cronbach’s Alpha Reliability Test - was done to test reliability and validity of the instrument. Reliability of Scale, Output of reliability enabled creation of scores and Bar charts. This test was performed to check whether the various questions in the instrument (24 questions) could be grouped to arrive at the seven broad variables (Appendix 5).

Factor Analysis technique (used for reducing dimensions between questions) was adopted wherever the Cronbach’s Alpha reliability test turned negative. Based on the factor analysis test results the groups were re-classified.

One of the most popular reliability statistics in use today is Cronbach's alpha (Cronbach, 1951). It determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability and is also a measure of internal consistency, that is, how closely related a set of items are as a group. Cronbach's alpha is not a statistical test - it is a coefficient of reliability (or consistency). Summated scales are often used in survey instruments to probe underlying constructs that the researcher wants to measure. These may consist of indexed responses to dichotomous or multi-point questionnaires, which are later summed to arrive at a resultant score associated with a particular respondent.

Cronbach alpha test results are as under:

- Group 1 (Job Satisfaction Variable) – Q5, Q11, Q12 and Q14 were grouped and initially Cronbach alpha produced a negative result indicating the inter-item correlation was multidirectional and the variables were moving in different directions (resulting in negative score). Therefore, Q11 (question was inversely related with other questions in the group) had to be reverse-coded. The test was performed again and a positive score emerged indicating that inter-item correlation was unidirectional and all the variables were moving in the same direction. Implying that the questions could be grouped and the research instrument was tested for reliability and validity
- Group 2 (Perceived Alternate Job Opportunities Variable) – Q10 and Q22 were grouped and Cronbach Alpha test turned positive
- Group 3 (HR Policies and Practices variable) – Q13 and Q17 were tested for Grouping and Cronbach Alpha test turned negative. Therefore, Q17 (question was inversely related with other question in the group) had to be reverse-coded. The test was performed again and a positive score emerged indicating that inter-item correlation was unidirectional and all the variables were moving in the same direction. Implying that the questions could be grouped and the research instrument was tested for reliability and validity
- Group 4 (Training and Innovation variable) – Q1, Q12, Q14, Q16, Q23 and Q24 were tested for Grouping. Factor analysis test was performed and since the questions were multi-dimensional, they could not be grouped. Only Q1 and Q14 were possible for grouping as per factor analysis test and thereafter the Cronbach Alpha test was performed and it turned positive
- Group 5 (Pay and Benefits variable) – Q2, Q9 and Q18 were grouped and Cronbach Alpha test turned positive
- Group 6 (Retention of HIPO’s, Critical resources and Top Performers variable) – Q7, Q15 and Q16 were grouped and Cronbach Alpha test turned positive
- Group 7 (Location Preference variable) – Q8, Q20 and Q21 were tested for grouping and Cronbach Alpha test turned negative. Therefore, Q21 (question was inversely related with other questions in the group) had to be reverse-coded. The test was performed again and a positive score emerged indicating that inter-item correlation was unidirectional and all the variables were moving in the same direction. Implying that the questions could be grouped and the research instrument was tested for reliability and validity

Q3, Q4, Q6 and Q19 has no linkage to the hypotheses and could not be grouped.

Chi-square test (Appendix 4) results are as under:

- Group 8 – Q23 and Q24 – Test revealed that P Value is smaller than 0.05 and hence the association amongst the variables is significant
- Group 9 – Q7 and Q16- Test revealed that the P value is greater than 0.05 and hence the association amongst the variables is not significant
- Group 10 – Q23 and Q7 - Test revealed that P Value is smaller than 0.05 and hence the association amongst the variables is significant
- Group 11 – Q24 and Q7 - Test revealed that P Value is smaller than 0.05 and hence the association amongst the variables is significant
- Group 12 – Q23 and Q16- Test revealed that P Value is smaller than 0.05 and hence the association amongst the variables is significant
- Group 13 – Q24 and Q16 - Test revealed that P Value is smaller than 0.05 and hence the association amongst the variables is significant

The outcome of the reliability tests enabled the researcher to calculate the scores through SPSS for each of the seven variables.

PEARSON'S CORRELATION TEST

After arriving at the scores, the Pearson's Correlation Technique was used to compare the scores (Table 2). Correlation is a statistical technique that can show whether and how strongly pairs of variables are related. An intelligent correlation analysis can lead to a greater understanding of your data. In order to evaluate the correlation between variables, it is important to know this "magnitude" or "strength" as well as the significance of the correlation (Croarkin, Filliben and Heckert, 2010).

INTERPRETATION OF CORRELATION TEST

- Job Satisfaction score has a direct correlation with HR Policies and Practices, Training and Innovation, Pay and Benefits and Locations scores
- Alternate Job Opportunities score has a no correlation with other scores
- HR Policies and Practices score has a direct correlation with Job Satisfaction, Training and Innovation, Pay and Benefits and Retention of HIPOs scores
- Training and Innovation score has a direct correlation with Job Satisfaction, HR Policies and Practices, Pay and Benefits and Retention of HIPOs scores
- Pay and Benefits score has a direct correlation with Job Satisfaction, HR Policies and Practices, Training and Innovation and Retention of HIPOs scores
- Retention of HIPOs score has a direct correlation with HR Policies and Practices, Training and Innovation and Pay and Benefits scores
- Location score has a direct correlation with Job Satisfaction score

TABLE 2: PEARSON'S CORRELATION OF VARIABLES

Item		Job Satisfaction	Alternate Job Opportunity	HR Policies and Practices	Training and Innovation	Pay and Benefits	Retention of Critical and HIPOS	Location Preference
Job Satisfaction Score	Pearson Correlation	1	0.042	.238**	.459**	.115*	0.087	-.240**
	Sig. (2-tailed)		0.39	0	0	0.019	0.076	0
	N	418	417	418	418	418	417	415
Alternate Job Opportunity Score	Pearson Correlation	0.042	1	0.021	-0.002	0.034	-0.086	0.049
	Sig. (2-tailed)	0.39		0.671	0.969	0.483	0.08	0.322
	N	417	417	417	417	417	416	414
HR Policies and Practices Score	Pearson Correlation	.238**	0.021	1	.251**	.225**	.163**	-0.09
	Sig. (2-tailed)	0	0.671		0	0	0.001	0.068
	N	418	417	418	418	418	417	415
Training and Innovation Score	Pearson Correlation	.459**	-0.002	.251**	1	.274**	.167**	-0.079
	Sig. (2-tailed)	0	0.969	0		0	0.001	0.107
	N	418	417	418	418	418	417	415
Pay and Benefits Score	Pearson Correlation	.115*	0.034	.225**	.274**	1	.117*	-0.069
	Sig. (2-tailed)	0.019	0.483	0	0		0.017	0.159
	N	418	417	418	418	418	417	415
Retention of Critical and HIPOS Score	Pearson Correlation	0.087	-0.086	.163**	.167**	.117*	1	-0.095
	Sig. (2-tailed)	0.076	0.08	0.001	0.001	0.017		0.053
	N	417	416	417	417	417	417	414
Location Preference Score	Pearson Correlation	-.240**	0.049	-0.09	-0.079	-0.069	-0.095	1
	Sig. (2-tailed)	0	0.322	0.068	0.107	0.159	0.053	
	N	415	414	415	415	415	414	415

