

**Implications of Job-hopping on Employees: A Case Study  
from Sri Lankan Software Development Industry**

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Degree of Master of Business Administration in Information Technology

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Sri Lanka

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The dissertation was submitted to the Department of Computer Science and Engineering of the University of Moratuwa in partial fulfilment of the requirement for the Degree of Master of Business Administration in Information Technology.

Department of Computer Science and Engineering

University of Moratuwa

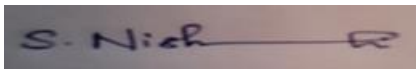
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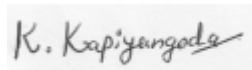


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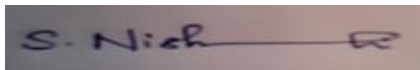
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## **ABSTRACT**

The main purpose of this study was to identify the implications of job-hopping on employees. This study deeply focuses on the implications of staff who are working in the Srilankan software development industry. This research can be an ideal document for employees to get a better knowledge about the implications of job-hopping and guide them to take correct decisions at the correct time. Tonnquist's model of Maslow's Hierarchy of needs was incorporated as a theoretical lens to make sense of how each factor mentioned in the model is getting affected by job-hopping. The study adopted a qualitative methodology. Data has been mainly collected through interviews which were carried on, with employees who have been identified as job hoppers in the software development industry. Employees with different designations (SE, QA, BA, PM) are considered for the interviews. The findings of this study first briefly illustrate how each phase of the theoretical framework is getting implications due to job-hopping. Then some other general implications of job-hopping are also discussed. Next, it clarifies whether employees are achieving the expected outputs by hopping the jobs. Finally, some recommendations were suggested for job hoppers to get the right decisions and mitigate the risks/negative impacts of job-hopping.

Keywords: Tonnquist's model, Maslow's Hierarchy of Needs, Implications, Job-Hopping, Job-Hoppers, Software Development Industry.

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

TA –Thematic Analysis

ASE – Associate Software Engineer

SE – Software Engineer

AQA –Associate Quality Assurance Engineer

QA – Software Quality Assurance Engineer

SQA – Senior Quality Assurance Engineer

BA – Business Analyst

SBA- Senior Business Analyst

TL – Team Lead

PM – Project Manager

KT – Knowledge Transfer

SSE – Senior Software Engineer

OT – Over Time

CV – Curriculum Vitae

# INTRODUCTION

## 1.1 Background of the study

Job hopping is an example of moving out from the current organization for every couple of years as a result of the workers' own will, not on the grounds that they got terminated (Larasati & Aryanto, 2020). Job-hopping has been considered as a significant issue for organizations lately, the antecedent of this phenomenon was presented quite a while back – around 40 years back by Ghiselli (1974) who named it “hobo-syndrome”. Ghiselli (1974), mentioned that the origin of thought to move from one occupation to the next is driven by a periodic itch, urging employees to make these transitions regardless of rational intentions (Steenackers & Guerry, 2016).

According to Naresh and Rathnam (2015), two kinds of occupation hopping practices have been distinguished. Initial one because of the individual longing/need, employees are urged to take an action. Second one staff are affected by the turnover culture. It is observed that work hopping is a large issue in metropolitan, amidst lower-paid workers and amidst staff who are doing their jobs in quickly developing economies (Larasati & Aryanto, 2020).

Two major parties affected by job-hopping are employee and employer. Employer/organization has to face many indirect costs due to job-hopping. Some of those costs include the following: drop in the productivity of the labourers (before they genuinely leave their companies), the impact on their co-staffs’ morale and commitment (when they leave), and the harm to the performance (before newly joined staff fully taken or familiarize with the obligations which are needed to be accomplished) (Saleem & Qamar, 2017). As cited in Bryant and Allen (2013) following are some of the impacts for an organization due to job-hopping: losing staffs can prompt work interruptions, loss of organizational memory (tacit knowledge), misfortunes in client assistance, loss of guides, diminished diversity.

