

JOB HOPPING SYNDROME AMONG MILLENNIALS

PROJECT REPORT

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Submitted by

ELIZABETH RESHMA K S

(Reg. No. 180011024107)

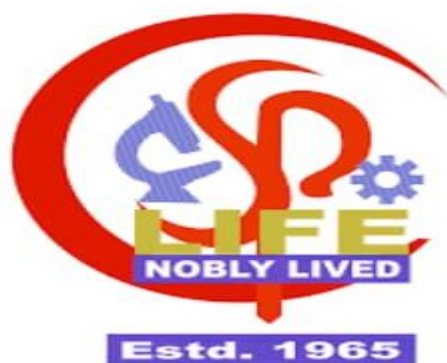
St. Paul's College, Kalamassery

Under the guidance of

DR. ASHA E THOMAS

Assistant Professor

Post Graduate Department of Commerce



DEPARTMENT OF COMMERCE

ST. PAUL'S COLLEGE, KALAMASSERY

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DECLARATION

I **ELIZABETH RESHMA K.S**, M.com final year student of Department of Commerce, **St. Paul's College, Kalamassery** hereby declares that this dissertation submitted for the award of Master's Degree in Commerce done under the supervision of **Dr. Asha E. Thomas** certifies to the best of my knowledge that the work reported here, does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on earlier occasion on this or any other candidate by any other university or academic body.

ELIZABETH RESHMA K S

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This is to certify that the dissertation entitled “JOB HOPPING SYNDROME AMONG MILLENNIALS” is a record of original work done by Miss. **ELIZABETH RESHMA K S** (Reg. no: 180011024107) in partial fulfillment of the required for the degree in Master of Commerce under the guidance of DR. ASHA E THOMAS, Assistant Professor, Post Graduate and Research Department of Commerce, St. Paul’s college, Kalamassery

(Signature of HOD)

Ms. Teresa Stephen

Asst. Professor

Department of Commerce

St. Paul’s College Kalamassery

(Signature of Guide)

Dr. Asha E. Thomas

Asst. Professor

Department of Commerce

St. Paul’s College Kalamassery

Place:

Date:

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CHAPTER I
INTRODUCTION

1.1 Introduction

Human resource is of paramount importance for the success of any organisation. It is a source of strength and aid. Human resources are the wealth of an organisation which can help it in achieving its goals. Human resources management is concerned with the human beings in an organisation. It reflects a new outlook which views organisation's manpower as its resources and assets. Human resource is the total knowledge, abilities, skills, talents and aptitudes of an organisation's workforce. The values, ethics, beliefs of the individuals working in an organisation also form a part of human resource. The resourcefulness of various categories of people and other people available to the organisation can be treated as human resources. In the present complex environment, no business or organisation can exist and grow without appropriate human resources. So, human resource has become the focus of attention of every progressive organisation.

Years ago it was common for people to work for the same employer for their entire career. As liberalisation, globalization and privatization is taking its new avenues, employees are getting the opportunity of a vast pool of job resources. This has resulted in a lot of mobility of employees from one organisation to another. Work in today's organisation is characterized by increasing complexities, rapid change and competitive business environments. In such dynamic environment the organizations are facing a gradual shift in traditional employment relationships. Organisational loyalty is reported to be in decline as employee turnover increase. Job hopping is becoming common with rapid pace of modern life. Being a social phenomenon resulting from a variety of reasons, it does bring about a number of limitations such as high mobilisation and instability. Some of the common reasons for hopping jobs include dissatisfaction with the job, lack of challenging work, lack of training and development, career planning, stagnation or less pay. Job hopping also acts as a shortcut to success. Thus it is a brain drain for corporate and acquisition and retention of talented and skilled professionals is a biggest challenge for the corporate world.

Thus, the changing paradigm of Human Resources Management, employees are considered as a major capital for today's organisation. Thus it is necessary to adopt a longer term perspective in managing people and consideration of people as a potential asset, rather than merely a variable cost. Organisation success depends on their ability to attract, develop and retain talent employees. But employee turnover has been increasingly; especially voluntary turnover is becoming a challenge for today's human resources managers. Having ample

opportunities in the job world, people tend to change the organisations of the employment due to various factors. This phenomenon is considered as job hopping. It refers to the practice of suddenly or frequently changing jobs, especially for financial or career advancement reasons. Job hopping can be explained as the rational, voluntary behaviour of frequently switching employees, especially in the beginning of one's career, with the prospects of career advancement

1.2 Statement of the problem

The stigma of job hopping has been found on the rise and it doesn't look like the trend will be stopping any time soon. Job hopping is a major challenge that can be observed in the today's labour market, with the new generation working in the modern world of work. Why employees are not sticking on a particular job should be analysed in order to mitigate the problems of instability & lack of behaviorized. The study analyses the factors, impacts, issues & challenges with regard to job hopping. As human resources are the potential assets of the behaviorized, they should be developed and retained for the survival and success of the behaviorize. Moreover, loyalty and commitment of employees towards the organization makes them productive and efficient. There is a need to understand the cause and effect relationship between the various behaviorized, process and personal factors that lead to job hopping and employee turnover. The erosion of talent from behaviorized results in loss of high performance and critical resources. In addition, lack of motivation and decreased morale result in high attrition rate and thereby increased recruitment, training costs and other costs incurred during the vacancy period. Besides these, it also results in indirect costs due to lowered employee morale, lower productivity etc. also when employees leave the existing work place equilibrium is upset and crisis management leaves less scope for developmental activities. Employee turnover at the junior and middle management level is high, thus behaviorized find it difficult in retaining the skilful and young employees.

Job hopping has both positive and negative impacts. The positive approach of job hopping is that it broadens the information and skills of employees which are valued in the labour market that can enhance careers. All round employees are equipped to succeed in managerial and executive functions through job hopping. It aids in the development of alternative skills thereby contributing diversified employees. Scholars argued that it is unrealistic to expect

talented employee to maintain the same employer too long, regardless of the employee being satisfied with the current job or employer, as there are more options for development in switching behavior. Moreover, the switching can also bring about a form of ego satisfaction. Further it contributes positive salary experience and professional status increase. Young employees considered job hopping as a crucial mechanism of career development. Studies also show that having experience in many different roles is the most crucial determinant of becoming an entrepreneur. Consequently, job hopping may increase the chances of entering self employment.

Drop in productivity, increase in training costs, impact on work culture are a series of aspects associated with job hopping. It has now become a trend, a shortcut to success. Quick moves from one job to another raise questions one's staying power and ability to withstand challenges as well as accept accountability. Employer also questions the commitment of employee towards an behaviorize. The consequences of frequent job change are many, but the most affected area is loyalty with the behaviorize. Loyalty has become an obsolete word now employees especially young generation are highly careered centric. They do not mind changing jobs too often if it helps them earn more and grow faster. They are ready to lose the loyalty for extra money, an additional perk or any other monetary consideration. Thus it is the need of the hour to analyse and evaluate the social phenomenon: Job hopping and its possible impact on the workforce.

1.3 Objectives

1. To evaluate the factors leading to job hopping among millennials
2. To study the impact of job hopping on these employees
3. To understand job hopping issues and challenges for employers

1.4 Alternative hypotheses

H1: Job hopping frequency of employees varies with gender

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

H3: Job hopping frequency of employees varies with the age

1.5 Operational definitions

1.5.1 Job hopping

According to Khatri et.al (2001), the definition of job hopping behavior varies from one country to another. In the study of Khatri, the behavior of employees changing their jobs or size of employment from time to time has been termed as job hopping.

1.5.2 Employee turnover

Employee turnover or employee turnover rate is the measurement of the number of employees who leave and behavior size during a specific time period.

1.5.3 Attrition rate

Attrition rate is a measure of the number of individuals or items moving out of a collective group over a specific period.

1.5.4 Millennials

There are four distinct generations currently in the labour force: the traditionalists generations (1925-1942), Baby boomers (1943-1960), generation Xers (1961-1981) and the Millennial (1982-2003)

Source: Clark, 2017; Schullery, 2013; Strauss&Howe, 1991

1.6 Research methodology

1.6.1 Research design

Research design used was descriptive in nature.

1.6.2 Sources of data

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

1.6.3 Tools for data collection

Structured questionnaire was used both in paper and Google forms for data collection.

1.6.4 Tools for analysis

Statistical tools like percentage method, simple arithmetic mean, Standard deviation and Chi-square test were used for data analysis.

1.6.5 Sample size

Data was collected from 200 respondents including both male and female employee categories. The impact on job hopping on employers was studied by taking a sample of 50 employers.

1.6.6 Sampling technique

The technique used for the study was convenience sampling.

1.7 Significance of the study

As new concept of management views human resources as potential assets rather than variable costs, retention of a positive and motivated employee is very important for the 13behavior13ize success. High employee turnover increases the expense and also has a negative impact on the 13behavior13ize's morale. Loyalty and commitment has now become the things of past. Employees are ready to withdraw from 13behavior13ized if there is a green pasture ahead. Thus it is the need of the era to study the paradox Job hopping and its impact on employees as well as employers.

1.8 Scope of the study

The study was conducted to evaluate job hopping 13behavior on the basis of age, gender and level of education. Thus, the scope of the study was confined to 200 employees of age group 17 to 45 covering both male & female category working in 13behavior13 sector from Ernakulum district. Employers of the 50 organisations were also contacted to analyse the impact of job hopping on Employer category. The study is limited to employees and employers of IT sector.

1.9 Limitations

1. The scope of the study was confined to Ernakulum region
2. The study was confined to IT sector. Employees and employers from this sector were only considered for data analysis and interpretation. So the implication of this research is mainly applicable to the IT sector.

Chapter 1 – INTRODUCTION

Chapter 2 – REVIEW OF LITERATURE

Chapter 3 – THEORETICAL BACKGROUND OF THE STUDY

Chapter 4 – DATA ANALYSIS AND INTERPRETATION

Chapter 5 – FINDINGS, SUGGESTIONS, AND CONCLUSION

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CHAPTER II
REVIEW OF LITERATURE

Khatri (2001) defined job hopping as an attitude or behavior where employees migrate from one job to another irrespective of better alternatives or other apparently rational motives. It may originate from either characteristic of individuals (such as itch of impulsiveness) or social influence (such as turnover culture). Scholars have put forward the notion of turnover culture to explain job hopping tendency. Also in his study within the Singaporean context provide empirical evidence on the role of job hopping as an antecedent of turnover intention. According to him, the job hopping attitudes among manager were found to be highly significant in the hotel and the retail business as compared to the marine and manufacturing sectors. In his study, He concluded that migrating from one job to the other may provide some ego satisfaction to job hoppers.

The article “A human resource downgrading – job hopping” by Dr.M.Janarthanan Pillai and R.V Naveen (2013) emphasis the reasons for job hopping and they had founded that most of the employees have hopped their of jobs because of lack in spacious and friendly interiors . Most of the employees expect friendly relation in the company . Some others need proper incentives and performance bonus . While some others hope their job due to flexitime polices and poor career and stagnant progression polices. Employees hope their job for higher pay package and better performance incentives. If the package is good they less prefer training and recreational facilities, career development plan, flexitime policies and performance appraisal gets less preference and seldom hop for these reasons. The study concluded that the human resources of automobile industry are highly fragile and sensitive so that they should be handed with lot of care and concern. The research also had found that as alternative opportunity are high for employees; unsatisfied employees hope a lot even without taking the disadvantages of job hopping.