ONE- SAMPLE - KOLMOGOROV- SMIRNOV TEST

This test was undertaken to check whether the scores had a normal distribution and the interpretation of the data indicates that the scores did not follow a normal distribution and hence T-test was not possible (P is less than 0.05 data does not follow normal distribution) (Table 3). Therefore, non parametric tests were undertaken:

TABLE 3: ONE-SAMPLE KOLMOGOROV-SMIRNOV TEST

Tem	N	Normal Parameters ^{a,b}		Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
		Mean	Std. Deviation	Absolute	Positive	Negative		
Job Satisfaction Score	418	2.3291	0.54424	0.12	0.12	-0.072	2.454	0.000
Alternate Job Opportunity Score	417	2.223	0.73258	0.212	0.212	-0.133	4.328	0.000
HR Policies and Practices Score	418	2.5395	0.77599	0.249	0.249	-0.15	5.098	0.000
Training and Innovation Score	418	2.0885	0.67095	0.163	0.163	-0.134	3.323	0.000
Pay and Benefits Score	418	2.2715	0.62763	0.151	0.151	-0.086	3.079	0.000
Retention of Critical and HIPOS Score	417	2.5524	0.75204	0.137	0.137	-0.069	2.805	0.000
Location Preference Score	415	3.1518	0.87977	0.131	0.125	-0.131	2.675	0.000

NON-PARAMETRIC TESTS (KRUSKAL WALLIS & MANN WHITNEY TEST)

The Mann Whitney Test was used to compare two groups such as Male/Female, Chennai/ROTN and Kruskal- Wallis Test was used to compare when there are more than two groups such as Functions, Experience Band, Age Band and Companies.

As part of these tests, the scores were compared with the demographic data (Appendix 2) to test the effect of demography (Table 4-10).

TABLE 4: KRUSKAL-WALLIS TEST – TESTING EFFECT OF AGE ON SCORES

Slno	Null Hypothesis	Sig	Decision
1	The distribution of Job Satisfaction score is the same across categories of Age	0.838	Retain the null hypothesis
2	The distribution of Alternate Job Opportunity is the same across categories of Age	0.239	Retain the null hypothesis
3	The distribution of HR Policies and Practices is the same across categories of Age	0.048	Reject the null hypothesis
4	The distribution of Training and Innovation is the same across categories of Age	0.058	Retain the null hypothesis
5	The distribution of Pay and Benefits is the same across categories of Age	0.125	Retain the null hypothesis
6	The distribution of Retention of HIPO is the same across categories of Age	0.211	Retain the null hypothesis
7	The distribution of Location Score is the same across categories of Age	0.001	Reject the null hypothesis

Asymptotic significances are displayed. The significance level is .05

TABLE 5: MANN-WHITNEY TEST – TESTING EFFECT OF GENDER ON SCORES

Slno.	Null Hypothesis	Sig	Decision
1	The distribution of Job Satisfaction score are the same across categories of Gender	0.016	Reject the null hypothesis
2	The distribution of Alternate Job Opportunity are the same across categories of Gender	0.865	Retain the null hypothesis
3	The distribution of HR Policies and Practices are the same across categories of Gender	0.378	Retain the null hypothesis
4	The distribution of Training and Innovation are the same across categories of Gender	0.446	Retain the null hypothesis
5	The distribution of Pay and Benefits are the same across categories of Gender	0.909	Retain the null hypothesis
6	The distribution of Retention of HIPO are the same across categories of Gender	0.776	Retain the null hypothesis
7	The distribution of Location scores are the same across categories of Gender	0.908	Retain the null hypothesis

Asymptotic significances are displayed. The significance level is .05

TABLE 6: KRUSKAL-WALLIS TEST – TESTING EFFECT OF EXPERIENCE ON SCORES

Slno	Null Hypothesis	Sig	Decision
1	The distribution of Job Satisfaction score is the same across categories of Experience	0.017	Reject the null hypothesis
2	The distribution of Alternate Job Opportunity is the same across categories of Experience	0.494	Retain the null hypothesis
3	The distribution of HR Policies and Practices is the same across categories of Experience	0.153	Retain the null hypothesis
4	The distribution of Training and Innovation is the same across categories of Experience	0.122	Retain the null hypothesis
5	The distribution of Pay and Benefits is the same across categories of Experience	0.235	Retain the null hypothesis
6	The distribution of Retention of HIPO is the same across categories of Experience	0.008	Reject the null hypothesis
7	The distribution of Location Score is the same across categories of Experience	0.000	Reject the null hypothesis

Asymptotic significances are displayed. The significance level is .05

TABLE 7: MANN-WHITNEY TEST – TESTING EFFECT OF EDUCATIONAL QUALIFICATION ON SCORES

Slno	Null Hypothesis	Sig	Decision
1	The distribution of Job Satisfaction score is the same across categories of Educational Qualification	0.951	Retain the null hypothesis
2	The distribution of Alternate Job Opportunity is the same across categories of Educational Qualification	0.196	Retain the null hypothesis
3	The distribution of HR Policies and Practices is the same across categories of Educational Qualification	0.827	Retain the null hypothesis
4	The distribution of Training and Innovation is the same across categories of Educational Qualification	0.993	Retain the null hypothesis
5	The distribution of Pay and Benefits is the same across categories of Educational Qualification	0.356	Retain the null hypothesis
6	The distribution of Retention of HIPO is the same across categories of Educational Qualification	0.857	Retain the null hypothesis
7	The distribution of Location Score is the same across categories of Educational Qualification	0.358	Retain the null hypothesis

Asymptotic significances are displayed. The significance level is .05

TABLE 8: KRUSKAL-WALLIS TEST – TESTING EFFECT OF COMPANIES ON SCORES

Slno	Null Hypothesis	Sig	Decision
1	The distribution of Job Satisfaction score is the same across categories of Company	0.000	Reject the null hypothesis
2	The distribution of Alternate Job Opportunity is the same across categories of Company	0.086	Retain the null hypothesis
3	The distribution of HR Policies and Practices is the same across categories of Company	0.000	Reject the null hypothesis
4	The distribution of Training and Innovation is the same across categories of Company	0.092	Retain the null hypothesis
5	The distribution of Pay and Benefits is the same across categories of Company	0.000	Reject the null hypothesis
6	The distribution of Retention of HIPO is the same across categories of Company	0.000	Reject the null hypothesis
7	The distribution of Location Score is the same across categories of Company	0.000	Reject the null hypothesis