If we consider job-hopping from employees' perspective, most of the time career advancements and financial benefits are the ultimate expectations. There are many pros and cons experienced by employees as a result of job-hopping. Following are some of those: permits staffs to extend their experience, may give opportunities to choose a correct fit (job/culture), permits workers to see other open positions, permits workers to bring in more cash, new workers may feel panic about the new administration, need to relearn and restore relations, persistent job-hopping will provide an unpleasant impression about the staff to employers, unreasonable job-hopping of staff is unsafe to the improvement of their own, will have a more extensive association with the outside world (Hou et al., 2016; Larasati & Aryanto, 2020).

Job hopping not only affects organizations and individuals but also impacts society as well. By optimum utilization of human resources, society can dispose of any waste in the economy. It can promote the flow and circulation of talents. Appropriate and rational occupation hopping can make a huge commitment to the regional economy (Hou et al., 2016).

Even though previous studies researched numerous angles with respect to job-hopping, there are very few researches that especially investigates the implications of job-hopping on employees and it isn't covered in a solitary report. Hence, this research intends to study the ramifications of job-hopping on workers and analyse whether the job-hopper actually achieves the expected things.

## **1.2 Research Issue, Research Questions and Research Objectives**

### **1.2.1 Research issue**

Most of the past literature focused on the antecedent factors and behaviours of job-hopping and the relationship between a particular factor and job-hopping or job retention. However, fewer studies focus on the implications of job-hopping of an employee after changing his job. When an employee decides to make a move they are usually narrow-focused and he makes the move when only he feels better than the current job. When employees take the decision to move, they are unaware of the potential consequences, and

sometimes what they lose may outweigh the benefits. Therefore, this research plans to address this research gap by investigating the implications of job-hopping to an employee. Through the analysis, it is going to identify the gap between the expectations of employees by hopping the jobs and actual gains.

This study concentrates on the Sri Lankan context because the implications have been influenced by cultural factors. For example, night shifts may be considered as an implication for a SriLankan woman employee where it may not be an implication in the western culture. Also, the feasibility of the data collection is considered when selecting the scope.

### **1.2.2 Research Question**

- What are the implications of job-hopping on employees in the SriLankan software development industry?

