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# “Job Hopping Trend in Academics”-With Reference to Bareilly City Western Uttar Pradesh, India

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## **Abstract**

*The most serious issue for employers today is hiring and retaining the capable workforce. Job hopping has turned out to be a more common phenomenon in today's corporate world. Job hopping refers to the pattern of changing jobs very frequently for quick financial gain or career advancement. It is most prevalent in India, due to rapid growth. Until recently job hopping was well thought-out as suicidal to the career and such employees were not taken seriously, but now the mindset has changed. Employees and employers both consider it beneficial if it is done to gain new insights in different environments and cultures. Job hopping is also common among teaching faculty of MBA Institutes.*

*This paper investigates two relationships such as between (1) pay satisfaction and turnover intention and (2) job satisfaction and turnover intention amongst the teaching professionals of MBA colleges in Bareilly. The questionnaire was administered to 100 academic professionals, 74 replied making the response rate to be 74%. Findings suggest that there is negative relationship between turnover intention with job satisfaction and pay satisfaction. It was observed that employees within the age group (20-30) have greater intention to quit the job.*

**Key words-** *turnover intentions, job hopping behavior, employee satisfaction, compensation, retention*

## **Introduction**

Global competition highlights the importance of loyalty towards company for the long term organizational success, but this idea is becoming weaker day by day. Employees these days keep themselves thoroughly updated about the opportunities in the market and quickly grab the one that suits them more. This prototype of frequently changing job within a short span is referred as job hopping.

**Turnover intention-** Turnover intention is described as the cognitive process of thinking, planning, and

desiring to leave a job (Mobley, 1977) . Turnover intention is the most excellent forecaster of actual turnover. This reflects the probability of leaving the job. This occurs before the employee actually quits the job. The Employee turnover is inevitable in the competitive corporate world. The organization must

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have strategy to control turnover as this affect both costs as well as efficiency of operation.

The employer must be aware of the turnover intentions of his employees and hence formulate various strategies to stop them from leaving. As soon as the employee leaves the job the organization should have the system of feedback analysis and come with innovative ideas to prevent further movement.

Most of the time, good and well trained employees leave the company causing huge loss for the organization as it is easy for them to get better opportunity. Thus, it is imperative for the organization to come up with some strategy based on the findings of opinions of both who left the organization and other employees on their attitude towards their work as well as organization. It should be understood that intent to leave is even more unfortunate for the organizations as it influences the affirmative commitment of employees and thus undermines their efficiency and productivity. It can even threaten the organization's long term survival (Brereton, Beach, & Cliff, 2003).

Though primarily the employee turnover is high due to opportunities in the job market, yet employees may leave the organization due to internal organizational weakness such as unhealthy work-environment, lack of job satisfaction, lack of professional development and promotional avenues in the organization. The employee turnover is not only an alarm to the human resource department but also to the organization because of its negative impact on the work environment.

**Job Satisfaction**-Job satisfaction is described as the positive attitude and emotion towards one's job and work environment (Locke, 1978). According to a recent study, job satisfaction is one of the main reasons for employees moving between jobs in the engineering, IT, financial services, FMCG and pharmaceuticals sectors. As per Global Workforce Solutions Firm Kelly Services 'Understanding the mind of an employee' report, about 15-20 per cent of India's candidates switched jobs to get exposure to a new area of work.

Job dissatisfaction is the main reasons for teachers to quit teaching. According to the research, it has

been observed that heavy workload, poor remuneration and inappropriate other benefits, discipline problems among students, poor communication channel in the organization and the absence of teacher involvement in decision - making, are a few of reasons for which teachers are displeased and leave their teaching jobs. Moreover, the anticipation of dissatisfaction in teaching job has discouraged others to join this profession (Ingersoll, 2001, 2006). It was noticed that satisfied employees are serious and contributing more to their jobs.

### **Compensation:**

Compensation is becoming the major reason why an employee leaves a job. According to Global Workforce Solutions firm, Kelly Services India's 'Understanding the mind of an employee's report, about 70 per cent of the employees surveyed said that compensation is the reason for changing jobs in the engineering sector. Unfortunately, in an economy like India, it's not realistic to expect a significant pay rise if you stay at the same position at the existing company. According to a national salary survey by AON Hewitt, the average salary increase in 2012 is projected to be 2.9 percent while job change can scale up the salary even double the present amount.