Asymptotic significances are displayed. The significance level is .05

TABLE 9: KRUSKAL-WALLIS TEST – TESTING EFFECT OF FUNCTION ON SCORES

Slno	Null Hypothesis	Sig	Decision
1	The distribution of Job Satisfaction score is the same across categories of function	0.099	Retain the null hypothesis
2	The distribution of Alternate Job Opportunity is the same across categories of function	0.355	Retain the null hypothesis
3	The distribution of HR Policies and Practices is the same across categories of function	0.248	Retain the null hypothesis
4	The distribution of Training and Innovation is the same across categories of function	0.993	Retain the null hypothesis
5	The distribution of Pay and Benefits is the same across categories of function	0.446	Retain the null hypothesis
6	The distribution of Retention of HIPO is the same across categories of function	0.926	Retain the null hypothesis
7	The distribution of Location Score is the same across categories of function	0.003	Reject the null hypothesis

Asymptotic significances are displayed. The significance level is .05

TABLE10: MANN-WHITNEY TEST – TESTING EFFECT OF LOCATION ON SCORES

Slno	Null Hypothesis	Sig	Decision
1	The distribution of Job Satisfaction score is the same across categories of location	0.980	Retain the null hypothesis
2	The distribution of Alternate Job Opportunity is the same across categories of location	0.073	Retain the null hypothesis
3	The distribution of HR Policies and Practices is the same across categories of location	0.540	Retain the null hypothesis
4	The distribution of Training and Innovation is the same across categories of location	0.787	Retain the null hypothesis
5	The distribution of Pay and Benefits is the same across categories of location	0.163	Retain the null hypothesis
6	The distribution of Retention of HIPO is the same across categories of location	0.854	Retain the null hypothesis
7	The distribution of Location Score is the same across categories of location	0.396	Retain the null hypothesis

Asymptotic significances are displayed. The significance level is .05

The interpretation of the non parametric tests has been captured (Table 4-10) and the inferences are elaborated as under:

- Job satisfaction scores are not the same across categories of Gender, Experience and Company scores but the job satisfactions scores are the same across Locations, Functions, Age and Qualification scores
- Alternate Job Opportunity Scores are the same across categories of Gender, Location, Function, Age, Experience, Qualification and Company scores
- HR Policies and Practices Scores are not the same across Company & Age but are the same across categories of Gender, Location, Function, Experience and Qualification scores
- Training and Innovation Scores are the same across categories of Gender, Location, Function, Age, Experience, Qualifications and across Company
- Pay and Benefits Scores are not the same across categories of Company but are the same across Gender, Location, Function, Age, Experience and Qualification scores
- Retention of HIPO's, Critical and Top Performers Scores are not the same across categories of Experience and Company but are the same across Gender, Location, Function, Age and Qualification scores
- Location Scores are not the same across categories of Age, Experience, Function and Company, but are the same across Gender and Qualification scores

COMPREHENSIVE COMPARATIVE ANALYSIS

Comprehensive Comparative Analysis was performed using the demographic data and comparing with the scores of the seven variables and the inferences drawn are shown below (Table 11) (Appendix 2).

- **Gender-** Females had a longer tenure when compared to males in all the eight organizations. Females had also less job changes when compared to males (Table 11)
- **Professional Qualification** – Professionals showed a higher tendency to leave or Job hop when compared to Non-professionals. The number of Job changes of professionally qualified employees was higher than non-professionals (Table 11)
- **Function** – Employees from Technical, Customer Service Delivery and Other functions had shown more stickiness to an organization. Whereas, Sales and Marketing employees had shown least stickiness and were more prone to leave. The employees from Sales and Marketing function had more job changes and Customer Service Delivery (CSD) the least (Table 11)
- **Location** – Rest of Tamil Nadu (ROTN) employees had a higher average tenure than compared to Chennai employees and consequently, less number of job changes in comparison to employees based in Chennai (Table 11)
- **Company wise trend-** Employees associated with Co 2 and Co 1 had shown more stickiness to their current organization and their average tenure in the organization was also high. Similarly, employees of Co 4 had shown least stickiness to their current organization and their average tenure in the organization was also the least. Data also revealed that employees of Co 7, Co 4, Co 5 and Co 6 had the highest number of job changes and Co 8 and Co1 employees had the least number of job changes (Table 11).

TABLE11: ANALYSIS OF TENURE OF RESPONDENTS IN THE PRESENT ORGANIZATION AND JOB CHANGES

Item	Tenure in the present Organization		Total job changes	
		Mean		Mean
Age	21-25	2.06		1.8
	26-30	3.01		2.3
	31-35	3.42		3.52
	36-40	3.8		4.37
	41-45	6.03		3.47
Gender	F	4.69		2.35
	M	3.21		3.08
Exp	< 5y	2.41		1.81
	6-10 Y	3.46		2.92
	11-15 Y	3.05		4.21
	16-20 Y	4.41		4.33
Qualification	Non-Prof	3.7		2.88
	Professional	3.11		3.12
Company	Co 1	3.98		2.57
	Co 2	4.27		2.96
	Co 3	2.4		3.16
	Co 4	1.83		3.74
	Co 5	2.71		3.67
	Co 6	3.07		3.63
	Co 7	2.65		4.64
	Co 8	3.3		2.21
Function	CSD	3.98		2.7
	Sales & Mktg	2.68		3.35
	Technical	3.52		2.75
	Other Functions	4.11		2.86
Location	Chennai	3.28		3.06
	ROTN	3.39		2.99

FINDINGS

The findings of the study are based on the valuable inputs derived from the primary research survey which have been analyzed and studied. Significant indications point towards multiple causes and effects in the decision of a job hopper or employee's decision to stay or exit an organization. No single factor can be singled out as the reason for employee's exit. Based on the empirical evidence generated as part of this study, it is pertinent for organizations to work on various retention measures to keep employees motivated and productive at all times. The key findings of this study indicate that:

- Female employees have a longer tenure and less job changes
- With age and experience, the average tenure in an organization increases, which indicates that with experience / maturity, employees look for stability and try and balance all other expectations
- Professionals are more prone / susceptible to job hopping and are high on aspiration when compared to the non-professional employees (employees not having professional degrees or qualifications)
- Location: Employees in upcountry, non-metro/ district headquarters or ROTN were less prone to job hopping when compared to employees based in Chennai. This could be attributed to the alternate job opportunities in the Chennai or probably employees from ROTN were more contended and stable in comparison.
- Consequently, the average tenure of employees based in ROTN was marginally higher than employees based in Chennai
- While analyzing the various functions and the employee's tendency to job hopping. It was found that sales and marketing employees were highly prone to job hopping and consequently their stickiness to their respective organizations was low. Also, it was found that the average tenure of sales and marketing employees was less compared to the other functions. The number of job changes was also high when compared to various other functions

On careful analysis of the job hopping trends between various companies the following observations were recorded:

- In Co 2 and Co 1 the average tenure of employees in the organization was high when compared to the rest of the companies

This could be attributed to progressive HR policies and practices in the organization which governed employee relationships. On the whole, these organizations were employers of choice, owing to their work culture.