An exploratory study on job hopping in Srilanka : a study on genetaion y employees by Dharmawansa P.A(2014) sheds light on job hopping from both employees and employers point of view. This study which concentrates on Sri Lankan context, has identified five reasons for job hopping that is, pay package, career growth, working environment and culture, reputation of the behavior size and job security. The researchers also found differences in the nature of job hopping with regard to gender , level of education, industries the employees are employed in, and also the uncertainty avoidance behavior of employees

in Sri Lanka. The findings revealed that the average number of years an employee would retain in an organization is 3 years. It also added that it was female employees who are influenced to job hop due to reasons such as personal matters, working hours and overwork. With regard to the level of education of employees, the more the employees are educated the more they job hop. Yet the level of job hopping of the employees who have gained technical skills is lesser.

Aswini Ramkumar and Atul kumar through their research paper A study on the factors affecting job hopping behavior of IT employees (2016) made an attempt on understanding the conditions and positions created to a person at his/her work place that leads to the changing of jobs and companies in the IT sector. The study shows that economic factors are the highest in scale to affect job hopping behavior of IT sector. And it is followed by psychological, geographic and social factors respectively.. Moreover the study added that gender, age and monthly personal income affect job hopping behavior. People of age group varying from 21 to 30 years are the most number of people who hop job. From the study it is understood that people falling in the age of above 30 or 40 tend to reduce or quit the behavior of job hopping since they tend to settle themselves down at that particular time of life. They stick to the particular job since family life becomes important at a point.

Iverson and Deery (1997) defined turnover culture as a normative belief held by employees that turnover behavior is quite appropriate, and the acceptance of turnover as part of the work group norm . According to him, if an employee has not change his or her job for a long time, he or she feels increasingly pressured to do so because of social influences. This phenomenon is observed from the findings made by Pizam and Thornburg (2000) who reported that 69.5 percent of middle managers in the Central Florida hotels quit their behavior during their first years of employment. Job hopping attitude have been used to explain employee's turnover behavior.

Ghiselli (1974) quoted hobo syndrome, the tendency of workers to engage in job hopping. He defined job hopping as the periodic itch to move from a job in one place to some other job in some other place. Simons (1995) in his study among hotel employees found that the high turnover rate among young workers is manifested through their job hopping behaviours. According to him, most hospitality workers in their early portion of their career expect to move from job to job, which could explain the low desirability placed on commitment. Chew (1996) in his study of job hopping occurrence within selected Asian countries postulated that in the past, employees were more likely to look for alternative jobs before resigning the current one. However, employees of today resign from their job even before securing another one.

While Riley (1980) emphasizes that labour mobility is an important factor in the development of skills among managers and that turnover is encouraged. Harbourne (1995) suggested that it is unrealistic to expect a talented employee to stay too long in any one organization, even if he or she is satisfied with his or her current job and institution. An ambitious employee needs to move on to gain experience and make progress in his or her career.

Intention to turnover or intention to leave refers to an individual's perceived probability of staying or leaving an organization. Tett and Meyer (1993) referred to turnover intention as a conscious and deliberate decision to leave the organization. Studies on turnover have shown that intention to turnover is the best immediate predictor of voluntary turnover. Steel and Ovalle (1984) in their study found a positive relationship between turnover intention and actual turnover. This is because the actual behavior is harder to predict as there are many factors such as employment alternatives that affect turnover behavior. In this case, the low turnover may hide poor management behavior. Scholars argue that employees' intention of leaving an organization will impact on productivity and long-term succession plans.

Determinants of job hopping: an empirical study in Belgium by Kelly Steenackers and Marie Anne Guerry (2016) analysed the determinants of job hopping more specifically, the authors investigate the effect of age, gender, educational level, organizational level, organizational size and sector on the job hopping frequency. The study shows that age is

negatively related to job hop frequency. Gender moderates this relationship. Therefore the analysis supports the view that young women tend to job hop significantly more than young men, but as they age, women are significantly more likely than men to remain with the same company. Furthermore the authors find that the educational level has no influence on the job hop behavior, indicating that having more job alternatives does not necessarily result in actual job hop behavior. Both the sector and the size of the behavior are found not to be significantly related to job hop frequency.

The research titled A study on job hopping and employee turnover in the Telecom industry in state of Tamil Nadu by L.R.K Krishnan (2012) is an attempt to understand the problems from the perspective of the behavior and the employees. The study establishes that there exists a clear linkage between job satisfaction and the employee's intention to stay. The knowledge workers in the present world are looking at continuously upgrading their skills and competencies exit from current behavior looking for higher pay and advancement. The study suggests that behavior need to structure their compensation to be attractive and competitive. Moreover offering employees job rotation – enrichment and career mobility will enhance the chances of them staying longer.

Abraham Maslow in his Need Hierarchy theory (1943) suggested that every individual has a complex set of exceptionally strong needs and the behavior of an individual at a particular moment is usually determined by his strongest need. As the more basic needs are satisfied, the individual seeks to satisfy the higher needs. Maslow stated that people have five basic levels of needs which they tend to satisfy in a hierarchical fashion. He proposed that human needs can be arranged in particular order from the lowest to the highest need. This include basic need, safety needs, social needs, esteem needs, self behaviorized needs.

Fredrick Herzberg and his associates developed the MOTIVATION-HYGIENE THEORY, commonly known as the two factor theory in 1950's. The study concluded that there are certain factors that tend to be consistently related to job satisfaction and on the other hand, there are some factors, which are consistently related to job dissatisfaction. The latter job conditions, he referred to as *maintenance or hygiene* factors and the former job conditions as

motivational factors. This includes salary, job security, working conditions, achievement, advancement, recognition etc.

A study on intrinsic and extrinsic factors of job hopping (World applied sciences journal 35(11); 2308-2314) by Maizatul Akmar (2017) identified the motivating factors among students who does their final year studies at university of Malaysia. How they perceived the perspective on searching the new opportunities and what are the main factors that they wanted for are studied. The study reached at a conclusion that there are intrinsic and extrinsic factors which affects the job hopping attitude of respondents. Among the extrinsic factors money is ranked the highest (i.e. pay and benefits) and when it comes to intrinsic factors achievement and autonomy leads the highest.

A Grounded theory of Millennials Job Hopping (2018) by Deborah L.Rivers found that millennial 's work value favours work-life balance, extrinsic instead of intrinsic rewards, rapid advancement, exciting yet challenging work, and contributing to their communities. When human resource practisers do not understand millennial work place values and desires, they may make changes to existing work structures that result in dissatisfied workers who habitually leave the company. He also added that understanding the preferences of upcoming dominate generation is an essential element in the development of effective training methods, recruitment materials, hiring process and benefit packages.

The study also showed that job hopping costs the U.S. economy \$30.5 billion annually despite corporations efforts to reduce it (Adkins, 2016). The millennial job-hopping theory may help minimize some of this cost. The millennial job-hopping theory is a grounded theory that explains how and why millennials decide to job-hop or stay with their current employer. The study findings indict the process that millennials use to decide to job-hop when certain hygiene and motivator factors deteriorate below an unacceptable level. When the millennial's externals factors result in dissatisfaction, and their internals factors result in no satisfaction, the millennial job-hop. When the millennial external factors are comparable to no dissatisfaction, and the internal factors are comparable to satisfaction, the decision-making process leads to a decision not to job-hop. Millennials expect competitive compensation, an enjoyable workplace that is engaging and productive. Therefore, corporate managers may

benefit from re-examining their organizational policies, structures, informal processes, and rewards/perks that centres around the seven factors that influence the millennials decision to job-hop.

Process Models of Employee Turnover by Niharika Singh (2015) explained that employee turnover has been one of the most widely investigated organizational phenomena and to understand turnover a number of models have been proposed from time to time. Turnover models can be basically classified as, content model (explains why employees leave) and process model (explains how an employee leaves). The study deals with the early process models of employee turnover to enlighten the past of the current complicated process models. To understand the history of process turnover models, the study reviews some of the articles on selected models given between 1975-1995 like The cusp-catastrophic model- Sheridan and Abelson(1983)Price's model of intervening variable and turnover (1977)Mobley Intermediate linkage model (1977)March and Simon model (1958)

Job hopping: Does it benefit or detriment careers? By Niki Philp (2017) founded that Job-hopping is a phenomenon with many aspects and is perceived mostly as a negative behavior by employers, non-job-hoppers and even job-hoppers themselves. However, this negative perception of job-hopping seems to have little consequences. Not many of the job-hoppers encountered difficulties finding a new job, nor did they have to defend their career path more than a non-job-hopper during the job-interview process. So, even though job-hopping may create a more negative image, it does not appear to have detrimental consequences for a job-hopper's career. Job-hopping did however deliver numerous beneficial outcomes, such as career advancements, increases in pay and extension of one's experiences. His study concluded that from the employees perspective, job hopping provides compelling benefits, despite the existence of negative connotations and potential detriments, making job-hopping beneficial rather than detrimental for careers.

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CHAPTER III
THEORETICAL FRAMEWORK

3.1 Job hopping

Khatri, Fern and Budhwar(2001) defined job hopping as an attitude or behavior where employees migrate from one job to another, irrespective of better alternatives or other apparently rational motives . According to these authors, job hoppers go from one job to another, without the prospects of definite growth or other rational motives. They look for an alternative work because of social influences or impulsiveness. Employees switch their jobs frequently, particularly as a means of quicker financial gain and career advancement. Job hopping can be explained as the rational, voluntary behavior of frequently switching employers, especially in the beginning of one's career, with the prospects of career advancement.

3.2 ELEMENTS OF JOB HOPPING

3.2.1 Job hopping is rational

There exists a rational nature of job hopping behavior. Personal rationality can be defined as reasoning or acting in a way that is usually reliable for achieving these goals. There is reasoning or logic behind a switch and this switch being thought of as a reliable help in bring about some sort of goal like career growth or advancement.

3.2.2 Job hopping is voluntary

Turnover includes both voluntary and involuntary turnovers. The former reflects the employee's decision for turnover while the latter decision lies with the employer. Only voluntary turnover will be accounted for studying job hopping since involuntary turnover doesn't fall into the category of job hopping.

3.2.3 Job hopping occurs frequently

A single and isolated instance of voluntary turnover doesn't constitute job hopping. There has to be a sequence of consecutive occurrences of voluntary turnover, for it to be categorized as job hopping behavior. Studies shows that changing one's employer within a time span of 2.5 years from commencing employment whilst occurring on at least three consecutive occasions will be considered frequently.