The job-hopper plays an important role in explaining the pay hike for the remaining employees. It has been observed that firms raise pay more uncompromisingly for the present executives when a firm loses executives to its industry competitors/ companies that offer higher compensation. Influence of this factors reflects the intensity of competition for talents in the labor market in each rank of employees. According to research on academic community, teachers look for better salary structure which includes benefits, performance based incentives, leave encashment, medical allowance and other allowances apart from cash compensation. They look for more lucrative options in the prevailing industry and if they find the suitable one, they make a switch to better pay package. Also, employees want that determination of salary hike should be a fair and just and consistent for everybody and adequate information related to pay issues in the company should be provided to all.

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## When does job-hopping become bad for career?

It depends on what is typical for the industry and the employee's career stage. The reason behind changing also matters. Changing jobs for growth opportunities are much more acceptable than changing just because one wants more money.

## Review of Literature

The problem of job hopping has been researched by a number of researchers in diverse fields but very few attempts have been made to understand the trend in academics.

Kaplan (1966) and Evans, Klein, and Delgado (1992) pointed out the working condition of the music schools throughout the United States. They studied about administrative and academic issues and also the compensation and benefits of the music teachers at that time. The teachers were paid by hours and improvements were recommended after their studies to implement full time pay and also add in fringe benefits for them.

Bruce Fallick et al. (2006) et al in the paper made an analysis on the mobility of employees at work place. Authors argued that job hopping is important in computer clusters because it facilitates the reallocation of talent and resources toward firms with superior innovations. Further, the paper while providing findings on job hopping between the companies pointed out that this also increases the likelihood of knowledge acquired in one firm is brought into another.

Taufic I. Shaikh (2008) in the research paper made analysis on the magnitude and impact of attrition rate. Further, the author opined that improper working hours, lack of growth opportunities, pursuit of salary increments and monotony of the job are some of the reasons for increase in job hopping in software industry.

Feng, Wong Chyi et al. (2010) revealed that music teachers in Malaysia were less likely to leave when they perceived their music schools supported them, satisfied with their job and not emotionally exhausted from the pressures of teaching.

Subha.T (2014) in her research paper stated that job hopping was one of the prime challenges faced by BPO industry and this was mainly in search of higher salary, better positions and better benefits.

Deepti Pathak (2014) while investigating the relationship between job hopping and turnover intentions, explored the mediating effect of employee engagement.

Naresh, Bura et al. (2015) in their research paper critically examined the job hopping scenario in selected software companies. The study provided comparative analysis on the attrition rate. Further, the study also investigates the problem of job hopping by taking into consideration of 7 select dimensions.

## Objectives

1. To study the scenario of job hopping among Academics.
2. To determine the relationship between turnover intentions, job satisfaction and compensation.
3. To provide solutions to employers about the problems on job hopping.

## Research Methodology:

Primary data for this research have been collected from MBA colleges of Bareilly through the Questionnaire having three parts of questions in likert scale. The first part consists of questions related to turnover intentions; second part contains question related to job satisfaction and third part includes questions related to compensation. Sample size is 74, sampling method is systematic random sampling.

Primary data were collected from academic professionals while secondary information is gathered from web references, news from papers, articles, journals. Data were analyzed using statistical software SPSS 17. Pearson correlation tool was used to find relationship between variables.

## Data analysis and Interpretation

**Table:-1 General Characteristics of Sample**

S.No.	Item		Numeric Value
1.	Gender	Male	28
		Female	46
2.	Level of education	Ph.D	19
		Master's	55

The sample included 38% males and 62% females. The qualification wise 26% were Ph.D holders and 74% had completed their masters.

**Table:-2 Correlation between Turnover Intention, Job Satisfaction and Compensation**

Correlations	Correlations			
		Turnover Intention	Job Satisfaction	Compensation
Turnover	Pearson Correlation Sig. (2-tailed) N	1 74	-.590** .000 74	-.276* .017 74
Job Satisfaction	Pearson Correlation Sig. (2-tailed) N	-.590** .000 74	1 74	.484** .000 74
Compensation	Pearson Correlation Sig. (2-tailed) N	-.276* .017 74	.484** .000 74	1 74

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

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- The Correlation coefficient between job satisfaction and turnover intention is  $-.590$  and highly significant as p value is  $.000$ ; this means that there is negative relationship between variables. With increase in job satisfaction, there is less intention to leave the job.

- The Correlation coefficient between compensation and turnover intention is  $-.276$  and significant though the magnitude is not very high; this means that there is negative relationship between the variables. When the employee is paid high, he will have less intention to leave the job.

- The Correlation coefficient between compensation and job satisfaction is  $.484$  and highly significant; this means that there is positive relationship between the variables. When the employee is paid high, he will be more satisfied with the job.

### **Suggestions for Employers to Regulate Job Hopping**

Employers should evolve mechanism to regulate job hopping. These days, companies are aware of the fact that they might lose their employees in future and thus are developing strategies to retain them. Following are some recommendations that may prevent employees from changing jobs.