On the other side of the spectrum:

- In Co 4 the tenure of employees in the organization was very low. Also employees in Co 3, Co 7 and Co 5 had low tenures in the current organization
- Employees working in Co 7, Co 4, Co 5 and Co 6 had many job changes when compared with the rest

INTERPRETATION OF COMPANY SCORES ON OTHER SCORES

Job satisfaction varies from company to company and same is the case with HR policies and practices, pay and benefits, retention of HIPO's, critical resources and location, which indicates that every organization has an unique work culture, management approach and people practices which in turn have a direct impact on employees. An organization's proactive efforts-qualifies it to be an employer of choice or vice-versa and thereby having a direct impact on employee motivation and intention to stay.

It was observed that the seven variables had direct impact on all the companies. Therefore, organizations which managed employees with delivery of superior employee value proposition (EVP) had a better chance of motivating and retaining employees.

HYPOTHESES TEST RESULTS

Hypothesis 1: There is a positive relationship between job satisfaction and employees decision to stay in an organization

The non parametric tests (Table 4-10) reveal that the distribution of the job satisfaction score is the same across age, qualification, function and location scores and not the same across gender, experience and company scores. This indicates that though there is a relationship between job satisfaction and intention to stay, the propensity however varies with gender, experience and the organization the employee works for. Hence the hypothesis is retained. The tabulated responses post grouping reveal the strength of the feedback received on the factor of job satisfaction (Appendix 5 – Group 1).

Hypothesis 2: Alternate employment opportunities are positively associated with job hopper's intentions to exit an organization

The non parametric tests (Table 4-10) clearly reveal that the distribution of the alternate job opportunities score is the same across all the variables. This indicates that despite all measures taken by employers for retention, alternate job opportunities attract job hoppers to consider other options and exit for better prospects. Hence the hypothesis is retained. The nature of the responses tabulated reveals the strength of the response supporting the hypothesis (Appendix 5 – Group 2).

Hypothesis 3: HR Policies and Practices have a direct bearing on employee intention to stay in an organization

The non parametric tests (Table 4-10) reveal that the distribution of HR policies and practices score is the not the same across age and company scores but the same across gender, experience, qualification, function and location scores. It is implied that HR policies and practices have a direct bearing on employee intention to stay and the impact varies with the age group of 23-38 years and the company they are currently associated with. Hence the hypothesis is retained. The nature of the responses tabulated reveals the strength of the response supporting the hypothesis (Appendix 5 – Group 3).

Hypothesis 4: Age and total work experience have a direct influence on the employee's intention to stay in their current organization

The non parametric test (Table 4-10) indicates that the distribution of the age score is not the same across HR policies and location scores but the same across job satisfaction, alternate job opportunities, training and innovation, pay and benefits, HIPOs score. The findings of the study reveal that employee's intention to stay in the current organization varies from one organization to another.

The tests further reveal that the distribution of the experience score is not the same across the job satisfaction, HIPOs and location scores but the same across alternate job opportunities, HR policies, training and innovation, pay and benefits scores. This implies that with experience, the job satisfaction, retention of HIPOs and location preference are impacted. The average tenure and job changes of the respondents are depicted in Table 11.

It is therefore clear that age and experience has direct influence on employees plan to stay in the current organization and hence the hypothesis is retained.

Hypothesis 5: Knowledge workers intention to job hop is influenced by the training initiatives and scope for innovation at work

The non parametric test (Table 4-10) reveal that the distribution of training and innovation score is the same across age, gender, experience, qualification, company, function and location scores. This indicates that training initiatives and innovation at work, influences knowledge workers and hence the hypothesis is retained. The nature of the responses tabulated reveals the strength of the response supporting the hypothesis (Appendix 5 – Group 4).

Hypothesis 6: Pay and benefits is a motivating factor for job hoppers for selecting a job or continue to stay in the current organization

The non parametric tests (Table 4-10) reveal that the distribution of pay and benefits score is the same across age, gender, experience, qualification, function and location scores and not the same across company score. The test results imply that employees lay emphasis on pay and benefits and this factor varies from company to company indicating that if job satisfaction is achieved through progressive HR policies, investments on training and innovation at work etc, employees balance pay and benefit priorities. However, it still remains a motivating factor for job hoppers for selecting a job or deciding to continue in the current organization and hence the hypothesis is retained. The nature of the responses tabulated reveals the strength of the response supporting the hypothesis (Appendix 5 – Group 5).

Hypothesis 7: High potential employees, top performers and critical resources exit their current organization for better career prospects if there is no differential treatment

The non parametric tests (Table 4-10) indicate that the distribution of HIPOs score is the same across age, gender, qualification, function and location scores and not the same across experience and company scores. The test and the tabulation of responses indicate (Appendix 5 – Group 6) that while differential treatment is expected by the HIPOs, top performers and critical resources, it is not a very high impact factor when compared to the other variables. The findings reveal that

the companies which follow sound people practices and reward and recognize HIPO's have a better chance of retaining talent. The tests also reveal that with experience the HIPOs expectations differ - however, differential treatment is the key to engage and retain top talent – hence the hypothesis is retained.

Hypothesis 8: The industry growth is creating multiple job opportunities in rural markets – however, employees prefer to remain in home location and do not explore growth prospects resulting in relocation

The non parametric tests (Table 4-10) reveal that the distribution of the location score is not the same across age, experience, company and function scores and the same across gender and qualification scores. The tabulation of the responses (Appendix 5 – Group 7) reveals that there is no significant location preference highlighted by the respondents, indicating that location does not have a major influence in the decision to stay or leave. Conclusive trends have not been established in the study that employees prefer home location rather than moving to rural markets for growth prospects and hence this hypothesis is rejected.