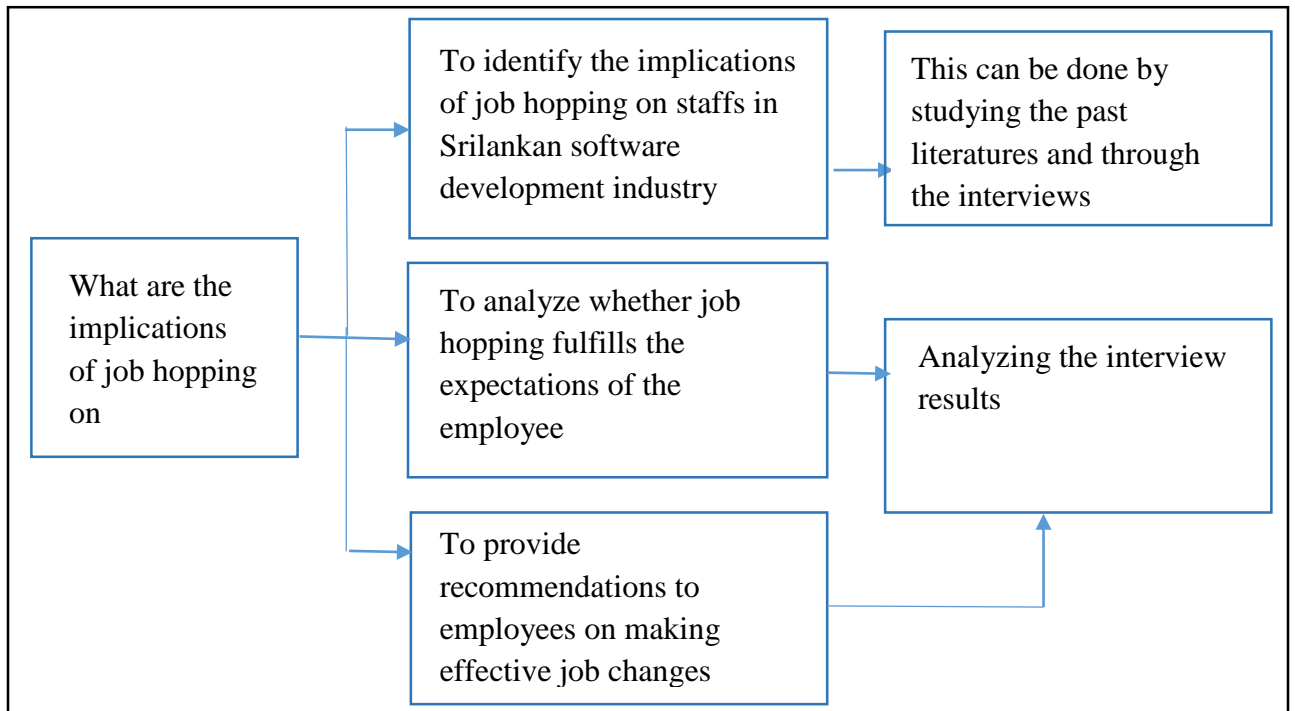
### **1.2.3 Research Objectives**

- To identify the implications of job-hopping on employees in the SriLankan software development industry.
- To analyze whether job-hopping fulfills the expectations of employees.
- To provide recommendations to employees on making effective job changes

### **1.2.4 Mapping Diagram**

Figure 1.1 mapping diagram clearly illustrates the problem statement, objectives, and how these objectives are going to be achieved in this study, at a glance.

Figure 1.1: Mapping Diagram



### 1.3 Structure of the thesis

The remainder of the thesis is organized in the below-mentioned way. Chapter 2 audits the significant writings of past researches. First, it talks about the literature related to job-hopping, job retention, human resource management practices/recommendations. Thereafter it focuses on the software/IT industry. At last, it discusses with relevance to SriLankan software/IT industry.

Chapter 3 briefs about the theoretical framework which was chosen for this research. First, it gives an outline of Tonnquist's model of Maslow's Hierarchy of needs. Then it illustrates how this theory and model can be incorporated to investigate the implications of job-hopping on staff.

Chapter 4 spotlights the research plan. It talks about the qualitative method as well as the case study approach. Then the data retrieval techniques and data analysis techniques-

thematic analysis have been briefly presented. Finally, the way to guarantee the quality of data has been illustrated.

Chapter 5 outlines the discoveries of this study. It initially examines a few perspectives about job-hopping in the Srilankan Software industry. Then it talks about the implications with relevance to Tonnquist's model of Maslow's Hierarchy of Needs. Next to that general implications, exceptional facts which are not covered under the theory have been argued. Finally, this chapter contains a summary section.

Chapter 6 incorporates a discussion section which analyse the discoveries of the current study with earlier studies and presents the contributions, limitations, and direction for future research. Recommendations are also presented at last.

## **2. LITERATURE REVIEW**

### **2.1 Introduction**

This chapter comprises the definitions of job-hopping, determinants of job-hopping, effects of job-hopping, job retention, human resource management practices/retention ideas with relevance to past studies. First, it briefly describes the above-mentioned facts in a general context. Thereafter it focuses on the software/IT industry. At last, it discusses with relevance to Sri Lankan software/IT industry. Finally, the contribution which will be provided by this research, to the current body of knowledge, has been discussed.

### **2.2 Definition of Job Hopping**

There are several definitions given to job-hopping in the past literatures. Job-hopping defined as often making the wilful move between organizations (Steenackers & Guerry, 2016). As cited in Larasati and Aryanto (2020) job-hopping is an example of moving away from the present organization for each couple of years due to the employees' own will, not on the grounds that they got terminated.

### **2.3 Job Hopping in General**

Job-hopping has been considered as a significant issue for organizations lately, the antecedent of this phenomenon was presented quite a while back – around 40 years back by Ghiselli (1974) who named it “hobo-syndrome”. Ghiselli (1974), mentioned that the origin of thought to move from one occupation to the next is driven by a periodic itch, urging employees to make these transitions regardless of rational intentions (Steenackers & Guerry, 2016). Two kinds of occupation hopping practices have been recognized. Initial one because of the individual longing/need of the staffs, they are urged to take an action. The second one staff are affected by the turnover culture (Naresh & Rathnam, 2015).