1. **Build a smart recruitment strategy-** Retention strategy should start from the very beginning namely from the stage of recruitment. While selecting the candidate, they should not only consider qualifications and capabilities, they should look into history of job hopping of the candidate and specify terms and conditions to stay in the organization for a minimum period. If the resume includes short stints with earlier organizations then the candidate should be thoroughly interviewed to check the intentions of hopping so fast. At the same time, benefits of job hopping should not be ignored.

2. **Raising Salary** -. HR representatives may be asked to reassess the salary structure and keep a log of accomplishments, talents and potential of employees for other compensation benefits so that the deserving candidates get rewards and fringe benefits. If an employee stays in the organization at the same salary for two or more years, that is enough

reason for him/her to look for alternative opportunities.

3. **Learning and Development-** This is one of incentives for an employee to stay in the organization. The thirst to learn new skills is insatiable among professionals especially in the world of rapid change in the technology. They look up for training that allow them to attain their goals. Training is a "win-win" situation for the employee and the employer. Employees get to enhance their knowledge and skills, and employers get benefited by trained and motivated employees.

4. **Increasing stock options-**This typically works very well for the employee motivation. It helps in attracting talent from the market as well as helps in retaining their acquired talent for a long term. The top Indian companies have been using this strategy to keep the employees stay to their organization and be loyal.

5. **Listening to employees' grievances-**Being concerned to employees and not merely hearing their problems, act as a motivating factor for employees. The employer needs to know about what is disturbing and decreasing the performance of his employees and help to cope up of the problem. He can rectify things and solve issues to keep the employees happy. There should be communication links between employer and his employees in all aspects of professional life.

6. **Invest in your team-**When employees foresee their progressive career path in future through training and development in the organization, they are more likely to stay for the long term. The organization may train employees in various technical and soft skills and give them certificates for participation in the training programmes. Such recognitions encourage better performances. An investment of time by the senior leaders gives assurance to the employees that the organization cares for them. Such friendly sessions motivate employees to stay longer with the organization.

7. **Know the Signs** -When an employee plans to leave the job, he tends to lose interest in his current job and responsibilities. The employee becomes less

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productive, irregular in the office and tend to avoid responsibility. These alarming signals must be taken care of. Every candidate leaving the organization should be interviewed on his exit and carefully studied.

8. **Flexibility Helps-** The rigid protocol followed in timing of reporting in job need not be followed, if possible. The practices of functioning should be in flexible shift systems allowing employees to work in different shifts according to their personal needs and choice. Employees should be allowed to work from home. In case of any important work the employee should be allowed to go on leave and yet complete the assigned work for the office. Employees should be allowed to work from home or combine work with other responsibilities in situations viz. Child or parent care, Health situation, Maternity, Formal education program, FDPs, MDPs, academic workshops, paper presentations, seminars and conferences.

9. **Rewards, Recognition and Respect-**To get the best out of the employee he should be timely rewarded and recognized in the form of monetary and non-monetary benefits. Due respect should be given to their opinions and suggestions.

10. **Encourage Cross-Cultural Competency-** In the era of globalization, employees need to know how to operate in different cultural settings to compete. Workplace diversity should be encouraged. People of different culture and background should work together as a team. Such factors should not act as barriers for growth in the organization.

11. **Health Benefits –** As Medical and health care costs have been increasing and consequently medical insurance costs are rising, employees cannot afford the financial burden of insurance costs. Hence, he will find the job in the company that offer higher levels of such benefits. So it's advisable that basic medical and major medical insurance can be provided for employees.

## Conclusion

Recruitment is an expensive and a time-consuming process. Having a revolving door for employees is troublesome to every organization's productivity. Job-hopping has become a very common phenomenon in the modern work-place. Some consider it bad and for some it has proved very beneficial. In European countries sticking to one job is considered appalling. They believe that the person who sticks for so long, doesn't want to face challenges in life.

In India, the scenario is different and most organizations consider that a resume full of switching jobs is not a credit for the candidate. The idea regarding job hopping is changing now. It is acceptable now in India to some extent. Among academics, it is observed that professionals who are new in the field easily switch from one job to another in search of better salary and benefits. Academicians who have good salary seem quite satisfied in their fields. Growth in education field is based more on publications. Competitive salary, good working environment, respect and recognition, mutual communication, flexible and convenient work timings, health facilities, earlier promotions and expected incentives can stop the employees from moving from one job to another. In the end, job hopping is neither good nor bad. It really depends on conditions in the market. From employers' perspective, it is absolutely a bad thing but from an employee's perspective sometimes job hopping is necessary for career growth.

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