THE KEY RESEARCH QUESTION ANSWERED

In order to answer the key research question, eight research hypotheses were tested. The key research question addressed in this thesis was “Is there a possibility by proactive HR initiatives to manage job hopping and employee turnover in the telecom industry in Tamil Nadu?” A two-way approach was taken to answer these questions. Firstly, a questionnaire survey of the employees was carried out to quantitatively answer the questions and to verify the hypothesized relations.

Second, a review of the secondary literature available on the subject undertaken by various social scientists, researchers was studied and their qualitative and quantitative outcomes were carried forward to understand the social phenomena and its impact on individuals, organizations and the society at large. The result of these findings provided strong evidence of the presence of job hopping tendencies by employees. The different perspectives of individuals, groups and organizations were understood to suggest measures to tackle this issue and relevant tests were performed for establishing a positive relationship between the seven variables.

Thus, it is possible to characterize that organizations that commit to long range efforts in employee development, provide excitement on and off the job, hold on to employees for a longer duration as compared to others. A review of the secondary data revealed that job satisfaction, scope for innovation at work, skill development opportunities, progressive HR policies and practices can surely hold on to job hoppers for a longer duration and expect higher levels of productivity. The investigation provided evidence for the presence of dimensions of job satisfaction, progressive HR policies and practices, differential treatment for top performers, continuous skill development, as possible factors that could help the intent of staying longer in an organization. The literature review also reveals that there is a growing body of knowledge with references to numerous studies from 1970's onwards, concerning employee turnover in organizations. Various perspectives, concepts, theories and models were put forward and an attempt was made to further strengthen the well established foundations within the perspectives of this research.

IMPACT OF JOB HOPPING AND EMPLOYEE TURNOVER ON INDIVIDUALS, GROUPS, ORGANIZATION AND SOCIETY

Emotions are contagious at the workplace and individual behaviors impact groups and the organizations in totality. Group behavior is shaped by the attitudes and behaviors of the individuals. From the study of the various models and range of past studies it is very pertinent to note that job hopping impacts at various levels i.e., individuals, groups, organization and the society.

Frequent job changes results in disturbing the eco-system in the family. Movement from one place to another, calls for adjustments on various fronts, building new relationships which could be stressful. Every new assignment would involve a gestation period, learning and contributions for making a mark, which means work related stress, which could also spill over to the family. The society is also impacted by the job hopping trends in terms of delayed marriages, couples living away from their spouses and children, individuals living away from the home, their eating habits, health and welfare are all impacted. Lack of stability at work also impacts non work values and attitudes. Broken marriages owing to lack of job stability or delaying the decision to raise a family etc., are all factors that are impacted by job hopping trends. Too frequent job changes result in mid-career crisis, resulting in reduction or no options after 12-20 years of work experience and precipitating early retirement or change in vocation, profession or career paths. Short-term pay-offs have long-term negative results and job hopping trends have cascading impact on society. Mid-career crisis result inability to pay back loans, borrowings or plan for investments in a house, increase in medical costs owing to break in health policies, etc. Spending patterns and economic status of individuals are altered by the job hopping trends and the current status of employment of individuals. Stability at work or in employment drives home long term results and well being of individuals, organizations and the society at large. Frequent movement of employees has an impact on the continuity of business operations, productivity of employees, opportunity cost, increases in hiring, training and induction costs etc. Whenever employees leave an organization they carry with them the historical knowledge, functional and cultural knowledge of the organization, which takes a long time to replenish. Employee turnover surely impacts customer delivery and delight. Organization's growth and success would largely depend on stable, motivated and highly engaged employees.

DIRECTIONS FOR FUTURE RESEARCH

Similar studies could be undertaken for a larger audience i.e., covering the whole of India. Since bulk of the responses were gathered from participants below the age group of 35 years or below 12 years of work experience it would be relevant to organize an industry- company sponsored study which covers middle, senior and top management to further strengthen the outcomes of the current study. The current trends and context could have impacted the outcomes partially since the current time frame has seen the industry going through a difficult phase. A similar study in a much more robust economic situation could produce further insights. Research involving more complex variables and linkages could be undertaken to further assess the impact. A study involving all the constituents be it Government, equipment manufacturers, outsourced and managed service partners could be undertaken to have a larger perspective of this social phenomenon. It would also be appropriate to include non work domains part of the future research to study its impact across the country.

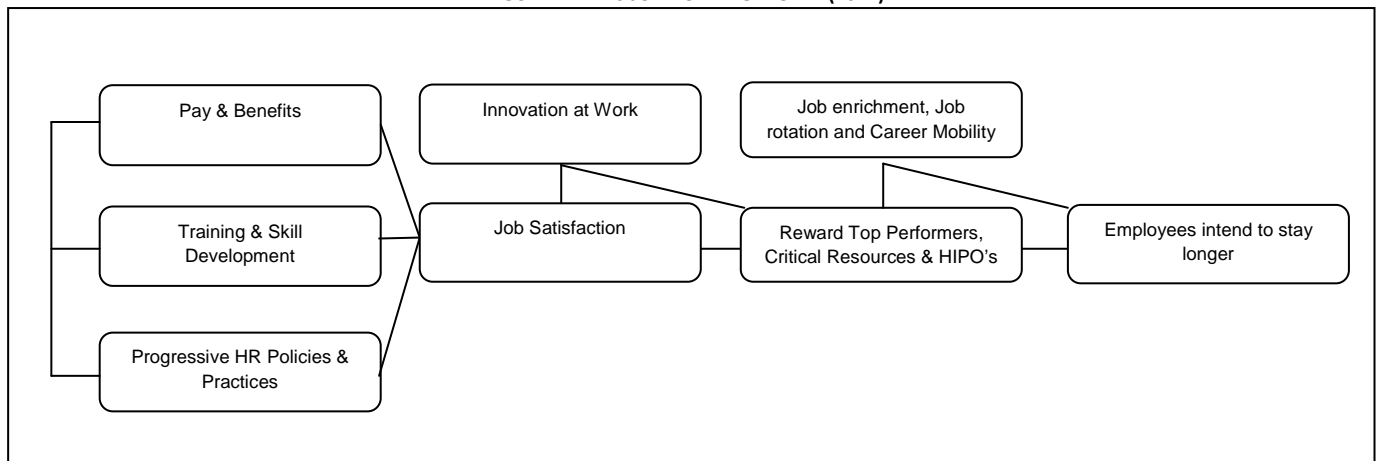
THEORETICAL AND EMPIRICAL CONTRIBUTIONS

As part of the study various employee turnover models have been researched and insights have been gathered to co-relate with the primary research findings. There is a common trail in all the trends and the empirical contributions are relevant to the current context. The empirical contributions could significantly aid management, leaders and HR managers in the organizations to further strengthen their people agenda, to manage the impact of this social phenomenon. These empirical findings provide for various insights which could be used to tailor- make HR strategy in the organizations for better performance and results. The research contributions are relevant from the context (present time frame) since the industry is going through a very difficult phase on four counts.