It was cited in Bryant and Allen (2013) however few people may stop occupations rapidly and imprudently, others generally go through few stages of mental or social withdrawal first. For instance, people may initially encounter musings of stopping, look for options, think about potential choices in contrast to their present place of employment, create plans

to leave, and certainly plan to stop when the best chance presents itself. The study of Leidner and Smith (2013) suggested that job-hopping might be even more an issue in metropolitan than in rural regions, among lower-paid employees, and among individuals working in quickly developing economies. Besides, they referenced that for companies, the expense of supplanting a staff is, on normal between 100 and 125 percent of their yearly compensation.

#### **2.4 Determinants of Job Hopping**

There are several past studies that investigated the determining factors of job-hopping. With relevance to the past literature, several factors are influencing job-hopping behavior.

The study of Steenackers and Guerry (2016) explained that job-hopping often determined by some of the following factors such as gender, age, educational level, sector, and size of the company. Age is adversely identified with the job hop recurrence. There is a moderate relationship identified between gender and job-hopping. Moreover, they tracked down that young ladies will job hop more than young males in general, however as they age, females are staying in the same company. This is the same behaviour as males. As per them, the educational level of a worker and sector and size of the company are discovered as not having any relationship with the employment hopping recurrence.

Saleem and Qamar (2017) found that job-hopping and organizational commitment have an adverse relationship. It was cited in Aboobaker, Edward, and Zakkariya (2020) loyalty as a mental state, which depicts the connection among employees and their companies. Loyalty impacts the staff's choices to remain or not with their companies. The study of Bryant and Allen (2013) proposed the relationship strength between staff and his immediate superior is the steadiest indicator of turnover. Moreover, they clarified, if a worker assumes more than one part (role) inside a company, when there is an absence of clearness concerning job assumptions or when job assumptions are in clash with one another, people can encounter pressure, burnout, and disappointment and are bound to stop. Satisfaction with colleagues in the workplace and work group cohesion are two of the more reliable indicators of individual turnover choices.

The fit between individual beliefs and organization culture (P-C fit) and the fit between an individual and his job (P-J fit) are the two significant factors that are firmly identified with worker turnover (Jinadasa & Wickramasinghe, 2005).

## **2.5 Effects of Job Hopping for the Organization**

Job hopping has been considered as a major issue for many organizations in various industries due to most of its' adverse impact on the organizations. Some positive impacts were also received by job-hopping. Under this topic, how job-hopping affects an organization is analysed in the light of the past studies. Negative impacts are discussed first.

It had been cited in Steenackers and Guerry (2016) turnover is related to significant expenses, including authoritative expenses, extra enrolling and preparing costs, a deficiency of tacit knowledge and skills. Moreover, if a staff leaves the company for a superior position somewhere else or as a result of disappointment with the work, the mentality of those that decide to remain may be adversely influenced. As cited in Saleem and Qamar (2017) organizations have to face the following indirect costs: drop in the productivity of the labourers (before they genuinely leave their companies), the impact on their co-staffs' morale and commitment (when they leave), and harm to the performance (before newly joined staff fully taken or familiarize with the obligations which are needed to be accomplished) (Saleem & Qamar, 2017).

It was cited in Larasati and Aryanto (2020) at the point when employees are leaving an organization, the current workers will expand their responsibility, which impacts their productivity at work. More regrettable than that, the data about the past organization would spread to different organizations. The study of Hou et al. (2016) explained that the job-hopping staffs who consistently with the negative attitude of job, can support organizations by disposing of the long development of contentions and complaints and improve organization's efficiency. As cited in Bryant and Allen (2013) following are some of the impacts for an organization due to job-hopping: losing workers can prompt

work interruptions, loss of organizational memory (tacit knowledge), misfortunes in client care, loss of guides, diminished diversity.

