

# Turnover Intention and Job Hopping Behaviour of Professionals - A Review

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**Abstract:** Turnover intention and job hopping are an important part of human resource management. Learning about these and then predicting the turnover intention and job hopping behaviour of employees has become an important aspect these days for organizations. This paper highlights various reasons causing turnover and job hopping in employees.

**Keywords:** turnover, turnover intention, job hopping, job hopping behavior.

## I. INTRODUCTION

Job hopping is the process in which an individual changes his job frequently in a short span of time. It is defined as "the periodic itch to move from a job in one place to some other job in some other place" (Ghiselli, 1974). It was very common for employees to be a part of the same organization for whole of their working career but it is not so these days. Employees do not hesitate changing their jobs with or without a reason. One research showed that it is not the money but the availability of many choices in job market which is the reason behind job hopping by employees who are well educated and work in organizations with good environment (James LR, 1991). In fact, the mobility of engineers and scientists, also known as 'job hopping', is widely regarded as an important channel for the transfer of knowledge between organizations and within or even between industries (Agrawal, Cockburn, & McHale, 2006; Rosenkopf & Almeida, 2003; Song, Almeida & Wu, 2003). Earlier employers thought that applicants who have a lot of short stints in their resume are not worthy enough to be selected and trusted but times have changed and so has the thinking of employers. Job hopping increases creativity and opportunity but looking on the darker side, it also disturbs career growth and wealth creation. Three jobs in less than a year no longer raise eyebrows and are considered normal. Job hopping, in fact, has become the new mantra for success. People no longer believe in sticking to one job and waiting for that golden leap to come (India Attrition Study, 2008). Various reasons for job hopping can be job dissatisfaction, the type of work assigned, working environment etc. It has been seen that money is not the only reason for individuals to job hop. In fact, self-fulfillment and achieving vision of life are major factors causing people to change their job. Drop in productivity, increase in training costs, impact on work culture are a series of aspects associated with job hopping. A series of rapid, random and pointless moves will show up as annoyances on the resume (Krishnan LRK and Sethuramasubbiah, 2012).

Turnover intention is also referred to as turnover plan or turnover tendency. Turnover intention is the behavioral tendency of employees to attempt to leave their work organization, which may lead to actual turnover. Much research points to turnover intention as the main antecedent to a person's act of turnover. To explore the possibility of an act of turnover, one must start with turnover intention (Tett RP and Meyer JP, 1993). Turnover intention can be termed as the process of thinking and wanting to leave the job. So, turnover of an organization is dependent on the turnover intention of individuals. While functional turnover (that is, bad performers leave, good performers stay) can help reduce suboptimal organizational performance (Stovel and Bontis, 2002), high turnover can be detrimental to the organization's productivity. There are various reasons why employees quit their jobs like poor working conditions, personal issues, behaviour of superior etc. It has been commonly seen that people working in government sector leave or change their jobs less as compared to people working in private sector. From the literature reviewed, it has been observed that major reasons of job hopping behaviour and turnover intention in employees are lack of factors like achievement, independence, recognition, work security, authority etc. Turnover adversely effects an organization which bears the cost of recruitment, selection, training, development and induction of employees. It is really painful for the organization to spend so much on its employees and get back stabbed in return after putting so much of effort. Turnover is of two types voluntary turnover and involuntary turnover, when employer fire the employees it is said to be involuntary turnover and when the employees quit their job by their willingness it is called involuntary turnover. (Dess and shaw 2001). According to (riley, 2006) Employees worker interdependently in an organization, quitting of some of the employees Effect the efficiency of the remaining employees. Due to turnover organizations find it difficult to achieve their objectives. It is so as time is devoted in searching new employees and then these new workers also take time in becoming able to show maximum performance (Waldman J; Kelly F; Arora S; Smith H, 2004). The commitment-to-satisfaction mediation model suggests that commitment to the company engenders a positive attitude toward the job, possibly through a rationalization process (Bem, 1967; Salancik & Pfeffer, 1978), and people leave or stay based on how they feel about their jobs. That commitment to the company may develop prior to entry (O'Reilly & Caldwell, 1981; Schein, 1968).

## II. REVIEW OF LITERATURE

Allen N.J. and Meyer J.P. (1990) throw light on the measurement and antecedents of affective, continuance and normative commitment to the organization. The aim of this paper was to prove that these factors are factually separable. It also created reliable measures of affective, continuance and normative commitment. Organizational commitment plays an important role in retention of employees. At times employees feel obliged to their organization and continue working over there. Commitment is a negative indicator of turnover. The study shows a little overlap between affective and normative commitment but had no relation with continuance commitment. There is a stable pattern of relationship between affective and continuance commitment. Also, the task performance is more important than the retention of employees.