- Regulatory
- Market conditions (Drop in revenues)
- Technology Trends
- Attrition and Employee turnover

Respective organizations can take the essence of this empirical research work for strengthening their people practices. The model proposed by the researcher based on the research undertaken and on it findings is reproduced as follows (Figure 2):

FIGURE 2: LRK'S JOB HOPPING MODEL (2012)



INTERPRETATION OF THE MODEL

- Organizations need to structure their compensation and benefits to be attractive and competitive
- Provide adequate training on the job and skill development post settling down of the employees, to bridge the gap between the employee's performance and the expected standards
- Flexible and progressive HR policies will provide an upward thrust to the employees in scaling their performance and provide a superior contribution with higher levels of discretionary efforts
- This will ensure job satisfaction and provide a sound platform for innovation and risk taking and experimentation at work
- Differentiate the top performers, critical resources and HIPO's and reward and recognize them suitably based on their relative performance. This will create a performance culture in the organization and also create stickiness for the employees to stay back
- Offering them job rotation-enrichment and career mobility will enhance the chances of them staying longer. This model for employee retention is developed based on the findings of this study and also has several linkages with the range of past studies discussed earlier

CONCLUSION

This piece of research has established the clear linkage of job satisfaction and the employee's intention to stay. Job satisfaction is impacted by a range of reasons not restricted to the perspectives covered in this study. The knowledge workers in the present day world are looking at continuously upgrading their skills and competencies and therefore look forward to support in this connection. Failing to do so by employer's, results in dissatisfaction and exit of employees. Lack of reward and recognition or investment on training and development will trigger top performers / critical resources to exit, since they are able to generate multiple alternate job options with better terms. While pay and compensation might not be the only factor for dissatisfaction at the work place, it plays a significant role in the employee's intention to stay. With possible alternate job options on the rise, organizations need to create stickiness by implementing progressive people practices which are flexible and provide for innovation at work. Employers need to create an environment where employees could look forward to committing long term relationships based on trust and well being of all.

The analysis of data and its findings enabled the researcher to address the key question of the study with the help of theoretical and empirical evidence. The empirical evidence indicates a clear linkage between job satisfaction and employee intention to stay. Job satisfaction is impacted by a range of factors be it investments in training and skill development, innovation at work, implementation of progressive HR policies and practices, reward and recognition for critical, top performers and high potential employees and finally, pay and benefits matching the trends. The uniqueness of the factors that go in making of the decisions on job hopping can possibly be explained in terms of the career aspirations of the employees. The final research findings are significant in the sense that they are first hand information based on primary data. The data generated offers multiple possibilities for applying the information in a constructive manner for those who wish to see changes at the organizational and personal level or to pursue further study on the subject. The data can also be used to develop profiles of organizations and employees to assist in coping with job hopping. The empirical findings provides for various insights which could be used to tailor make HR strategy in the organizations for better performance and results. Respective organizations can take the essence of this empirical research work for strengthening their people practices. A combination of primary and secondary research makes this a substantial piece of research in job hopping, which could be useful for organizations to manage this phenomenon for superior business results. This research also provides a theoretical overview of the different motives of job hopping and highlights all the impacted elements of social capital in research. The real test of the information and knowledge provided through this research endeavor is in its end use for managing job hopping. While the researcher has spared no efforts in making this study as authentic, elaborate and related to the industry – market trends, there could be further scope for extending the boundaries of the research. Finally, by the findings of this study the researcher hopes to provide various insights and approaches that could be adopted for managing job hopping and employee turnover, for the well being of organizations and its employees.

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APPENDIX

APPENDIX 1: QUESTIONNAIRE – ADMINISTERED ON EMPLOYEES (RESEARCH INSTRUMENT)

Survey on Job Hopping and Employee Turnover in Telecom in the State of Tamil Nadu

I solicit your free and fair response to this questionnaire survey		
Name:	Age	Current Organization/Title/Function
Location	Qualification	Total Experience
Gender (M/F)	Marital Status	No of Children (if applicable)

1. How do you rate your on-the- job training and Induction experience in the current organization?
 - Excellent
 - Good
 - Average
 - Poor
 - Very Poor
2. How would you rate the current job offer in comparison to your previous or other job offers?
 - Excellent
 - Good
 - Average
 - Poor
 - Very Poor
3. Do you agree that employees are changing jobs too often and lack commitment to the Job and the Organization?
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
4. Do you feel valued and recognized for your contribution in the organization?
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
5. Did your Job content and role influence your decision to stay and pursue your career at the current workplace?
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
6. Were you attracted at the time of joining for a long term career at the current organization?
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
7. What were the challenges in the Work Environment?
 - High work Pressure -long hours at work - Poor HR policies and work culture
 - Low compensation and no rewards and recognition
 - No investment on training and self development
 - No job satisfaction or innovation at the work place
 - No differential treatment for top performers and critical resources
8. Do you feel that there are a lot more career opportunities emerging in your organization based in rural and semi-urban areas?
 - Strongly Agree

- Agree
 Neutral
 Disagree
 Strongly disagree
9. Are you satisfied with the compensation and benefits offered to you by your current employer?
 Strongly Agree
 Agree
 Neutral
 Disagree
 Strongly Disagree
10. Do you believe that there are adequate alternate-attractive career options in the industry matching your experience and profile?
 Strongly Agree
 Agree
 Neutral
 Disagree
 Strongly disagree
11. Do you find your job repetitive and monotonous and with no challenges?
 Strongly Agree
 Agree
 Neutral
 Disagree
 Strongly Disagree
12. With such large amounts of money at stake as compensation, would you stress more on your career priorities such as Job-Role, Progressive HR policies-work culture, Investment on your Training and Development and location of choice?
 Strongly agree
 Agree
 Neutral
 Disagree
 Strongly disagree
13. Do you find the HR policies and practices in the current organization employee friendly and supportive of your career ambitions?
 Strongly Agree
 Agree
 Neutral
 Disagree
 Strongly Disagree
14. How often have you engaged in Innovation at the Work Place?
 Very Often
 Often
 To some extent
 Never
15. Were you satisfied with the employee retention measures implemented in your Organization?
 Strongly agree
 Agree
 Neutral
 Disagree
 Strongly disagree
16. What aspects of the current job you had expected that was not offered by your employer?
 Exposure to Cutting Edge Technology and roll out of new projects
 Role Enhancement and Growth
 Location of my choice
 Scope for skill development and training on the job
 Better pay and benefits vis-à-vis competition and Progressive HR policies
17. Did Company HR Policies or Procedures make your job difficult and demoralize you?
 Strongly Agree
 Agree
 Neutral
 Disagree
 Strongly Disagree
18. Do you believe that the critical and top performing resources in your organization are rewarded and compensated adequately?
 Strongly Agree
 Agree
 Neutral
 Disagree
 Strongly disagree
19. Was the culture of the organization supportive of your plans to stay and grow?
 Strongly Agree
 Agree
 Neutral
 Disagree
 Strongly disagree
20. Would you prefer to stay in your home location rather than grow and move to a smaller town or rural area?
 Strongly Agree
 Agree
 Neutral
 Disagree