According to Hou et al. (2016) following are the negative impacts of job-hopping to the organization: loyalty is declined in staff, talented person causes significant loss of human capital investment, expansion in substitution cost of abilities, loss of organization's elusive resources like business and technical mysteries, hence weakening the competitiveness of enterprises and bringing serious loss. They additionally proposed job-hopping may expand the business hazard of the organizations. In case that employees desire to move the company's competitors then the business orders can be taken away, the funds also cannot be withdrawn from circulation, and they cannot be timely fulfil their contract that will cause economic losses. Especially core employees, executives or core team job-hopping can affect employees' confidence in enterprise development. When a specific workers' certainty for the organization's future improvement is shaken, the mood would be immediately sent to different staff and spread to the entire organization.

According to the past studies following positive results were observed. Job hopping will leave the designations for different staffs. It can assist organizations to provide career advancement opportunities and paves way for organizational growth by acquiring new skills. Job hopping is valuable to new blood, new workers who can carry ground-breaking thoughts and innovation to the business, which is more helpful for the company's advancement (Hou et al., 2016).

## **2.6 Effects of Job Hopping for the Job Hoppers**

Most of the time job hoppers focusing on financial benefits and career development via job-hopping. According to past researches, there could be several other advantages and disadvantages faced by the employee due to job-hopping. As cited in Larasati and Aryanto (2020) at the point when workers perform job-hopping, they will have a more extensive association with the outside of the world. According to Hou et al. (2016), job-hopping is advantageous to enrich and aggregate experience. Job hopping is useful to choose appropriate positions (choose a perfect job fit). Job-hopping can bring vitality and passion.

The advantages of job-hopping incorporate (1) job hop can point to experience of different ventures, (2) permits admittance to more assets, (3) permits employees to extend encounters, (4) may give opportunities to track down a correct fit, (5) permits workers to see other open positions, and (6) workers to bring in more cash. In actuality, the cons for job-hopping incorporate (1) bosses feel fear to invest in new workers (2) the past occupation might be less secure, (3) absence of feeling fulfilment, and (4) the new workers feel panic about the new administration would leave as they did in the past organizations (Larasati & Aryanto, 2020).

The study of Hou et al. (2016) briefed that regular occupation hopping will make the workers consistently in an unfamiliar environment. They need to relearn and restore relations. Unjustifiable job-hopping of a worker is not good to the advancement of their own. Adding to this they also explained that continuous job-hopping will not give a good impression about the employees. Singular credit debilitated while hopping over and over.

### **2.7 Effects of Job Hopping to the Society**

Job hopping not only affects organizations and individuals but also impacts society as well. By optimum use of human resources, it is possible to take out any waste in the economy. It can advance the stream and flow of the skills. Acceptable and rational job-hopping can make a critical commitment to the regional economy (Hou et al., 2016).

### **2.8 Reasons for Job Hopping**

There are several reasons for job-hopping with relevance to the past literature. Bansal G. (2014) has portrayed the following causes for occupation hopping; 1) work or organization not satisfying hopes, 2) work and individual are not matching, 3) too little instruction or input, 4) too hard to find any development and headway openings, 5) feeling not esteemed and unnoticed including salary 6) stress from the exhaust and work-life irregularity, 7) loss of trust in senior pioneers. It was cited in Saleem and Qamar (2017) respondents with a background of hopping occupations stated that they do hopping since they have not yet identified a suitable place. Each individual has some expectations from their work. It is assumed that employees are keen on tangible and intangible rewards of the work. A few

staff may expect both the intrinsic and extrinsic of return in an equal manner, some may conceivably give slight preference on one over the other (Saleem & Qamar, 2017).

According to Larasati and Aryanto (2020) below extrinsic and intrinsic factors contributing to job-hopping. Extrinsic factors comprise a low degree of work commitment, higher pay offered by different organizations, a clear career path, and the possibility to learn new things. Regardless of extrinsic elements, job-hopping is affected by intrinsic elements as well, including terrible connections between the workers and the administration, family issue, organizational culture that don't exactly match the workers, age (the more youthful the worker, the higher their readiness to leave the organization), and the absence of work-life balance. At the managerial level also job-hopping is existing.