3.3 FACTORS AFFECTING JOB HOPPING BEHAVIOUR

3.3.1 Organisational factors

Pay and benefits

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

Promotion chances

Promotional chances considerably affect the job hopping behavior because of the following reasons: Firstly, promotion indicates an employee's worth to the behaviorize which is highly morale boosting. This is particularly true in case of high level jobs. Secondly, employee takes promotion as the ultimate achievement in his career and when it is behavior, he feels extremely satisfied. Thirdly, promotion involves positive changes e.g. higher salary, less supervision, more freedom, more challenging work assignments, increased responsibilities, status and like.

Company policies

Organisational structure and policies also play an important role in affecting the job hopping behavior of employees. An autocratic and highly authoritative structure causes resentment among the employees as compared to a structure which is more open and democratic in nature. Organisational policies also concern govern the human behavior in the behaviorize. These policies can generate positive or negative feelings towards the behaviorize. Liberal and fair policies usually result in more job satisfaction. Strict policies will create dissatisfaction among the employees because they feel that they are not being

treated fairly and may feel constrained. Thus, a democratic 27ehavior27ized27 structure with fair and liberal policies is associated with high job satisfaction and less turnover.

Opportunities for advancement

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

3.3.2 Work environmental factors

The work environmental factors include the following important factors:

Supervision

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

Work group

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

The work group will be even a stronger source of satisfaction when members have similar attitudes and values. In such a group, there will less friction on day to day basis. Smaller

groups provide greater opportunity for building mutual trust and understanding as compared to larger groups. Thus, the group size and quality of interpersonal relations within the group play a significant role in worker's satisfaction and job hopping behavior.

Working conditions

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

3.3.3 Work itself

The content of the work itself plays a major role in determining the level of job satisfaction some of the aspects of the work which affect job satisfaction are:

Job scope

It provides the amount of responsibility, work pace and feedback. Higher the level of these factors, higher the job scope and higher the level of satisfaction which results in less turnover.

Variety

A moderate amount of variety is very effective. Excessive variety produces confusion and stress and a too little variety causes monotony and fatigue which are dissatisfiers.

Lack of autonomy and freedom:

Lack of autonomy and freedom over work methods and work pace can create helplessness and dissatisfaction. Employees do not like it where their every step and every action are determined by their supervisor.

Role ambiguity and role conflict

Role ambiguity and role conflict also lead to confusion and job dissatisfaction because employees do not know exactly what their task is and what is expected of them.

Interesting work

A work which is very interesting and challenging and which gives higher status provides satisfaction to the employees as compared to work which is boring and monotonous.

3.3.4 Personal factors

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

Age and seniority

With age, people become more mature and realistic and less idealistic so that they are willing to accept available resources and rewards and be satisfied about the situation. With the passage of time, people move into more challenging and responsible positions. People who do not move up at all with time are more likely to be dissatisfied with their jobs.

Tenure

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

Personality

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

3.4 Work life balance

This is another important aspect when workers need flexible work hours, more leisure time such as paid time off, the ability to work from home, to start their day later, or the option to work at night. It suggests that there should be a balance between work and home. Employees

should be equally satisfied with the time that is invested in both work and home while also spending pleasant times with family, friends and pursuing happiness. Work-life balance enhances job satisfaction. It is the integration of an employee's personal life and their community involvement. Employees are nowadays considering work life balance more than their salaries. The employees believe that productivity should be the measurement of their value and not the number of working hours they work. Leading companies like Google, eBay etc have added amenities that focus on de-stressing and fun activities. There are evidences of the increasing sentiments of work life balance importance across the generations and work life balance will almost certainly become part of employees negotiating terms.

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

3.5 Reasons for job hopping can be summarized as:

- ✓ Poor human resource policies
- ✓ Lack of adequate training and skill development
- ✓ Poor work culture and leadership styles
- ✓ Lack of innovation at work
- ✓ Stagnation of pay and benefits
- ✓ Alternative job opportunities
- ✓ No differential treatment for better performance
- ✓ Lack of adequate rewards and recognition measures
- ✓ Work fatigue
- ✓ Improper work life balance
- ✓ Increase in stress level at the work place
- ✓ Low growth prospects
- ✓ Poaching by competition
- ✓ Job dissatisfaction

3.6 PROS and CONS of job hopping

3.6.1 Advantages of job hopping

The positive approach of job hopping is that it broadens the information and skills of employees which are valued in the labour market that can enhance careers. All round employees are equipped to succeed in managerial and executive functions through job hopping. It aids in the development of alternative skills thereby contributing diversified employees. Scholars argued that it is unrealistic to expect talented employee to maintain the same employer too long, regardless of the employee being satisfied with the current job or employer, as there are more options for development in switching behavior. Moreover, the switching can also bring about a form of ego satisfaction. Further it contributes positive salary experience and professional status increase. Young employees considered job hopping as a crucial mechanism of career development. Studies also show that having experience in many different roles is the most crucial determinant of becoming an entrepreneur. Consequently, job hopping may increase the chances of entering self employment.

- ❖ **Adaptability:** with rapidly changing technology and globalisation, adaptability is crucial for career success. Those who switch companies or industries often know how to adapt to new situations, and they may even help to predict frequent changes.
- ❖ **Job search expertise:** Workers employed for many years at the same job forget how to navigate the job market and get behind on the latest hiring trends. Changing jobs frequently means diversified knowledge in different fields.
- ❖ **Variety of experience:** Frequent job shifting contributes knowledge on various industries, procedures and software. Thus an employee can acquire diversified skills.
- ❖ **Job satisfaction:** job hopping is preferred by employees as they seek for job satisfaction. Shifting of job helps them to acquire their various needs and thereby results in ego satisfaction of employees.
- ❖ **Career development:** Employees considers job hopping as a means of career growth and development. Since it helps them to escape from the stagnations of the current job. Employees can expose their skills and abilities which is earlier underutilised
- ❖ **Optimum utilisation of human resource:** some employees quit their job since they are not utilised at the fullest in the organisation. If they are not able to use their potential they shift their job in order to be utilized at the fullest.

- ❖ Multiple roles leads to future entrepreneur: Diversified skills can contribute to inculcating entrepreneurial skills in employees which leads to self employment.

3.6.2 Consequences of job hopping

Drop in productivity, increase in training costs, impact on work culture are a series of aspects associated with job hopping. It has now become a trend, a shortcut to success. Quick moves from one job to another raise questions one's staying power and ability to withstand challenges as well as accept accountability. Employer also questions the commitment of employee towards an organization. The consequences of frequent job change are many, but the most affected area is loyalty with the organization. Loyalty has become an obsolete word now employees especially young generation are highly careered centric. They do not mind changing jobs too often if it helps them earn more and grow faster. They are ready to lose the loyalty for extra money, an additional perk or any other monetary consideration.

Job hopping can also have a negative effect on organization, an undesirable employee turnover is one of the largest and mostly costly affair for the organization. Not only organization lose knowledge when an employee resigns, they will also have to make sure that good replacement is found, which can be costly and time consuming. Thus job hopping act as a bane to organization

- ❖ Lack of loyalty: One major problem potential employers have with job hoppers is lack of loyalty. Some frequent job changers just haven't found the right company, but others have a problem sticking with any job
- ❖ Less In-Depth-Knowledge: While frequent job changers might have a wide variety of experience and a little knowledge about many industries, they often lack the in depth knowledge acquired through many years in the same industry or company.
- ❖ Association with negative traits: despite the increased acceptance of switching jobs or careers, many employers still have a negative view of job hoppers.
- ❖ Higher recruitment and hiring costs: job hopping leads to higher selection, recruitment, and training costs
- ❖ Poor organisational image: organisations having higher turnover rate find it difficult to attract and maintain qualified and experienced persons since higher turnover act as a negative image on the organisation.

- ❖ Poor group cohesion: As a new employee join with the team , he may find it difficult to be a part of the group thereby result in poor integration
- ❖ Costly and time consuming process: job hopping results in costly and time consuming efforts regarding hiring and training of employees

3.7 COSTS ATTRIBUTED TO JOB HOPPING

Employee turnover represents significant costs to most 33behavior33ized. Thus it seems to be one of those areas in which the management can make a difference and one that can be measured in quantifiable, financial terms against targets. Some of the costs attributed are listed below:

- ✓ Separation
- ✓ Recruitment
- ✓ Training
- ✓ On-boarding
- ✓ Drop in customer experience and revenue
- ✓ Drop in company's growth
- ✓ Loss of employee productivity
- ✓ Other administrative costs

3.8 CLASSIFICATION OF EMPLOYEES

From the perspective of Employee turnover, employees can be classified into:

- ❖ Perfectionists: they never satisfied with their work and probably look for better prospects as they are not able to perform their fullest.
- ❖ Negative employees: include pessimists, criticisers and just downright negative personalities
- ❖ Dictators: they will tell others how to do their job or make many demands
- ❖ “Out to lunch” employees: they take long breaks, make personal phone calls or constantly socialize
- ❖ Self empowered innovators: they comprise the most creative and most engaged employees
- ❖ Fair and square traditionalists: these are basic loyal workers who seek the standard rewards of work

- ❖ Accomplished contributors: another loyal and hardworking group, they seek to be part of a team
- ❖ Maverick Employees: these are confident, intelligent people that seek challenge through constant change and adventure
- ❖ Stalled survivors: for this group, work is a source of livelihood and does not desire for a satisfaction element
- ❖ Demanding disconnects: this is considered as the least productive group often mid-career people, they view work as frustrating with only near term economic value.

3.8.1 Employee generations

There are four distinct generations currently in the labour force: the traditionalists generations (1925-1942), Baby boomers (1943-1960), generation Xers (1961-1981) and the Millennial (1982-2003)

Source: Clark, 2017; Schullery,2013; Strauss&Howe,1991

Millennial have better education, are more efficient, affluent and ambitious and have no plans or they have impractical plans for achieving their expectations. Characters like being unique, confident, team oriented, pressured and achievers make the millennial unique and remarkably different from generation Xers and Boomers.

3.9 INTRINSIC AND EXTRINSIC FACTORS INFLUENCING TURNOVER

HERZBERG'S MOTIVATION-HYGIENE THEORY

Fredrick Herzberg and his associates developed the MOTIVATION-HYGIENE THEORY, commonly known as the two factor theory, in the late 1950s and early 1960s. The study concluded that there are certain factors that tend to be consistently related to job satisfaction and on the other hand, there are some factors, which are consistently related to job dissatisfaction. The latter job conditions, he referred to as *MAINTENANCE OR HYGIENE* factors and the former job conditions as *MOTIVATIONAL FACTORS*.

3.9.1 Hygiene Factors: Hygiene factors or the maintenance factors do not motivate people, they simply prevent dissatisfaction and maintain status quo. Such factors do not produce positive results but prevent negative results. If these factors are not there it will lead to job

dissatisfaction. These are not motivators, as they maintain a zero level of motivation or in other words, these factors do not provide any satisfaction but eliminate dissatisfaction.