- Strongly disagree
- 21. Moving to a smaller town or to a rural area on a bigger assignment motivated you to stay in the Organization?
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
- 22. Competition companies constantly poach or contact the critical resources and high potential employees in your organization?
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
- 23. Least Satisfying about the current Job?
 - Pay and Benefits-lack of rewards and recognition
 - Work Location
 - Role/Job responsibility/job content
 - Organization Culture, work environment and HR policies
 - Reporting Manager/Boss - Company brand and image
 - Lack of training and self development
- 24. Primary Reason for wanting to exit the organization?
 - Low Salary, lack of rewards and recognition
 - Role / Job responsibility / Job content
 - Reporting Manager/Boss
 - Work Location
 - Organization Culture, work environment and HR policies
 - Lack of training and self development

APPENDIX 2: DEMOGRAPHIC SUMMARY OF RESPONDENTS

DISTRIBUTION OF RESPONDENTS - GENDER-COMPANY WISE

Gender	Co 1	Co 2	Co 3	Co 4	Co 5	Co 6	Co 7	Co 8	Total	%
Female	14	5	1	3	2	3	1	3	32	8%
Male	118	46	49	26	35	57	10	45	386	92%
Total	132	51	50	29	37	60	11	48	418	100%

DISTRIBUTION OF RESPONDENTS - FUNCTION-COMPANY WISE

Function	Co 1	Co 2	Co 3	Co 4	Co 5	Co 6	Co 7	Co 8	Total	%
Customer Service Delivery	16	15	2	1	5	8	1	9	57	14%
Sales & Marketing	39	20	25	18	29	24	6	27	188	45%
Technical	41	11	12	4	2	17	1	5	93	22%
Other Functions	36	5	11	6	1	11	3	7	80	19%
Total	132	51	50	29	37	60	11	48	418	100%

DISTRIBUTION OF RESPONDENTS - QUALIFICATION-COMPANY WISE

Qualification	Co 1	Co 2	Co 3	Co 4	Co 5	Co 6	Co 7	Co 8	Total	%
Professional	93	29	32	15	22	39	10	26	266	64%
Non-Professional	39	22	18	14	15	21	1	22	152	36%
Total	132	51	50	29	37	60	11	48	418	100%

DISTRIBUTION OF RESPONDENTS - LOCATION-COMPANY WISE

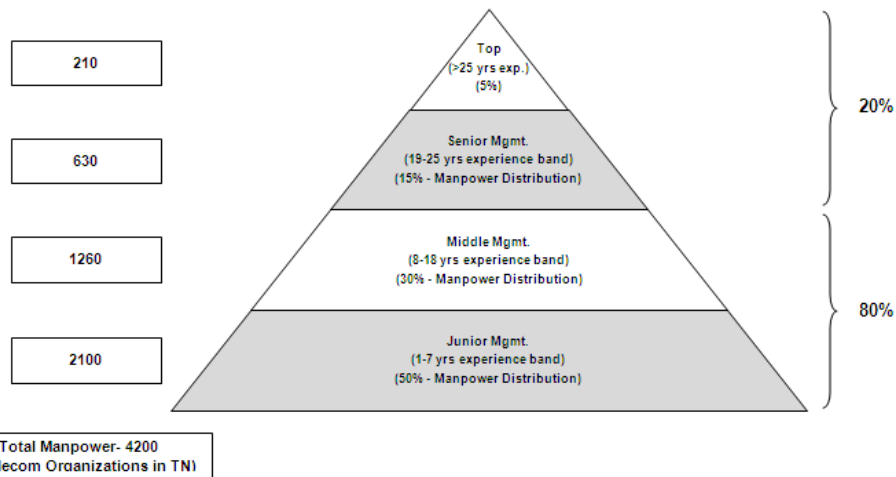
Location	Co 1	Co 2	Co 3	Co 4	Co 5	Co 6	Co 7	Co 8	Total	%
Chennai	85	34	31	11	12	39	7	26	245	59%
Rest of Tamil Nadu	47	17	19	18	25	21	4	22	173	41%
Total	132	51	50	29	37	60	11	48	418	100%

COMPANY WISE SAMPLE SIZE & RESPONDENTS SUMMARY

Company	Sample Size	%	Responses	%	Hit Rate (Response against Sample)
Co 1	227	20%	132	32%	58%
Co 2	87	8%	51	12%	59%
Co 3	98	9%	50	12%	51%
Co 4	78	7%	29	7%	37%
Co 5	273	24%	37	9%	14%
Co 6	161	14%	60	14%	37%
Co 7	43	4%	11	3%	26%
Co 8	153	14%	48	11%	31%
Total	1120	100%	418	100%	37%

APPENDIX 3: DISTRIBUTION OF RESPONDENTS – AGE-EXPERIENCE WISE

Age	Experience	Count	%	Overall		
21-25	< 5y	20	100%	Experience	Count	%
	6-10 Y	0	0%	< 5y	101	24%
	11 -15 Y	0	0%	6-10 Y	190	45%
	16-20 Y	0	0%	11 -15 Y	111	27%
	Sub Total	20	100%	16-20 Y	16	4%
26-30	< 5y	76	44%	Total	418	100%
	6-10 Y	93	54%			
	11 -15 Y	3	2%			
	16-20 Y	0	0%			
	Sub Total	172	100%			
31-35	< 5y	4	3%			
	6-10 Y	93	58%			
	11 -15 Y	63	39%			
	16-20 Y	0	0%			
	Sub Total	160	100%			
36-40	< 5y	0	0%			
	6-10 Y	3	6%			
	11 -15 Y	40	78%			
	16-20 Y	8	16%			
	Sub Total	51	100%			
41-45	< 5y	1	7%			
	6-10 Y	1	7%			
	11 -15 Y	5	33%			
	16-20 Y	8	53%			
	Sub Total	15	100%			
Total		418				