Most small companies have more impact from job-hopping. The study of Steenackers and Guerry (2016) found that in huge companies, workers frequently have more freedoms to scale in position and are consequently less slanted to job hop, though workers in small companies are more reliant on the outside labour market since these organizations have fewer opportunities accessible and a flat organizational structure. Some employees want to be a part of a reputed organization.

The reason for job-hopping simply goes beyond monetary factors. According to Leidner and Smith (2013), 30% of moves starting with one company then onto the next, incorporate downgrades, though 4% of occupation changes incorporate huge advancements. According to Larasati and Aryanto (2020) Managers who are at a high level expect superior status and a superior organizational image through job-hopping. The middle-level managerial occupation workers hop since they need better pay, advancement, and better organization area. Managers who are in low-level hops since they look for an office for self-advancement and a good organizational environment.

Executive-level employees in the public sector keen on the location of the organization, remuneration package, and challenging work, when they are hopping a job. A decent area helps in improving the living standard of the family and guarantees great educational

prospects for their children too. On the other hand, executive employees who work in the private sector keen on self-development, career openings for higher levels, good remuneration, and training opportunities. Moreover, 53% of public sector chiefs and 69% of private sector heads thought that senior-level people do move occupations more for status and challenging tasks (Bansal G., 2014).

## **2.9 Generational Differences and Job Hopping**

According to the past literature, there are some generation-specific behaviours found related to job-hopping. As cited in Steenackers and Guerry (2016) current workforce consist of three generations: Baby boomers (born between 1945 and 1964), Generation X (born between 1965 and 1979), and Generation Y (born since 1980). There are different expectations among these generations when it comes to job-hopping. Generation Y employees incline toward opportunity and adaptability and don't anticipate long hours of work. Conversely, gen X-ers will in general be faithful to their company and ordinarily have conventional career paths. It was referred to in Aboobaker, Edward, and Zakkariya (2020) Millennials [people brought into the world between 1981-1996] being a significant part of the contemporary workers. Each business struggles to hold its skilled workers. When comparing with older generations, millennials are hopping three times more.

## **2.10 HR Related Things Regarding Job Hopping**

Since job-hopping has been becoming a major issue for most of the organization, nowadays all the human resource managers pay their keen attention with relevance to this. They are very much concerned with recruiting new employees and retaining the employees as well. It was cited in Steenackers and Guerry (2016), worker turnover doesn't have much difference for little and huge organizations. Companies utilize various strategies to persuade and hold their staff. Following are few strategies used to retain workers: focus on investment in training and development, adapt supportive leadership practices, establishing a fascinating workplace, and security and staff ought to be offered adaptable hours and career openings. It has been said that there can be significant disadvantages by using pay as a motivator (Leidner & Smith, 2013).

As cited in Saleem and Qamar (2017) said that employees should be provided challenging works, clear descriptions about job responsibility, appreciation, and recognition as an employee within the organization would then be able to prompt a constructive outcome on the responsibility, fulfillment, and devotion of the workers. It had been cited by Bryant and Allen (2013) that the executive level employee turnover has been reduced by providing stock options and bonuses rather than increasing wages. Also, lower levels of job-hopping are experienced by organizations that are providing a higher amount of insurance and retirement advantages.

As mentioned early in this literature review, prior to leaving an occupation staff generally go few stages of mental or conduct withdrawal first. Subsequently, managers should intervene in the withdrawal process prior to the worker took a decision. There is no use in finding that an esteemed employee is leaving after that person has firmly taken a decision. There are techniques for estimating withdrawal measure factors that would empower administrators to make a move before staffs choose to stop (Bryant & Allen, 2013). According to Bansal G. (2014) following are some retention strategies: Job satisfaction should be provided through job rotation and job enrichment, Improve the inspirational level of the leaders, Good working conditions with adaptable time schedules for getting work done, A decent pay bundle to hold the best skills, Pay which ought to be individualized, Ensure employer stability, particularly when the multinationals are embracing an approach of recruit and, Try to match the job expectation with job responsibility, ought to give ample avenues for full potential utilization. Adding to this Ramkumar et al. (2016) mentioned managers had presumed that work candidates with the history of many hops on their resumes were not reliable. As cited in Saleem and Qamar (2017) an individual who is disappointed with a task may turn out to be less engaged with the work and less dedicated to the organization.