According to Herzberg there are ten maintenance or hygiene factors:

- ✓ Company policy and administration
- ✓ Technical supervision
- ✓ Inter-personal relations with supervisor
- ✓ Inter-personal relations with peers
- ✓ Inter-personal relations with subordinates
- ✓ Salary
- ✓ Job security
- ✓ Personal life
- ✓ Working conditions
- ✓ Status

3.9.2 Motivational factors: These factors are intrinsic in nature and are related to the job.

The motivational factors have apposite effect on job satisfaction and often result in an increase in total output. Thus, these factors have apposite influence on morale, satisfaction, efficiency and productivity. Herzberg concluded that six factors motivate the employees:

- ✓ Achievement
- ✓ Advancement
- ✓ Possibility of growth
- ✓ Recognition
- ✓ Work itself
- ✓ Responsibility

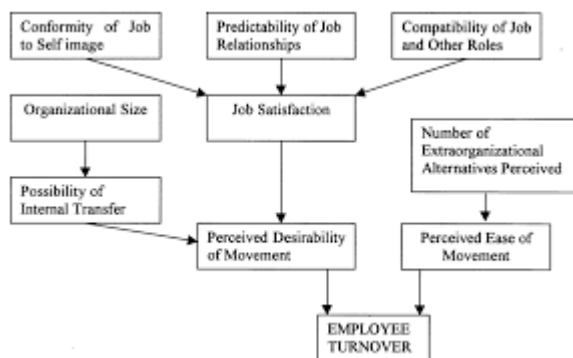
Any increase in these factors will improve the level of satisfaction, thus, these factors can be used for motivating the employees.

3.10 JOB HOPPING/EMPLOYEE TURNOVER MODELS

3.10.1 March and Simon model (1958)

One of the earliest models of turnover was developed by March and Simon in 1958. This model describes that individuals and organizations are in a state of equilibrium, where the members contributed to the organization while the organization provided the members with compensation in return. March and Simon states that when compensation provided by the organization is no longer balanced with the contributions of organization members, individuals quit the organization. This equilibrium between individual contribution and organization compensation is a function of two motivational components- perceived desirability of the job and perceived ease of movement. The former is influenced by job satisfaction and organization size where the latter is influenced by the number of perceived opportunities outside of the organization, which is determined by the state of economy, the individual's traits and characteristics, and the number of firms the individual can access.

The theory is based on organizational equilibrium which describes how a balance is struck both for the organization and its employees in terms of inducements (pay, rewards, and recognition) and contributions which ensures continued survival of the organization. When these inducements are increased, this reduces the propensity of the employees to leave and vice versa.



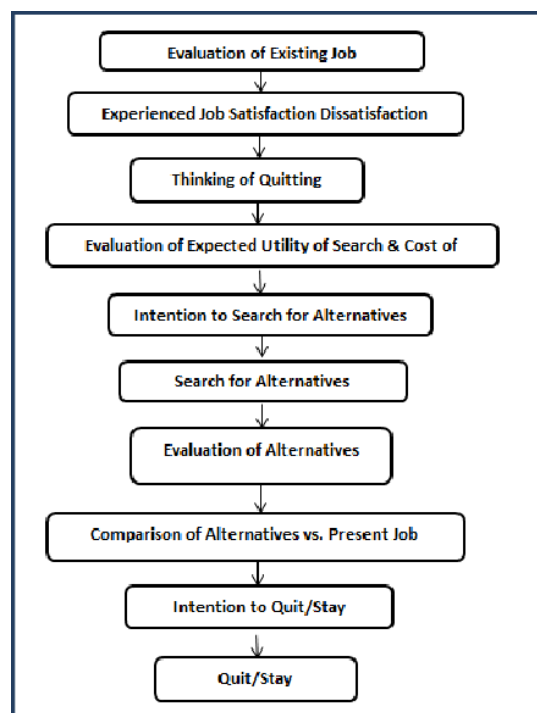
March and Simon model (figure 3.10.1)

Source: Process models of employee turnover (European academic research 2015)

3.10.2 Mobley Intermediate linkage model (1977)

Mobley introduced Intermediate linkage model to explain the process by which a dissatisfied employee decides to leave the organization. He proposed that the withdrawal decision process takes place between job dissatisfaction and quitting. According to this model, the turnover process starts with the evaluation of existing job followed by emotional state of satisfaction or dissatisfaction of employee with the job. Job dissatisfaction leads to thinking about quitting, which in turn may lead to evaluations for the expected utility of searching for another job and cost of quitting. If perceived possibility of finding a comparable job is quite high and the cost of quitting is not much, employee will proceed to the next step i.e., intention to search for alternatives followed by actual search for alternatives. If alternatives are existent, evaluation of these alternatives are made to find the best among them. Afterwards, a comparison of the best alternative is made with the present job. If comparison favours the alternative, behavioural intention to quit is stimulated, followed by the last step of actual quitting.

Later in 1979 Mobley gave an expanded model of turnover, which was an expansion to the earlier intermediate linkage model. The model suggests that actual turnover is a result of job satisfaction, expected utility of alternative roles within the organization and outside the organization and non work values and roles. These determinants are in turn influenced by a very large number of labour, organization, person and job variables.

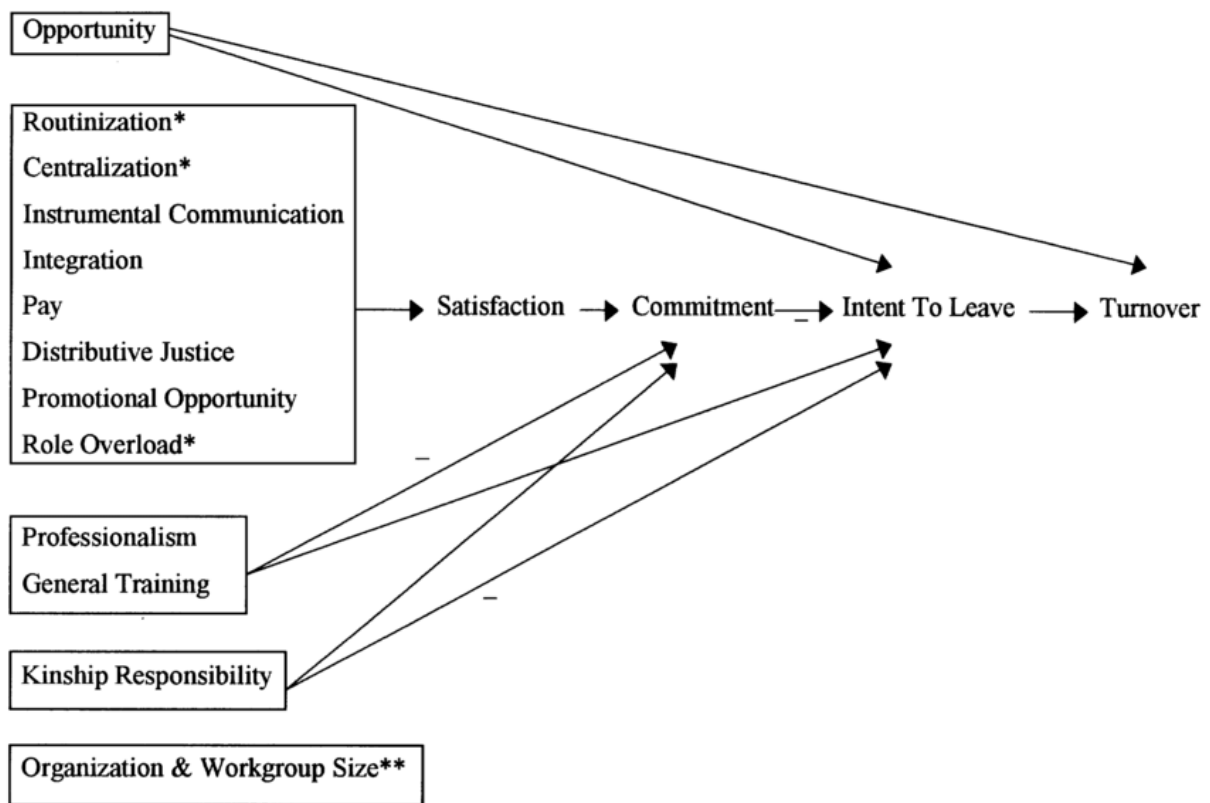


Mobley Intermediate linkage model (figure 3.10.2)

Source: Process models of employee turnover (European academic research 2015)

3.10.3 Price's model of intervening variable and turnover (1977)

In this model, price identified five primary determinants of turnover- pay levels, integration, instrumental communication, formal communication and behavior. He suggests that the first four determinants are positively related to turnover while behavior is negatively related to turnover. These four determinants lead to satisfaction and the relationship between satisfaction and turnover is mediated by the availability of other work opportunities. He also founded other determinants such as forming close relationship at work, earning good and fair compensation, promotional benefits and training opportunity which positively related to turnover.



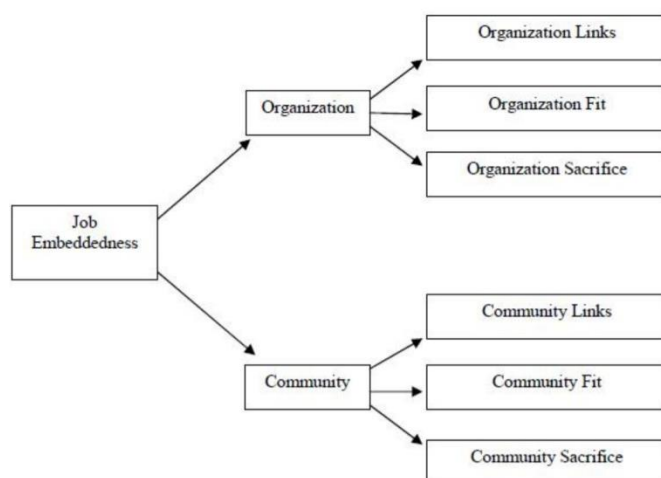
Price's model of intervening variable and turnover (figure 3.10.3)

Source: Process models of employee turnover (European academic research 2015)

3.10. 4 Lee and Mitchell Job embeddedness Model (2001)

Job embeddedness describes the factor that keep an individual from leaving the organization, in spite of experiencing situations that might lead to thoughts of leaving. It can be work relate or non-work related. These work and non-work domains can be further divided into three types of attachment i.e., links, fit and sacrifice. In this model, both the relationship of the individual to the organization and the relationship of the individual to the community are important predictors of turnover. Thus job embeddedness has six dimensions – organization links, organization fit, organization sacrifice, community links, community fit and community sacrifice. Lee and Mitchell collectively called these six dimensions as job embeddedness which keep an individual from leaving the organization. In short, highly embedded individuals are less likely to leave the organization as compared to less embedded individuals.

Lee and Mitchell suggested that when individuals have multiple attachments to the organization, these attachments are likely to hold them back from leaving even if they think about leaving due to particular circumstances. Thus, individuals who are high on job embeddedness might choose to stay with the organization even if circumstances are unfavourable. An individual’s decision to leave an organization is not made in isolation but is shaped by the environment in which the individual is ‘embedded.’

