

# Job-Hopping and the Determinant Factors

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**Abstract:** *Job-hopping is an activity of changing jobs or moving jobs from one company to another company frequently to find the best job to meet certain criteria. Someone who performs job-hopping known as a job-hopper. The job-hopping phenomenon is usually performed by the Millennial generations influenced by several factors. To analyze factors that influence job-hopping and the meaning of job-hopping, the writer conducts journal reviews on a number of journals published in the last ten years. The result shows that intrinsic and extrinsic factors influenced job-hopping phenomena, including several pros and cons attached to it.*

**Keywords:** *job-hopping, job hopper, intrinsic and extrinsic factors, pros and cons*

## Introduction

Human resources are the most important asset in an organization to reach both short term and long term organizational goals. Those organizational goals could be reached if the employees who work for that organization work hard, show their dedication, and open to new things for their career development. Indisputably, some employees can not devote themselves to the organization for a long period. They move from one company to another company because of certain reasons, one of which is because they see better opportunities in other companies.

This phenomenon has existed since the early industrial era, known as job-hopping. A person who performs job-hopping is called as a job-hopper. Based on India Attrition Study conducted in 2008, job-hopping is a normal phenomenon for a job-hopper to leave a company for better offers from other companies.

Pranaya (2014) argued that job-hopping is a pattern of moving out from the current company for every one or two years because of the employees' own will, not because they got fired. Yuen and Thai (2015) defined an employee as a job-hopper when he works for less than one year at the current work.

Joyce (1999) suggests that the phenomenon of job-hopping will continue to occur in the future. The generation before the millennial generation appears that they will survive in their job within the next 20-30 years, and this controversy will continue to appear (Lancaster & Di Leonardo, 1997). Griffeth et al. (2001) stated that the job-hopping process started because the employees were dissatisfied with their current jobs.

The millennial generation, as a subject considered to have a low commitment against the organization, often decided to move to other companies in a relatively short period of time (Pasieka, 2009). They become the most interesting subject to study because this generation will occupy 46% of the total employment in 2020 (Wiggins, 2016).

Salelatu (2019), a country manager of Jobstreet.com in Indonesia, mentioned that the

millennial generation is the generation of "fleas." A survey conducted at her office showed that nearly 68.5% of the millennial generations do not have a willingness to work for a long time. They tend to move to other workplaces even though they still work for less than one year.

Kruse (2014) explained another reason for job-hopping, which is because employees dream of earning more money. Meanwhile, according to Harris (2014), when employees perform job-hopping, they will have a wider connection to the outside of the world.

However, job-hopping behavior has a lot of negative impacts on current companies and other fellow employees. The companies would spend more money to do the recruitment of new employees (Liu et al., 2010). Additionally, the current employees will increase their workload, which results in productivity becomes not optimal (Memon et al., 2015). Worse than that, the information about the previous company would spread to other companies (Hirono, 2001).

## Discussion

Millennial generations or known as the Y generation is considered to have a bad reputation as job-hoppers even though they have positive characteristics as the generation with a high level of confident, resilience, independent, and socially active. The millennial generations are also considered as a unique generation that has a flexible working style; thus they are favored by the leader of the company.

Based on the Deloitte survey, 46 % of millennial generations will move to a company they trusted as a better company after two years working at the previous company, especially when they have a choice and a great chance.

The millennial generations are very competitive with their co-workers. Millennials also focus on their career paths and self-development. But, 38 % of millennials feel so hard to adapt to their co-workers since they have different working styles.

Job-hopping tends to be a big problem in urban, where lower-paid employees and fast-growing economic exist.

Based on empirical analysis, age and educational levels are negatively related to job hop. Yet, young women do job hop more than young men.

Job satisfaction uses a predictor of turnover intention. According to some researches, a few factors leading to high turnover intentions in the company are job dissatisfaction, lack of commitment, workplace stress, increased working hours, and lack of employee-friendly policy.

It's not just about money. Employees in developing countries will not leave their jobs or do job hop if they are satisfied with their current jobs.

More satisfied employees are more dedicated to the organization to achieve organizational goals (Ineson et al., 2013; Shore & Martin, 1989). Job satisfaction can be a positive influence on the commitment (Muthueloo & Rose, 2005), their absenteeism (Hausknecht et al., 2008), and actual turnover (Chen & Bliese, 2011).

The literature said that job-hopping, also known as "hobo syndrome," is an internal tendency of the employees. Daming and Xiaoyun (2010) found the employees did job-hopping because they have not yet found a satisfying place to stay.

Job-hopping is influenced by two factors, intrinsic (from inside the person) and extrinsic (from outside of the person). Extrinsic factors consist of a low level of work engagement, higher-income offered by other companies, a clear career path, and the tendency to learn new things.

Despite of extrinsic factors, job-hopping is also influenced by intrinsic factors, including bad relationships between the employees and the managerial, family problem, company cultures that do not suit the employees, age (the younger the employee, the higher their willingness to leave the company), and the lack of balance between their private lives and work lives.

Job-hopping also exists in the managerial stage. Based on his research, Williard (2012) argued that a lack of loyalty and unstable financial condition is not a thing that has to be accepted. A high level of manager did job-hopping because they want a better status and a better company image. The middle level of managerial job hops because they want compensation, promotion, and better company location. Lastly, the low level of managerial job hops because they seek for a facility for self-development and a better company environment.

Besides intrinsic and extrinsic factors, job-hopping is also caused by an opportunity for employees to widen their choice of jobs. Job-hopping is a precursor to the future career. When an employee job hops to expand his network, he should find a company that pays well; and another reason would be the companies do not grow well.

The job-hopping phenomenon also has some pros and cons. The pros for job-hopping include (1) job hop

can point to experience of different industries, (2) job hop allows access to more resources, (3) job hop allows employees to expand experiences, (4) job hop might provide chances to find a right fit, (5) job hop allows employees to see other job opportunities, and (6) job hop allows employees to earn more money.

On the contrary, the cons for job-hopping include (1) employers will hesitate to invest in new employees, (2) the previous job may be less secure, (3) lack of satisfaction, and (4) the new managerial fears the new employees would leave as they did in the previous companies.

## Conclusion

In the rapid globalization era, job-hopping has emerged as a major challenge for an organization. Therefore, companies should look for ways that lead the employees to have better work engagement and job satisfaction to decrease their willingness to do job-hopping.

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