

A STUDY ON JOB HOPPING AMONG EMPLOYEES IN COCHIN CITY

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POPULATION AND SAMPLE

The universe of this study is employees in Cochin city and sample selected is 50 employees working in BPO sector in Cochin city

DATA AND SOURCES OF DATA

Primary data was collected through questionnaire distributed among a sample of 50 employees working in BPO sector in Cochin City. The Sample Selection was made by the way of Convenience Sampling. Secondary data was collected through books and Internet

THEORETICAL FRAMEWORK & LITERATURE REVIEW

Changing jobs frequently or moving from one job to another is termed as Job hopping. Job hopping is a pattern of changing companies over a year or two by one's own wish, rather he is not changing because of any lay off or strike. Job hopping means "the practice of changing jobs frequently especially as a mean of quick financial gain or career advancement". There are two kinds of job hopping. Random Job hopping-which is moving every time you get a better job offer and Strategic job hopping-which is taking a new job because it enhance and helps to build your career. A Job hopper is a some one who changes his job frequently rather than staying at any one job or organization for long term. Although most people change jobs more frequently than was the case in the past, job hoppers do so more often.

Changing jobs frequently has become the norm rather than the exception. A job hopper is someone who works briefly in one position after another rather than staying at any one job or organization for a long time. Job Hopping may turn out to be a career suicide as you keep it on stake while you think of job hopping. People think that hopping a job is career savior as it gives you another chance to open upto new environment, but staying at a job for less than two years goofs up your career to an extent. Employers generally frown upon the job hoppers who have hopped their jobs frequently and worked for less time. Being a job gypsy hinders your learning's go in vain.

Job Hopping has its Pros and cons. Refusing to consider job jumpers is fast becoming an outdated practice. It is considered bad when you be a frequent job hopper and good if you do it systematically with a progressive time period. Systematic job hopping apparently helps you fetch maximum income and benefits. Proactively searching for a job that matches your unique career wants and needs should help prevent job hopping ,but there's no guarantee. Sometimes, the only way to really learn what works for you and what does' nt is to simply step in there and give it a try.

Job Hopping happens because of several reasons which may include personal, professional and other external factors. Once an employee feel demotivated because of some reason, he would immediately think about hopping from his existing job. Job hopping is taking place in the corporate sector due to various reasons like poor HR polices, lack of proper training and development programmes, lack of innovative work, stagnation of pay and benefits, alternative job oppurtunities etc

From the employees' point of view, the job hopping has created the new opportunity to excel in the career with additional financial benefits. But the frequent job hopping could cause much burden to organisation, since it calls for replacing employee pool at right time. In today's corporate world, hiring, preserving and

maintaining human resources have reached paramount importance. Increasing expectations of human resources regarding salaries and perks, work pattern, designation, importance of their role and decision making attitudes are often creating them to look in the broader perspective of hopping from one organisation to another organisation.

Chris Murdock (2009) recruiting expert at Landing jobs and former senior source for Yahoo, says job tenure and expectations around a job have changed. It used to be that people would stay at a company for life, but nowadays, if you've been at a company for years, you should move on.

Mr Martin recruiting researcher at Cisco Systems(2013) states that Job Hopping is particularly evident at the executive level. Two years seems to be the point at which a person at that level strongly consider other possibilities. The main reason is they want more of a challenge. He does not consider job switches every two years as a disqualifier on his resume.

Times of India(2011) summarizes that job hopping has become so acute that some companies are finding it hard to include attrition levels in their quarterly performance reports.

Bureau of Labour Statistics(2000) found out that the median number of years that employees have been with their current employer was only 3.5 years and a fourth of all employees have been with their current employees for 12 months or less.

.Abelson(1993) stated that reasons such as social pressure from core workers (also called peer pressure) can create a turnover culture which will result the employees hop to another job.

Leidner & Smith (2013) have found that fast growing economies and changing demand for labour has lead lifetime employment outdated. They have come up with more reasons apart from monetary and micro factors such as globalization and short termism which have made a shift in employment behavior.

Mitchell, Thomas & Griffeth (2012) found that employee turnover especially has been increasingly becoming a challenge for today's human resource managers. Having ample opportunities in the job world, people tend to change the organisations of employment based on various factors. Thus, it is worthy to view through the lens of HR managers, the factors that influence job hopping, so that this challenge can be explored further.