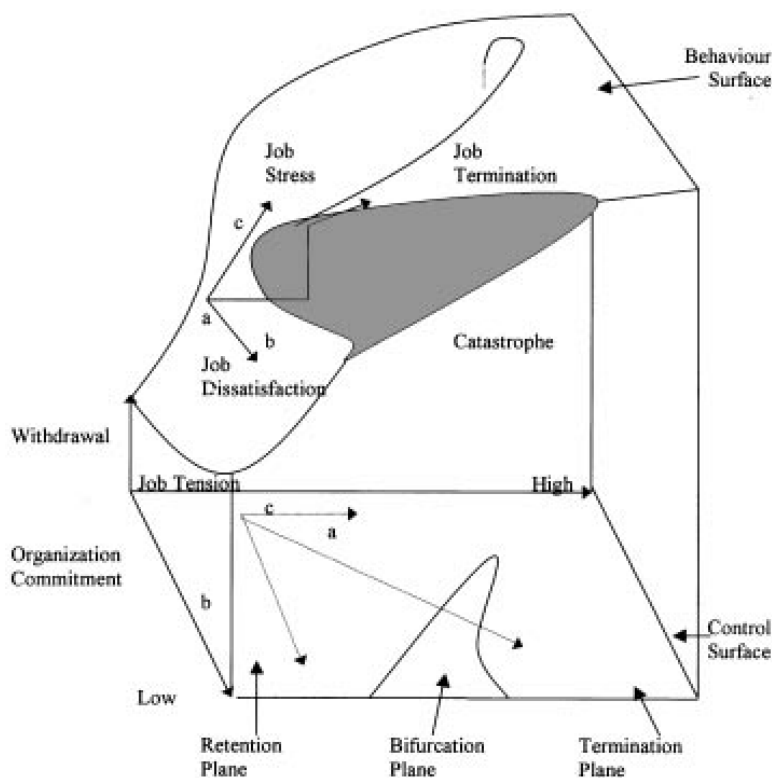


Lee and Mitchell Job embeddedness Model (figure 3.10.4)

Source: Process models of employee turnover (European academic research 2015)

3.10.5 The cusp-catastrophic model- Sheridan and Abelson (1983)

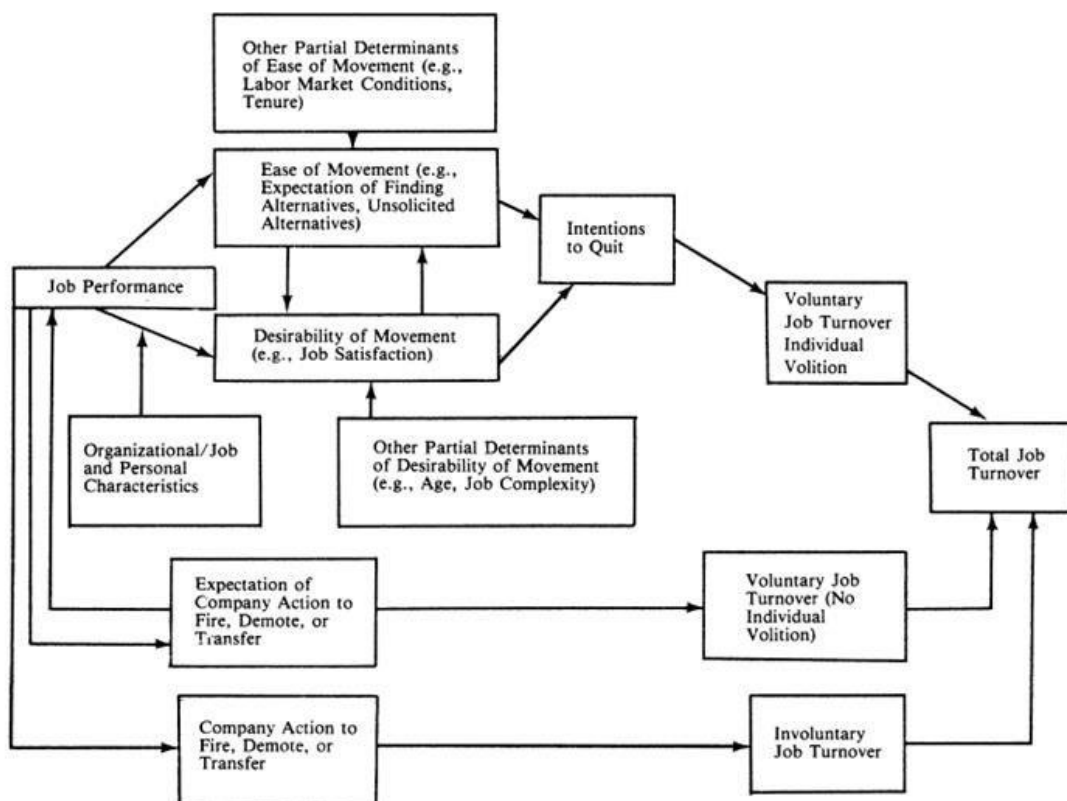
This model is based on a branch of mathematics known as catastrophic theory which is formally suited to describe turnover behavior, as it has been used in physical, biological and social sciences in the behavior of a range of discontinuous events. This model offers a far more complex account of the intrinsic properties of the turnover phenomenon. The model has been applied more generally to employee withdrawal where turnover is seen as one of a range of withdrawal responses including absenteeism and lower job performance resulting from reduced socio-physiological attraction or interest in behaviorize. This model explains that turnover is the discontinuous variable behaviorized by sudden change and a delay rule which reflects the idea that employees try and stay in employment for as long as possible. Once employees feel they can no longer stay, they suddenly change from retention to termination. In this model employee withdrawal is associated with dysfunctional employee behavior such as declining performance, frequent lateness, absenteeism, strikes and culminating in voluntary turnover/terminations.



Source: Process models of employee turnover (European academic research 2015)(fig:3.10.5)

3.10.6 Jackofsky (1984) – Integrated process model

It is a conceptual model which is attempted to integrate the job performance with the turnover process. This model has taken the concept of indirect relationship between job performance and job satisfaction/dissatisfaction. It means that, with the involvement of certain moderators, job performance is related to turnover. Moderators include job related stimuli such as performance related reward, leader behavior, individual differences. For example, good job performance leads to equally good reward (moderator) followed by job satisfaction. Further it emphasizes that performance and ease of movement has a direct and positive relationship. High performers or star employees are believed to always have offers from competitors, which makes easy for them to leave.



Jackofsky – Integrated process model (figure 3.10.6)

Source: Process models of employee turnover (European academic research 2015)

CHAPTER IV
DATA ANALYSIS AND INTERPRETATION

In this chapter, analysis of details given by respondents are presented and the interpretation of the study is discussed. The descriptive information and statistical analysis produced by the collected survey data are shown. Records are statistically analyzed. The research entitled Job Hopping syndrome among millenilas focus the job hopping attitude and its impact on employers and employees

Table 4.1

DEMOGRAPHIC PROFILE OF RESPONDENTS

Responses	Frequency	Percentage
1. Gender		
Male	120	60%
Female	80	40%
Total	200	100%
2. Age		
17-23	20	10
24-30	108	54
31-37	52	26
38-45	10	5
Above 45	10	5
Total	200	100%
3. Level of education		
SSLC	6	3
Plus two	15	7.5
Diploma	22	11
UG	107	53.5
PG	45	22.5
Others	5	2.5
Total		100%

Source: Primary data.

The above table 4.1 shows the background information such as gender, age and level of education, from the respondents. This information was collected from 200 respondents through structured questionnaires. Here in this research, out of 200 respondents, 120 are male and 80 are female. The 24-30 category age groups gave more responses for this study. This in evidence that majority of the respondents belong to the category of millennial. From the responses received, 53.5% of the respondents have degree education as the highest level of qualification and 45% of the respondents have post-graduation degree. Graduated employees constitute the majority of workforce among companies.

Table 4.2

CALSSIFICATION REGARDING TENURE IN THE ORAGNISATION

Tenure	Frequency	Percentage
Less than 1 year	38	34
1-3 years	99	49.5
3-5 years	18	9
More than 5 years	15	7.5
Total	200	100

Source: Primary data

From the above table it is clear that majority of the respondents fall under the tenure category of 1-3 years. This implies that employees are either fresher to the organization or having a work experience of less than 3 years. This itself clearly portrays the job hopping frequency of workforce is very high. Moreover, 34% of the respondents are being working with the organization a period less than 1 year. The frequent shifting attitude of employees is very much increasing and it shows a high percent of 34%. Only 9% and 7.5% comes under the tenure period of 3-5 years and above 5 years respectively. This gives an indication that only a minor portion had stick on their current job profile for a higher period. The time period employees work in an organization is related to the job hopping frequency. And this shows an inverse relationship in this study i.e., as tenure of employees in the organization decreases, it shows higher job hopping frequency and vice versa. Employees are not ready to stick on their job for a higher period. They used to quit from their job whenever an opportunity arises.

Table 4.3

CLASSIFICATION REGARDING NO.OF JOBS SHIFTED IN LAST 2 YEARS

No. of jobs in last 2 years	Frequency	Percentage
0-1	87	43.5
1-2	91	45.5
3-5	18	9
Above 6	4	2
Total	200	100

Source: Primary data

Big part of respondents falls under the category of 1-2 numbers of jobs in the last 2 years. This clearly shows that employees about 45.5% had one or two jobs within in period of two years. This means that employees are not sticking on their job for at least 2 years. They are moving from one to another if they desire so. The highest figures regarding the number of jobs quitted by the employee shows the more job hopping trend of workforce. A percent of 2 opined that they had above 6 jobs during the previous years and 18 employees said that they had 3-5 jobs in the last 2 years. Out of 200 respondents 22 opined that they had quitted the job and had 3-5 and above 6 jobs in the last few years. This shall not be considered as negligible, since 11% of the respondents come under this category which adds intensity to the attitude of job hopping. Thus the table is an evidence that employees are less stable in their job tenure and moreover they donot have long term commitment towards their organization.