APPENDIX 4: CHI SQUARE TEST – GROUPING OF QUESTIONNAIRE RESPONSES

	Response Options	Q24					
		1	2	3	4	5	6
		Count	Count	Count	Count	Count	Count
Q23	1	58	12	5	10	5	0
	2	20	27	8	20	2	1
	3	14	49	16	8	2	2
	4	5	8	5	20	14	1
	5	11	6	18	5	9	2
	6	10	1	4	1	1	1
	Response Options	Q16					
		1	2	3	4	5	
		Count	Count	Count	Count	Count	
Q7	1	17	71	29	16	25	
	2	11	33	16	12	20	
	3	4	23	9	6	3	
	4	9	18	14	9	5	
	5	5	12	6	6	9	
	Response Options	Q23					
		1	2	3	4	5	6
		Count	Count	Count	Count	Count	Count
Q7	1	32	28	39	18	35	9
	2	37	23	19	4	8	2
	3	6	11	10	8	6	4
	4	8	10	15	15	4	2
	5	10	8	11	9	0	1
	Response Options	Q24					
		1	2	3	4	5	6
		Count	Count	Count	Count	Count	Count
Q7	1	53	40	25	25	18	3
	2	42	30	8	4	6	1
	3	5	11	9	15	1	1
	4	12	12	13	10	6	0
	5	8	13	3	11	2	2
	Response Options	Q23					
		1	2	3	4	5	6
		Count	Count	Count	Count	Count	Count
Q16	1	13	5	11	7	10	0
	2	25	29	54	24	18	6
	3	7	33	13	10	9	1
	4	11	8	11	7	3	7
	5	37	5	3	4	7	4
	Response Options	Q24					
		1	2	3	4	5	6
		Count	Count	Count	Count	Count	Count
Q16	1	12	15	6	7	5	0
	2	39	53	22	20	17	4
	3	16	17	11	22	5	0
	4	11	17	9	6	3	2
	5	41	5	3	7	3	0

APPENDIX 5: GROUP WISE RESPONSE TABLE – CHRONBACH ALPHA TEST

Response	Q5	Q11 (Rev. Coded)	Q12	Q14	Total	Sum of Strongly Agree and Agree	
1	74	25	95	100	294	1102	68%
2	251	165	224	168	808		
3	55	57	48	117	277		
4	33	112	36	24	205		
5	2	40	4	0	46		
Total	415	399	407	409	1630		

Group 1 - Job Satisfaction

Response	Q10	Q22	Total	Sum of Strongly Agree and Agree	
1	110	69	179	575	70%
2	209	187	396		
3	51	92	143		
4	34	50	84		
5	13	6	19		
Total	417	404	821		

Group 2 - Alternate Job Opportunities

Response	Q13	Q17	Total	Sum of Strongly Agree and Agree	
1	66	13	79	530	64%
2	240	211	451		
3	60	59	119		
4	36	93	129		
5	11	39	50		
Total	413	415	828		

Group 3 - HR Policies and Practices

Response	Q1	Q14	Total	Sum of Strongly Agree and Agree	
1	106	100	206	599	72%
2	225	168	393		
3	68	117	185		
4	12	24	36		
5	7	0	7		
Total	418	409	827		

Group 4 - Training and Innovation

Response	Q2	Q9	Q18	Total	Sum of Strongly Agree and Agree	
1	75	60	93	228	872	70%
2	238	204	202	644		
3	79	75	55	209		
4	17	60	53	130		
5	6	18	5	29		
Total	415	417	408	1240		

Group 5 - Pay and Benefits

Response	Q7	Q15	Q16	Total	Sum of Strongly Agree and Agree	
1	171	31	48	250	692	57%
2	94	188	160	442		
3	46	97	74	217		
4	58	77	50	185		
5	40	13	62	115		
Total	409	406	394	1209		

Group 6 - Retention of HIPO's

Response	Q8	Q20	Q21 (Rev. Coded)	Total	Sum of Strongly Agree and Agree	
1	74	105	5	184	551	45%
2	199	102	66	367		
3	67	55	65	187		
4	70	122	201	393		
5	6	29	69	104		
Total	416	413	406	1235		

Group 7 – Location Preference

APPENDIX 6: SAMPLE AND RESPONSE CONSTRUCT

Company	Sample Size		Chennai		RoTN		Male		Female		CSD		S&M		Technical		Others	
	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
Co 1	227	20%	143	63%	84	37%	205	90%	22	10%	29	13%	70	31%	62	27%	66	29%
Co 2	87	8%	57	66%	30	34%	82	94%	5	6%	17	20%	45	52%	17	20%	8	9%
Co 3	98	9%	59	60%	39	40%	92	94%	6	6%	5	5%	48	49%	23	23%	22	22%
Co 4	78	7%	22	46%	26	54%	44	92%	4	8%	2	4%	33	69%	7	15%	6	13%
Co 5	273	24%	180	59%	123	41%	284	94%	19	6%	40	13%	129	43%	78	26%	56	18%
Co 6	161	14%	103	64%	58	36%	153	95%	8	5%	17	11%	75	47%	49	30%	20	12%
Co 7	43	4%	21	49%	22	51%	40	93%	3	7%	2	5%	23	53%	8	19%	10	23%
Co 8	153	14%	94	61%	59	39%	138	90%	15	10%	26	17%	87	57%	9	6%	31	20%
Total	1120	100%	679	61%	441	39%	1038	93%	82	7%	138	12%	510	46%	253	23%	219	20%

SAMPLE CONSTRUCT

Company	Response		Chennai		RoTN		Male		Female		CSD		S&M		Technical		Others	
	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
Co 1	132	32%	85	64%	47	36%	118	89%	14	11%	16	12%	39	30%	41	31%	36	27%
Co 2	51	12%	34	67%	17	33%	46	90%	5	10%	15	29%	20	39%	11	22%	5	10%
Co 3	50	12%	31	62%	19	38%	49	98%	1	2%	2	4%	25	50%	12	24%	11	22%
Co 4	29	7%	11	38%	18	62%	26	90%	3	10%	1	3%	18	62%	4	14%	6	21%
Co 5	37	9%	12	32%	25	68%	35	95%	2	5%	5	14%	29	78%	2	5%	1	3%
Co 6	60	14%	39	65%	21	35%	57	95%	3	5%	8	13%	24	40%	17	28%	11	18%
Co 7	11	3%	7	64%	4	36%	10	91%	1	9%	1	9%	6	55%	1	9%	3	27%
Co 8	48	11%	26	54%	22	46%	45	94%	3	6%	9	19%	27	56%	5	10%	7	15%
Total	418	100%	245	59%	173	41%	386	92%	32	8%	57	14%	188	45%	93	22%	80	19%

RESPONSE CONSTRUCT

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Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

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