## **2.11 Job Hopping with Relevance to Software Industry**

In the above-mentioned sections under literature review, job-hopping and related facts are discussed in a general context. Under this section, past studies regarding job-hopping with

relevance to the software/IT industry will be discussed. It was cited in Yadav (2013), there is an enduring lack of workers, and job-hopping is normal in the IT industry. The study of Naresh and Rathnam (2015) mentioned that most of the workers expressed that they are not going to work in an organization for long periods. As cited in Tambe and Hitt (2013) one inspiration for job-hopping among IT staff is more significant compensations.

The central point for work hopping of ladies in IT was discovered to be extended working hours, contradictions with family life, maternity or need to take care of their children, issues in progression or extending their network (Sambrani & Hemalatha, 2016). It was said that extended working hours, difficult in finding career development chances, the quest for better pay, and monotony of work are some of the explanations behind the increase of job-hopping in the IT industry (Naresh & Rathnam, 2015). As cited in Ramkumar et al. (2016) if the employee fails to get the expected level of challenge and satisfaction they begin to search for those things from a new job. In addition to that, in some cases work pressure and terrible working conditions lead to high executive turnover.

Organizations need to pay attention on the following things as well: children/parent care, health condition of an employee, maternity, postgraduate education. Based on the consideration flexi-time should be permitted to a worker. Insufficient time for family and work life balance have been identified as main psychological reasons which are influencing workers to hop the jobs. The below factors were identified undoubtedly as the most impacting factors over a job-hopping decision: job insecurity, and fewer chances to climb the career ladder, deficient utilization of the skills, conflicts between family life and work-life, limited chances for getting promotions, absence of opportunities for training and development. If the staffs have stayed at similar compensation for at least two years, then that could be a significant reason against remaining with a similar organization (Naresh & Rathnam, 2015).

Nowadays we can find more women employees in the IT sector. The study of Sambrani and Hemalatha (2016) focused mainly on female employees' job-hopping in the IT industry. As per them, three viewpoints that didn't get a lot of consideration from IT

organizations were the crèche, telecommute and organization transportation that left the ladies experts profoundly disappointed, showing that organizations didn't have arrangements which help ladies to balance their family and work life. One of the territory that got the consideration of the ladies was their interest in telecommuting. Companies offer this privilege to their senior members and encourage them to get benefit from using this facility. Numerous IT organizations were conflicting with the thought as this tends to some security issues and customer acknowledgment needs to be considered when providing telecommute facilities to staff. Ladies in the IT industry were probably going to work hop when they perseveringly feel disappointed with their positions and are emotionally exhausted.

The commuting factor must be considered as one of the significant factors while making the timetable for shifts to workers. This will help both the organization and staff to utilize the proper time for the organization. Besides, a flexible schedule ought to be provided for the workers and endorsed by the board to meet business responsibility while supporting individual life (Naresh & Rathnam, 2015).

It was cited in Tambe and Hitt (2013) firms get critical efficiency profits by the IT speculations of different firms from which they employ IT workers. IT developments are fundamentally encapsulated inside the IT labour force, gained through hands-on experience at firms, and sent to different firms through its progression work. Also, the primary conduit for the transmission of this technical expertise among firms is the movement of technical labour, especially job switchers but also consultants and system integrators. Adding to this, it was cited in Naresh and Rathnam (2015) since job hopping encourages the redistribution of skills and assets toward firms with predominant developments, job hoppers will be considered as vital roles in Computer clusters. At the point when job-hopping between organizations, skills obtained in one firm are utilized in another.