Table 4.4**FACTORS AFFECTING JOB HOPPING****DESCRIPTIVE STATISTICS**

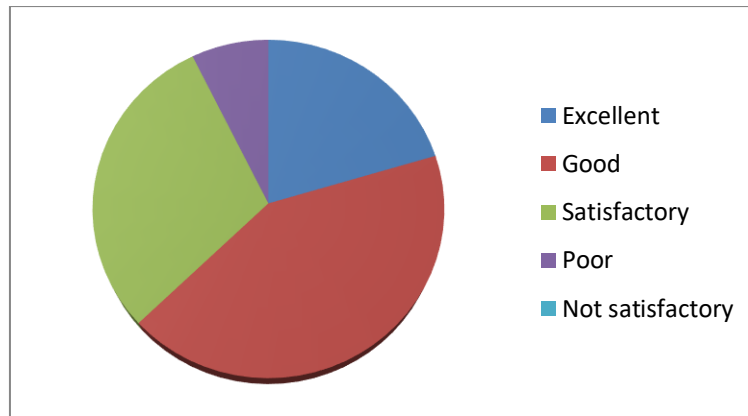
Particulars	N	Minimum	Maximum	Mean	SD
The company clearly conveys its mission to its employees	200	1.00	5.00	3.34	0.792
There is good communication among managers and employees	200	1.00	5.00	4.025	1.122
The morale in my department is high	200	1.00	5.00	3.39	0.623
It is easy to get along with my colleagues	200	1.00	5.00	4.105	0.845
The working hours are not reasonable and fair	200	1.00	5.00	3.635	0.835
I feel underutilized in my job	200	1.00	5.00	3.6	0.787
I have necessary tools and recourses to perform my job (cabins, equipments)	200	1.00	5.00	4.02	0.956
I find my work meaningful	200	1.00	5.00	4.13	1.040

I feel valued for my contributions	200	1.00	5.00	3.12	1.967
Organization offers adequate opportunities for promotion and career growth	200	1.00	5.00	3.845	0.443
I feel underpaid for my work	200	1.00	5.00	3.93	0.941
The company provides adequate welfare schemes for the employees	200	1.00	5.00	3.23	0.837

Source: Primary data

The above table reveals the attitude of respondents towards their job and job related environment. From it is clear that respondents considers good communication, meaningful work, peer group relationships as a good means to hold their job position since these factors shows highest mean score. The mean score for underpayment of job is 3.93 and that for opportunities for promotion and career growth is 3.12. Employees expect that they shall be valued for their contributions which hold a least mean of 3.12. It depicts that most of the employees are not satisfied with the organization regarding the benefits they offer. They feel that they are not commensurating with what they give and what they get back. When companies have a good downward communication system then employees will able to know clearly what the company is expecting from them. This helps the employees to know clearly the goals and mission of the organization. The superior subordinate communication which shows a mean score of 4.025 indicates that employees do value for the communication between mangers and they strongly believes that good communication is integral for job satisfaction. Coming to the morale of the organization, employees about 67.8% wishes to become the part of an organization or department having higher morale. Morale of the organization is directly related to employee satisfaction and loyalty. The other factors like adequate welfare measures, reasonable working hours, opportunities for promotion and career growth are also considered by employees and this plays a vital role in employee satisfaction and turnover frequency.

RANKING OF WORKING ENVIRONMENT OF RESPONDENTS

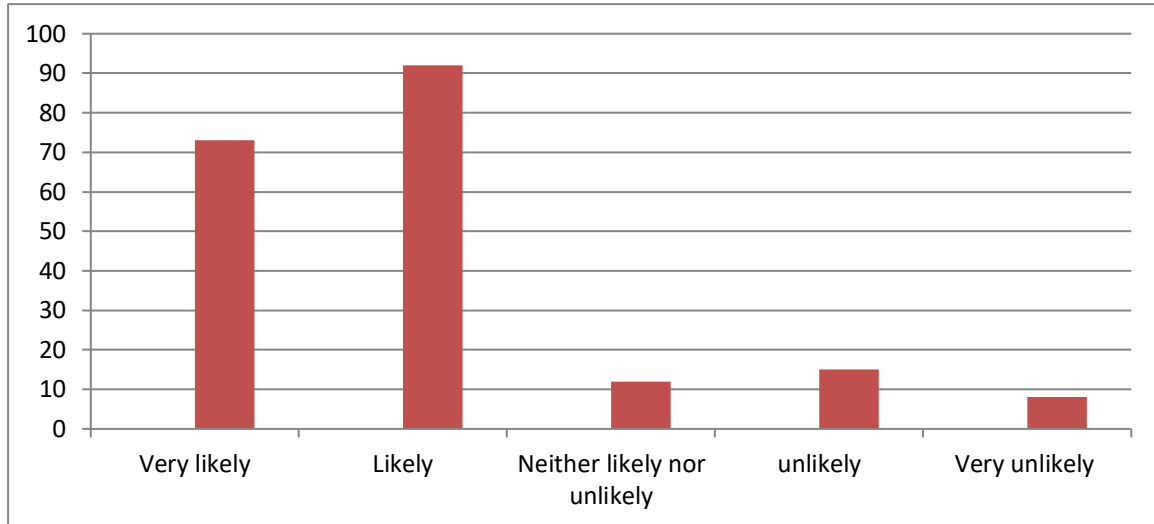


Source: primary data

Figure 4.1

A good portion of the respondents opined that they have a good and satisfactory working environment. (40.5% & 28.5%) while a category of 21 respondents opined that their working environment is poor and non satisfactory. The majority has an opinion that their working conditions or environment is good and this is a good indication of less turnover and job hopping frequency. There exist an inverse relationship between the satisfaction level and job hopping frequency of the workforce. Higher they are dissatisfied, the more they hop and vice versa. An employee having higher satisfaction level shows higher commitment and loyalty towards their organization. The company also makes sure that employees are happy at work so that they can achieve their goals easily. They should focus on employee retention measures. Good and satisfactory working environment plays a vital role in employee turnover. A good working environment helps the employees to easily adapt with the organization.

RESPONDENTS LIKELINESS TO QUIT WORK WHEN THEY ARE UNHAPPY



Source: primary data

Figure 4.2

The data depicts that a big majority is ready to quit their work when they feel unhappy at work. A percent of 36.5 of the respondents opined that they are very likely to quit the job if they are not contented. 46 % of employees are willing to quit the job if they feel dissatisfied at their work. A small portion opined they are neutral regarding this decision. This is a clear evidence that now employees are not much loyal towards their organization. If they feel unhappy they are ready to quit at any cost. It shows their lack of commitment and loyalty towards the organization. This reveals another fact that they have more opportunities for job. Increased job prospects in the current era help the employees to find next job easily. Otherwise they will try to stick on their current job. If they are dissatisfied and another job is available then they will definitely hop the job. Employees are ready to quit their job if they feel unhappy and dissatisfied.

Table 4.5

RANKING OF FACTORS IN ORDER OF PREFERENCE BY EMPLOYEES WHILE CONSIDERING A JOB

Factors	1	2	3	4	5	6	Total	Rank
Pay & perks	94	12	35	23	14	22	517	1
Good working environment	28	42	64	18	20	28	644	4
Reasonable working hours	69	25	32	16	46	12	581	3
Superior- subordinate relationship	18	27	34	54	37	30	755	6
Promotion & career growth	36	16	28	31	61	28	749	5
Work- life balance	86	11	19	41	30	13	557	2

Source: primary data

The above table shows the ranking of factors by employers while considering a job and from this it is clear that majority of the respondents has given first rank to pay and perks. Wages and salaries play a significant role in job hopping. This is because of the fact that money is necessarily required to fulfilling one's need. And employees often see money as a reflection of the management's concern for them. Moreover it is considered as a symbol of achievement since higher pay reflects higher degree of contribution towards organizational operations. The second rank was given to work-life balance which implies that work stress and pressure are not expected by any employees. They do consider their relationship outside the organization. They have to maintain a balance between the organization and personal life. The factor, reasonable working hours hold the third position necessitates the need for

adequate rest hours and interval. This seems to one of the principle of FW Taylors which suggest the organization to conduct fatigue study so that employees can have sufficient amount and frequency of rest intervals. The fatigue of all kinds –physical, psychological or mental has an adverse effect on the worker’s health and operational efficiency. Respondents gave fourth rank to working environment which means that the organization shall provide good working conditions with first aid facilities, cafeteria , ventilation etc so that employees feel comfortable at their work. The opportunities for promotion and career growth hold 5 th position means that these factors also affect job satisfaction for some employees. An employee considers promotion as their achievement in career and when it is realized, he feels extremely satisfied. In addition, promotion involves positive changes i.e, higher salary, less supervision, more freedom, more challenging work assignments, status and like. The highest rank is given to superior subordinate relationship which is not a good indication since employer -employee bond is necessary for an organization success in long run.

Table 4.6**IMPACT OF JOB HOPPING ON EMPLOYEES**

Particulars	N	Minimum	Maximum	Mean	SD
I find it difficult to get another job after a sudden job hop	200	1.00	5.00	3.025	0.219
Job hopping leads to new avenues for learning and self development	200	1.00	5.00	3.995	0.753
Higher pay and benefits can be negotiated	200	1.00	5.00	4.25	0.861
It adds to wider experience and diversification	200	1.00	5.00	3.94	0.937
It creates a negative impact on future employer	200	1.00	5.00	3.69	0.941
It leads to autonomy and higher job satisfaction	200	1.00	5.00	3.83	0.839

Source: Primary data

The above table depicts that least people find it difficult to catch another job after a sudden job hop i.e. mean score is 3.025. This shows that employees have a larger pool of opportunities and this adds to the confidence for job hopping. They either quit the job because of another good job or dissatisfied in the current job. And the major benefit they had due to this shifting is higher pay and perks which has the highest mean score of 4.25. This means that employees value for money and if they are underpaid they will quit the job at any cost. And the respondents are of the opinion that job hopping leads to new avenues for learning and self development as well as it adds to wider experience and diversification. This

is true anyway because the new areas operation and new avenues leads to diversification of their skills and abilities. Also a mean score of 3.83 shows the importance of autonomy and satisfaction level of employees due to job hopping. Employees considered free atmosphere as an important aspect, so that they can enjoy the benefits of autonomy and they mostly doesn't want stringent and strict supervision. A mean with score 3.69 opined that employees are subject to negative image on employers if they had a frequent job hopping track records. This is a sign that an employer doesn't easily accept a person having many job hopping records, since they incur direct and indirect costs of job hopping. This means that employers are not happy with the job hopping attitude of their workforce.

Table 4.7

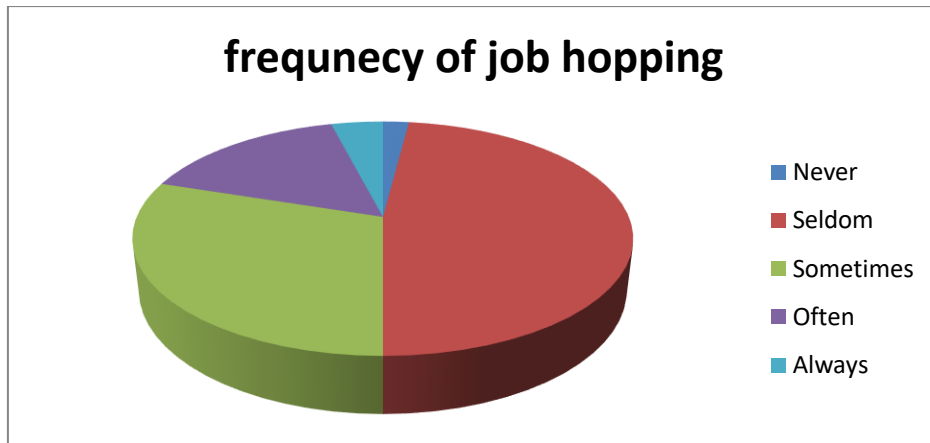
RESPONDENTS TENURE AS HR MANGER OF THE ORGANISATION

Particulars	Frequency	Percentage
Less than 1 year	18	36
1-3 years	20	40
3-5 years	9	18
More than 5 years	3	6
Total	50	100

Source: primary data

The above table explains that out of the 50 employer respondent category, 40% are working as HR manager for organizations for a period between 1 to 3 years. It is followed by 36% of employees fall under the group of less than 1 year. 18% and 6% comes under the category of 3-5 years and more than 5 years of tenure respectively. Managing the human component is central and the most important task because all else depends on how well it is done. Thus HR mangers of an orgainsation is plays an important role in job hopping too. Because their selection of employees to a particular job definitely matters. If they had selected an employee who is not fit for the organization, then job hopping will definitely arise.