Khatri (2000) stated that it is the habit of few employees to shift from one company to another, which is most of the time without any logical reason i.e. it has no link with whether they have a good opportunity available or not. He also stated that some employees often leave their job because the one who does not change job within short time will be considered uncaring by peers. It happens so as all employees perceive job hopping as a suitable social work behavior.

Giannetti (2011) found out that managers will receive higher compensation when they are more likely to receive outside offers. He added that, when a person leaves the firm accepting the new offer, other executives in the same firm are likely to face the same demand and the departing executive could simply tempt her previous colleagues to follow her to the new firm.

RESULTS AND DISCUSSION FINDINGS

- Majority of the employees have been working in the company for 1-2 years
- Most of the employees are in the age group of 25-30 years and they have worked in 3 companies or more so far.
- It can be understood that no work life balance was one of the major personal factors that leads to Job Hopping.
- Long term sustainability of competitor firms is the major organisational factor that makes an employee a job hopper.
- Dissatisfaction from work is a professional factor that cause Job Hopping
- Flexibility in work timings has a significant effect in attitude of a employee towards his Job
- Professional advancement is the most preferred factor by most of the job hoppers.

- Training and Development Programmes is an effective way to retain employees

SUGGESTIONS

- Work Life balance is what employees look for in an organization. Therefore organization must make sure that flexible work timings should be provided ,so that employees could spend more time with their family
- The organization should have long term sustainability ,rather than short term sustainability in order to reduce the organizational reasons for Job hopping
- Job Satisfaction can be improved by allocationg them in group discussion or task, rewards for efficient performance, assigning main roles to employees etc
- Better provisions such as Monetary and non monetary benefits should be given to motive employees and achieve job satisfaction

CONCLUSION

On the basis of analysis and findings, it can be concluded that job hopping is becoming an increasing pattern in the BPO sector, particulars among youngsters. Work life balance is the major personal reason and dissatisfaction from work is the professional reason that cause job hopping. From an organisational perspective, long term sustainability of competitor firms also cause job hopping The study points out that Training and development programmes is the most effective way for an employer to retain a employee. Flexibility in work timings plays an important role in the attitude of an employee towards work. The most preferred preferred factor of job hoppers are professional factors followed by personal factors.

TABLES

table 1:duration of working for present company

particulars	respondents	percentage
upto 1 year	11	22
1-2 years	25	50
2-5 years	9	18
above 5 years	5	10
total	50	100

Table2: Number of companies worked on the basis of Age group

number of companies worked	age group				total
	20-25	25-30	30-35	35 & above	
1	6	6	1	0	13
2	3	3	3	2	11
3 & above	0	19	4	3	26
total	9	28	8	5	50

TABLE 3: PERSONAL REASONS FOR JOB HOPPING

particulars	respondents	percentage
health issues	13	60
no work life balance	22	20
to pursue higher education	10	14
distance to travel	5	6
total	50	100

Table 4: ORGANISATIONAL REASONS FOR JOB HOPPING

particulars	respondents	percentage
organisational values	12	24
long term sustainability of other competitor firms	20	40
organisational culture	10	20
perceived discrimination	8	16

total	50	100
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Table 5 : PROFESSIONAL REASONS FOR JOB HOPPING

particulars	respondents	percentage
job pressure	12	26
dissatisfaction from work	27	52
lack of adequate job security	7	14
pressure from peer group	1	2
lack of growth oppurtunities	3	6
total	50	100

Table 6 : FACTORS EFFECTING EMPLOYEE ATTITUDE

particulars	respondents	percentage
flexible work timings	27	54
good management	5	10
employee engagement activities	3	6
opportunities for career enrichment	7	14
reward and recognition for exceptional performance	8	16
total	50	100

Table 7: FACTORS WHICH ARE PREFERRED MOST BY JOB HOPPERS

particulars	respondents	percentage
professional advancement	35	52
personal factors	11	22
organisational culture	4	2
total	50	100

Table 8: EFFECTIVE WAYS TO RETAIN EMPLOYEES

particulars	respondents	percentage
performance driven compensation plan	11	22
structured career prospects	10	20
training and development programmes	26	52
good employee employer relationship	3	6
total	50	100

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