Eisenberger R., Stinglhamber F. and Vandenberghe C. (2002) investigated relationship between perceived organizational support, perceived supervisor support and turnover. Organizational support plays a major role in employee retention but it also depends that how the employees perceive if they are being supported or harassed. Supervisors direct and control the employees so the subordinates are affected by their supervision to a great extent. Perceived organization support has a negative correlation with perceived supervisor support and employee turnover.

Samuel M.O. and Chipunza C. (2009) highlight the motivational factors that contribute to employee retention and turnover. Retaining skilled employees is one of the major concerns for both public and corporate sector these days. When already trained employees leave, they have to be replaced by new skilled employees. As a result organizations bear a large amount of loss. Various intrinsic and extrinsic motivational factors were identified to prevent turnover. Training and development, job security, interesting tasks, reward and bonus were strongly associated with employee retention. The goal setting strategy was found to be the best retention strategy.

Feng W.C. and Angeline T. (2010) in this study highlight the relationship between turnover intention and job hopping behavior with perceived organizational support, employee exhaustion, job satisfaction and affective commitment. The perceived organizational support, employee exhaustion, job satisfaction are moderated by affective commitment. Teachers tend to job hop more frequently when they feel lack of support from the organization. At times teacher suffer from emotional exhaustion when they continuously impart education to students. Job satisfaction directly affects the level of commitment of employees. It was concluded that affective commitment acts as a mediator between these three factors and turnover intention support whereas it is not so for job hopping behaviour. With the help of this study, the local music schools could take steps to improve working conditions, quality of work life and career development opportunities.

Darokah M. and Malute D. (2012) in this paper used in-depth interview for data collection from four people who engaged in job hopping. It focused on the fact that job hopping behaviour is affected by intrinsic (work challenges, willingness to learn, personal characteristics) and extrinsic (financial securities, interpersonal conflicts, characteristics organization) factors

rather than position, pay, promotion etc. Work careers are dependent largely on a nation's political, economic and cultural condition. A phenomenological research was used by the researcher for data collection. There are nine factors namely financial needs, conflicts, work challenges, willingness to learn and opportunities to develop careers, personal characteristics, family and organization. Job hoppers see job as a source of overall development and not just a source of earning.

Ariga K., Ohtake F., Sasaki M., Wu Z. (2012) this paper highlights job hopping in China. Mobility of youth in jobs and geographically was considered in this paper. Youth which migrates from rural to urban areas exhibit job hopping to a great extent. More the job hopping more is the job satisfaction among youth. There is a strong correlation between geographical and occupational mobility. A variation occurs between migrants and return migrants. There were non-economic factors that caused the migrants to return. Only the non-graduates were focused upon leaving aside the graduates.

Pranaya D. (2014) in his qualitative paper highlights about job hopping, the intention to change jobs in a short period of time. People tend to change their jobs more frequently as compared to the old times when employees found it to be a social obligation to remain with the organization for a longer period of time. Various sectors that contribute to a country's GDP and provide employment are affected by job hopping. The major reasons of job hopping are lack of loyalty in the present scenario, nonlinear careers, fast moving life, recession etc. So, basically this paper states the facts about job hopping. But job hopping also gives a chance to look for more choices, get exposure to new fields, break the monotony of one job and form a larger network and a good chance to find your interest area. On the other hand, paper also discusses about the fact that job hopping leads to lack of security, degradation of relationships, less job satisfaction.

Sandhar S.K. and Verma S. (2015) explain the relationship between job satisfaction and turnover intention in Information Technology sector. The main objectives of the paper were to know the factors affecting job satisfaction, impact of job satisfaction on turnover intention and to differentiate employees according to their perception of job satisfaction. IT industry is the quickest developing sector in India recently. Job satisfaction is one of the major components of job. An exploratory study was conducted and data were collected through questionnaire. Job satisfaction has a negative relationship with turnover intention. This implies that more is the job satisfaction, lesser is the chance of intention to leave the organization.

Sambrani S. and Hemalatha G. (2016). The paper highlights that a large number of women are employed in IT sector and the reasons why they change their jobs frequently. Dissatisfaction occurred due to authority, power, and type of assignments. The major reasons of job hopping are hectic schedules, long working hours, family issues, parenting problems. Emotional turmoil causes lack of satisfaction and poor organizational support ignites the desire to change job. Various efforts like better recruitment processes, compensation, equity at work, family support etc. can help reduce tendency of job hopping.

## III. CONCLUSION

Employees are an organization's asset. They deserve recognition, remuneration, good working conditions along with salary. This paper has highlighted the problem of job hopping behaviour and turnover intention. This study can further help in studying the reasons that cause turnover and job hopping.

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