FREQUENCY OF EMPLOYEE TURNOVER



Source: Primary data

Figure 4.3

Out of the 50 respondents, 48% of the organization faces the issue of job hopping at seldom. And a percent of 30 faces this challenge at sometimes. This is not good because a majority of the organizations faces the issue of job hopping. Job hopping increases the direct and indirect costs of the company and disturbs the functioning of the organizations. Whereas 16% opined that they are subjected to turnover often. This kind of employee's attitude acts as a burden for many organization as they loss production, image, resources etc. Only a minority states that they never experienced job hopping issues. If an organization is subjected to job hopping frequently then it may be due to the unattainable goals or policies of an organization. This kind of organization can rectify turnover issues by restructuring their goals or policies.

Table 4.8

ATTRITION RATE OF ORGANISATIONS

Attrition rate	No. of respondents	percentage
Less than 5%	16	32
5%-10%	18	36
10%-15%	5	10
15%-25%	9	18
Above25%	2	4
Total	50	100

Source: Primary data

Considering the attrition rate of organizations, 36% of organizations are subjected to turnover at a rate of 5 %to 10%. This is not a good sign because most of the organization suffers high attrition rates which will affect their productivity and efficiency. The employees commitment and loyalty has become the things of past. Employees are in search of green pasture and when they found it, they hop the job without any hesitation. Increased attrition rate implies less satisfaction. Thus oraginastion shall do measures to decrease the attrition rates and will try to hold a productive and committed workforce. 32% falls under less than 5% of attrition rate. Moreover, 18 % comes under the category of 15-25% which is not admissible at all. These companies will try to find measures immediately to maintain and retain their employees or otherwise they have to deal with higher consequences in the near future. And 10% and 4% of the respondents comes under the category of 10-15% and above 25% respectively. The extreme case of above 25% can be reduced either by revising organizational policies or by providing satisfaction measures to employees.

Table 4.9

IMPACT OF JOB HOPPING ON EMPLOYERS

Particulars	N	Minimum	Maximum	Mean	SD
Frequent employee turnover disturbs the company's routines that are already in place	200	1.00	5.00	4.122	0.633
It generates direct turnover costs (e.g.: requirement & training costs)	200	1.00	5.00	3.613	1.169
It generates indirect costs for the company (e.g. loss of production, reduced performance)	200	1.00	5.00	3.714	0.957
Frequent employee turnover affects organisation morale and reputation	200	1.00	5.00	3.735	0.996
High attrition rate leads to negative image for the company	200	1.00	5.00	3.698	0.897
Employee welfare measures influences attrition rates	200	1.00	5.00	4.081	0.909

Source: Primary data

The table above shows that frequent employee turnover has significantly disturbs the company's routine that are already in place and it shows a mean score of 4.122. In fact, employees take some time to adapt with the organization. If they are frequently changing it affects the overall functioning of organization and other employees. The latter is affected in such a way that there is a time lag between employees turnover and selection. This time lag

should be managed by existing employee's efforts. They get additional charges during this period, thus the employees turnover results in disorder in operations of the organization. Employer's believes that employee welfare measures play a vital role in attrition rates in their organizations. The more the welfare measures, the more they can retain a good workforce. Increased attrition rates also generate direct as well as indirect costs for the company. This is the big issue since costs are accumulated due to the higher turnover rate which cannot be charged to production or to other costs. This is a burden for a company both financially and production wise. The direct costs include selection, recruitment, and training for another employee. If employees are recruited at bulk these problem doesn't arise. But when it is done individually these costs will increase. In addition to this, indirect costs such as loss of production, reduced performance results in lower performance of the organization too. And minority opined that high attrition rates leads to negative image for the company. Higher attrition rate will give negative image and affects the reputation of the organization.

Table 4.10

RANKING OF FACTORS IN ORDER OF PREFERENCE BY EMPLOYERS WHILE DESIGNING A JOB

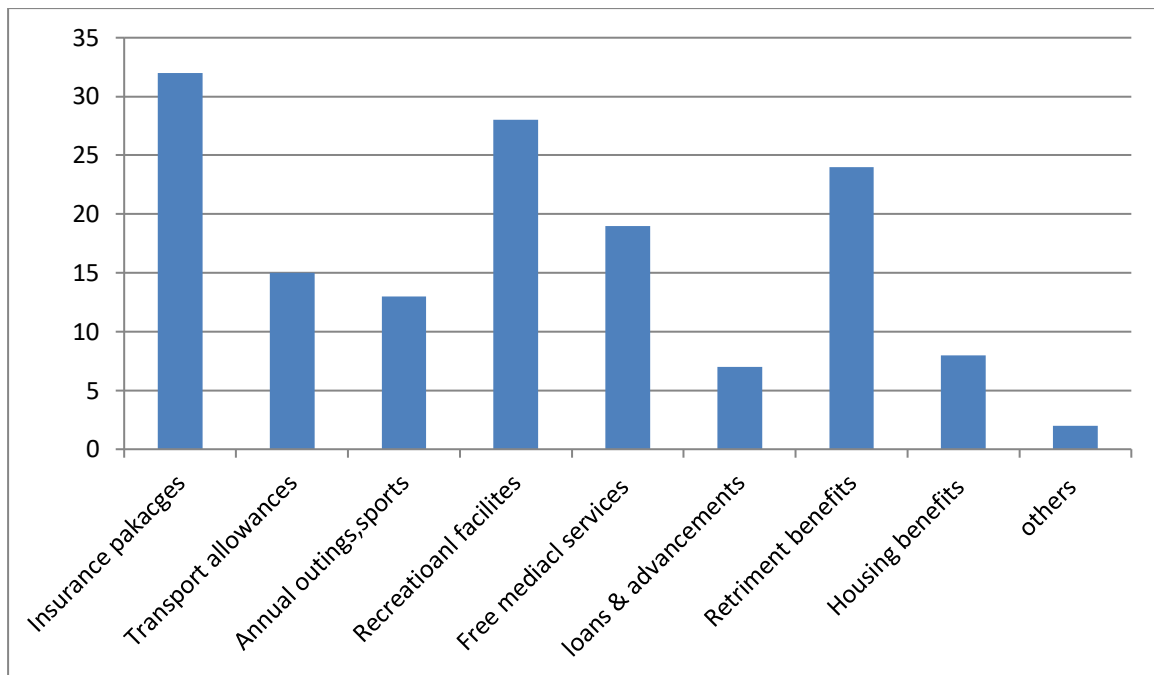
Factors	1	2	3	4	5	6	Total	Overall rank
Pay & perks	23	9	8	2	6	2	115	1
Good working environment	14	11	7	12	3	3	138	2.5
Reasonable working hours	1	9	14	5	11	10	196	6
Superior- subordinate relationship	18	3	16	2	8	3	138	2.5
Promotion & career growth	3	2	17	14	6	8	192	5
Work- life balance	12	3	15	9	1	10	164	4

Source: primary data

The above table shows the ranking of factors by employers while designing a job and from this it is clear that a big part of the respondents have given first rank to pay and perks. Employers consider the monetary benefits offered to employees as a factor of satisfaction Good pay and perks helps the organizations to attract and retain employees. The pay and perks shall be in parity with the work load of employees. Financial and non financial incentives act as a motivational factor for employees and help to increase the satisfaction

level of employees. The second rank is shared by both working environment and superior subordinate relationship. A working environment with adequate first aid facilities, cafeteria, ventilation, tools and resources shall provide in order to place employees at a comfortable zone at the organization. Respondents gave fourth rank to work life balance indicates that employers are also considering the work-life balances of employees because they do value for employees personal life. The highest rank is given to reasonable working hours which the employers shall take into account because if employees have tight schedule and work pressure they will lose more employees.

ORGANISATIONS WELFARE MEASURES TO RETAIN EMPLOYEES



Source: Primary data

Figure 4.4

The above graph depicts that employers provide insurance packages, recreational facilities and retirement benefits to employees in order to retain employees in the organization and more attention is given to transport allowances, annual outings, sports, and free medical facilities in order to maintain a satisfied workforce. Insurance for self and family are provided by any organization to increase the health of employees. Companies provide transport allowances and facilities to mitigate the travel concerns of employees. And companies provide recreational facilities like cafeteria, restroom etc. in order to refresh their employees. In a nutshell, today's organizations are paying sufficient attention to employee welfare measures so that they can attract and retain talented employees.

TESTING OF HYPOTHESES

Test 1

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

H1: Gender and job hopping frequency of respondents are associated

In order to test the hypothesis, chi-square test is applied (Appendix 2) and the result is given in the following table.

Table 4.11

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

Source: Primary data

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

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

Test 2

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

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

In order to test the hypothesis, chi-square is applied (Appendix 3) and the result is given in the following table.

Table 4.12

Particulars	Figures
Chi-square value	22.091

Level of significance	0.05
Degree of freedom	198

Source: Primary data

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

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

Test 3

H0: Age and job hopping frequency of respondents are not associated.

H1: Age and job hopping frequency of respondents are associated.

In order to test the hypothesis, chi-square is applied (Appendix 4) and the result is given in the following table.

Table 4.13

Particulars	Figures
Chi- square value	21.063
Level of significance	0.05
Degree of freedom	198

Source: Primary data

$$X^2(1, N=200) = 21.063, P = 0.05$$

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

CHAPTER V

FINDINGS, CONCLUSION AND SUGGESTIONS

FINDINGS

1. The table 4.1 shows the background information such as gender, age and level of education, from the respondents. This information was collected from 200 respondents through structured questionnaires. Here in this research, out of 200 respondents, 120 are male and 80 are female. The 24-30 category age groups gave more responses for this study. This is evidence that majority of the respondents belong to the category of millennial.
2. Majority of the respondents fall under the tenure category of 1-3 years. This implies that employees are either fresher to the organization or having a work experience of less than 3 years. This itself clearly portrays the job hopping frequency of workforce is very high. Moreover, 34% of the respondents are being working with the organization a period less than 1 year. The frequent shifting attitude of employees is very much increasing and it shows a high percent of 34%.
3. Minor portion had stick on their current job profile for a higher period. The time period employees work in an organization is related to the job hopping frequency. Employees are not ready to stick on their job for a higher period. They used to quit from their job whenever an opportunity arises.
4. Employees about 45.5% had one or two jobs within in period of two years. This means that employees are not sticking on their job for at least 2 years. They are moving from one to another if they desire so. The highest figures regarding the number of jobs quitted by the employee shows the more job hopping trend of workforce.
5. Respondents consider good communication, meaningful work, peer group relationships as a good means to hold their job position since these factors shows highest mean score. The mean score for underpayment of job is 3.93 and that for opportunities for promotion and career growth is 3.12. Employees expect that they shall be valued for their contributions which hold a least mean of 3.12. It depicts that most of the employees are not satisfied with the organization regarding the benefits they offer.
6. When companies have a good downward communication system then employees will able to know clearly what the company is expecting from them. This helps the employees to know clearly the goals and mission of the organization.

7. The other factors like adequate welfare measures, reasonable working hours, opportunities for promotion and career growth are also considered by employees and this plays a vital role in employee satisfaction and turnover frequency.

8. There exist an inverse relationship between the satisfaction level and job hopping frequency of the workforce. Higher they are dissatisfied, the more they hop and vice versa. An employee having higher satisfaction level shows higher commitment and loyalty towards their organization. The company also makes sure that employees are happy at work so that they can achieve their goals easily.

9. A big majority is ready to quit their work when they feel unhappy at work. A percent of 36.5 of the respondents opined that they are very likely to quit the job if they are not contented. 46 % of employees are willing to quit the job if they feel dissatisfied at their work. A small portion opined they are neutral regarding this decision.

10. Wages and salaries play a significant role in job hopping. This is because of the fact that money is necessarily required to fulfilling one's need. And employees often see money as a reflection of the management's concern for them. Moreover it is considered as a symbol of achievement since higher pay reflects higher degree of contribution towards organizational operations.

11. An employee considers promotion as their achievement in career and when it is realized, he feels extremely satisfied. In addition, promotion involves positive changes i.e, higher salary, less supervision, more freedom, more challenging work assignments, status and like.

12. Job hopping leads to new avenues for learning and self development as well as it adds to wider experience and diversification. This is true anyway because the new areas operation and new avenues leads to diversification of their skills and abilities. Employees considered free atmosphere as an important aspect, so that they can enjoy the benefits of autonomy and they mostly doesn't want stringent and strict supervision.

13. Out of the 50 employer respondent category, 40% are working as HR manager for organizations for a period between 1 to 3 years. It is followed by 36% of employees fall under the group of less than 1 year. 18% and 6% comes under the category of 3-5 years and more than 5 years of tenure respectively. Managing the human component is central and the most important task because all else depends on how well it is done.

14. A majority of the organizations faces the issue of job hopping. Job hopping increases the direct and indirect costs of the company and disturbs the functioning of the organizations.

15. Employers consider the monetary benefits offered to employees as a factor of satisfaction. Good pay and perks help the organizations to attract and retain employees. The pay and perks shall be in parity with the work load of employees. Financial and non financial incentives act as a motivational factor for employees and help to increase the satisfaction level of employees.

CONCLUSION

HR has become a huge investment for medium and large companies across industries, with people related costs averaging over 60% of total corporate expenditures. The leading firms have been taking steps to ensure that they extract maximum value from their HR investments, introducing models that go beyond basic HR functionality to embrace new ways of improving the quality, efficiency and productivity of their workforces. These organisations realise that to be fully effective, HR programmes require new processes, supported by leading technologies. For the companies, 'traditional HR department, focussing predominantly on basic administrative, record keeping and transactional duties is a thing of the past.

Organisations now realize that a strong foundation of information about individuals is a highly valuable organisational resource that can be used to derive efficiencies throughout the organisation. "People are our greatest asset" is the mantra that companies have been chanting for years. Yet it is only relatively recently that organisations have started putting HR systems in place that support this philosophy. As a result, the information that remains inside the HR department is being made available for effective use throughout the wider organisation, helping companies align their workforces with long term business objectives.

The trend of job hopping is increasing in a present scenario as the employees expect competitive compensation, an enjoyable workplace with adequate promotional opportunities and growth. Thus HRM shall stress on the motivation of employees by providing them various financial and non financial incentives. Right organisational climate is also provided so that the employees can contribute their maximum to the achievement of the organisational objectives. Effective management of human resources promotes team work and team spirit among employees. It offers excellent growth opportunities to people who have the potential

to rise. It also encourages people to work with diligence and commitment. It is through the combined efforts of people that economic and material resources are utilised for the achievement of organisational objectives. Therefore, creating and maintaining a motivated workforce is the central responsibility of management everywhere. The effectiveness with which human resources are coordinated and utilised determines the success in achieving organisational objectives.

IMPLICATIONS FOR FUTURE

Information from this study insists the employer category to frame the organizational HR policies which provide competitive compensations, attractive benefits, perks and opportunities for promotion and career advancement of employees. The study also finds out that when employees are satisfied they will less quit the job. Thus increasing the satisfactory level of employees helps in attracting and maintaining a productive workforce. Employers can concentrate on financial and non financial incentives to retain their employees. Frequent employee turnover leads to direct as well as indirect costs for the company and it disturbs the overall functioning of the organisation.

Organisation can focus on the certain strategies in order to retain a productive workforce. Creating good work culture emphasises the development of employee's potentials and using them for achieving organisational goals. The aims and priorities of individual workers are given due weightage in the schemes of the organisation. Human resource policy shall be backed by human values, understanding the needs and concerns of the welfare of the people. Persons in the organisation will reciprocate by improving their efficiency, motivation, self coordination and greater cooperation. Thus having a good work culture helps to people feel satisfied and enjoy their work. Developing a good communication system which consists of downward, upward as well as lateral helps the organization very much in attaining their goals. Organisation shall develop a system of communication where policies of the management are properly communicated to the lowest level of hierarchy and feedback from the lower level is conveyed to the top management. Communication system helps in understanding the view points of each other and taking up remedial steps, if needed. HRM approach will succeed only when managerial personnel change their attitude towards the workforce. There is a need to educate executives, managers and top management regarding various aspects of the human resources approaches adopted by the organisation. Conducting

adequate research helps to know the aspirations and expectations of various persons working in the organisation. The framing of human resource policies, strategies and approaches depends upon the information collected through research. Adequate delegation of authority and responsibility to employees allow them to grow and keep them motivated which results in higher job satisfaction and less turnover.

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

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APPENDIX

Appendix 1 – Questionnaire

JOB HOPPING SYNDROME AMONG MILLENNIALS

Dear Sir/Madam

I am Elizabeth Reshma K S, currently pursuing M.com degree at ST Paul's college Kalamassery is conducting a research on Job hopping syndrome among Millennials. In partial fulfilment of my degree it would be grateful if you could fill this questionnaire which will only take few minutes of your time. Please note that the info collected will be for academic purpose only and kept anonymous and confidential.

Thank you.

1. Name:

2. Gender: Male Female

3. Age:

17 – 23 24-30 31-37 38-45 45+

4. Educational qualification:

SSLC UG Diploma
 Plus two PG Others

5. How long you have been working in the organisation?

Less than 1 year 3 – 5 years
 1 – 3 years More than 5 years

6. How many jobs have you had in the last 2 years?

- 0-1
 1-2
 3-5
 6+

1. FACTORS LEADING TO JOB HOPPING AMONG MILLENNIALS

7. Put tick marks on the following statements according to your opinion

Statements	Strongly agrees	Agree	Neither agrees nor disagrees	Disagree	Strongly disagrees
The company clearly conveys its mission to its employees					
There is good communication among managers and employees					
The morale in my department is high					
It is easy to get along with my colleagues					
The working hours are not reasonable and fair					
I feel underutilized in my job					
I have necessary tools and recourses to perform my job (cabins, equipments)					
I find my work meaningful					
I feel valued for my contributions					
Organization offers adequate opportunities for promotion and career growth					

I feel underpaid for my work					
The company provides adequate welfare schemes for the employees					
Rank the working environment in your organisation	Excellent	Good	Satisfactory	Poor	Not satisfactory
How likely are you to quit your job when you feel unhappy at work?	Very likely	Likely	Neither likely nor unlikely	Unlikely	Very unlikely

8. Rank the following according to your preference while considering a job (1 to 6: most preference 1, Least preference 6, likewise)

- Pay and perks
- Good Working environment
- Reasonable working hours
- Superior -subordinate relationship
- Promotion and career growth
- Work- life balance

2. IMPACT OF JOB HOPPING ON EMPLOYEES

Note: Job hopping refers to the practice of shifting from one job to another

9. Put tick marks on the following statements according to your opinion

Statements	Strongly agrees	Agree	Neither agrees nor disagrees	Disagree	Strongly disagrees
I find it difficult to get another job after a sudden job hop					
Job hopping leads to new avenues for learning and self development					

Higher pay and benefits can be negotiated					
It adds to wider experience and diversification					
It creates a negative impact on future employer					
It leads to autonomy and higher job satisfaction					

Suggestions (if any)

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.....

Employer’s survey

JOB HOPPING SYNDROME AMONG MILLENNIALS

Dear Sir/Madam

I am Elizabeth Reshma K S, currently pursuing M.com degree at ST Paul’s college Kalamassery is conducting a research on Job hopping syndrome among Millennials. In partial fulfilment of my degree it would be grateful if you could fill this questionnaire which will only take few minutes of your time. Please note that the info collected will be for academic purpose only and kept anonymous and confidential.

Thank you.

1. Name of the organisation:

2. How long are you working as the HR manager of the organisation:

- Less than 1 year 1 – 3 years
- 3 – 5 years More than 5 year

3. Does your firm subject to the issue of frequent employee turnover

Never Seldom Sometimes Often Always

4. What is the attrition rate in your organisation in the last 2 years /

Less than 5 % 5-10% 10-15% 15-25% Above 25%

5. Put tick marks on the following statements according to your opinion

Statements	Strongly agrees	Agree	Neither agrees nor disagrees	Disagree	Strongly disagrees
Frequent employee turnover disturbs the company's routines that are already in place					
It generates direct turnover costs (e.g.: requirement & training costs)					
It generates indirect costs for the company (e.g. loss of production, reduced performance)					
Frequent employee turnover affects organisation morale and reputation					
High attrition rate leads to negative image for the company					
Employee welfare measures influences attrition rates					

6. Rank the following according to your preference while designing a job (1 to 6: most preference 1, Least preference 6, likewise)

- Pay and perks
- Good Working environment
- Reasonable working hours
- Superior -subordinate relationship
- Promotion and career growth
- Work- life balance

7. What all employee welfare measures are provided in your organisation to retain employees?

- | | |
|--|---|
| <input type="checkbox"/> Insurance packages | <input type="checkbox"/> Annual outings, Sports and games |
| <input type="checkbox"/> Transport allowances | <input type="checkbox"/> Free medical facilities |
| <input type="checkbox"/> Recreational facilities cafeteria | <input type="checkbox"/> Provision for loans and advancements |
| <input type="checkbox"/> Educational facilities for children | <input type="checkbox"/> Retirement benefits |
| <input type="checkbox"/> Housing benefits | <input type="checkbox"/> Work- life balance |
| <input type="checkbox"/> Others (please specify) | |

Suggestions (if any)

.....
.....

Appendix-2

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

Chi-Square Tests

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

Appendix -3

Test 2: Educational level * job hopping frequency

Chi- square using SPSS

Chi-Square Tests

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

Appendix- 4

Test 3: Age * job hopping frequency (Chi- square using SPSS)

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	21.063 ^a	16	.176
Likelihood Ratio	22.142	16	.139
N of Valid Cases	200		