It was cited in Tambe and Hitt (2013) IT speculation can be connected to efficiency overflows made by the development of IT staff through a few systems. Firms catch

overflows when they are obtaining new specialized experts into the firm acquired through hands-on learning at different bosses. Obtaining this kind of hands-on skill is considered a significant component for rising work efficiency with new instruments and advancements.

According to Naresh and Rathnam (2015), most of the job hoppers are identified with less no of working experience (juniors). IT staff who are falling in the age of over 30 or 40 will generally decrease or quit the conduct of occupation hopping since they will settle themselves down at that specific time of life in general. They adhere to the specific occupation since family life gets significant at a point (Ramkumar et al., 2016).

When it is coming to employee recruitment and retention several factors are considered by human resource managers. When recruiting an employee according to Yadav (2013) potential candidates normally have a few opportunities for employment and invest significant energy choosing which offer they ought to acknowledge. Companies are never sure about candidates' acknowledgment of any employment offer until the candidates join for the job. Adding to that, in a labour market, numerous companies regularly experience steep and concurrent requests for similar sorts of experts. As they continued looking for labour, sometimes they are looking for skills throughout the world. In such kind of a market, programming organizations are endeavouring to comprehend which authoritative, work, and price variables add to drawing in the best employee who is having the correct mix of specialized and individual bound skills. This makes pay an important component, with the outcome that programming organizations have moved from ordinary pay-for-time strategies to a blend of pay-for-knowledge and pay-for-performance plans. With the determinants of pay being profit, performance, and value-addition, emphasis is now on profit sharing (employee stock option plans) or performance-based pay, keeping in view the long-term organizational objectives rather than short-term production-based bonuses.

Programming organizations should have to reformulate the hiring strategy, particularly for project mode. Since project mode depends on the restricted time frame, organizations

need to make an HR strategy that should suit better staffs to proceed with new projects. This can help to limit the job-hopping rate at the junior level (Naresh & Rathnam, 2015).

The study of Yadav (2013) mentioned that developers with experience (greater than three years) are more attracted towards the abroad offers which have attractive salary packages. Further, programming experts have shown a hesitance to have administrative positions and like to have technical positions which are most compatible with their educational background. With a worldwide demand in market openings in the IT area, the lack of labour both in numbers and skills is a great challenge for HR experts. Few issues that have been recognized by HR in the software industry are hiring employees to comply with world-class and make them remain in the organization for a long time, handling the salary packages, handling the staff turnover, training, and development.

### **2.12 SriLankan Software Industry and Job Hopping**

SriLankan IT industry began in the early 1980s. At first, all IT organizations are serving only the local market. With the inclining worldwide demand, the country has encountered a boom in the IT industry during 1997, when numerous nearby and global companies setting up operations (Jinadasa & Wickramasinghe, 2005). The Information Technology (IT) area has been recognized as a vital driver of the financial development of post-war SriLanka through its immediate and aberrant commitment to speculation, work, efficiency, advancement, and the generally supportable improvement of the country (Adikaram & Wijayawardena, 2015).

As cited in Adikaram and Wijayawardena (2015) it seems the percentage of female employees who work in the software development industry is very less (29.7%). In this industry employees typically works in multi-functional and multi-skilled teams and it has been identified that most of the employees are males in these teams. According to Elvitigala and Dissanayake (2013), effective mentoring, training, and working environment important for employee retention in the software industry in SriLanka. Their finding further explains females have more issues with traveling, testers overloaded by work than developers and designers, and beginners demand more salary. Adding to this

Gamage and Herath (2013) found that there is no fear about job security identified among different generations of employees (gen X, Y & Z). They hope it is possible to get a better chance in another company with an appealing compensation since they are knowledge workers and will move to the new employer at the earliest opportunity. It is vital for a job provider to provide attention to the pay satisfaction of the staff to retain them for a long time. To achieve that job provider should be aware of the standard salary scales in the industry and update himself regarding the things occurring in the industry. Sethunga and Perera (2018), referenced that monetary rewards and non-monetary rewards are less, and if those are provided at lesser recurrence, staffs try to move from that company and join another.

Gamage and Herath (2013) identified that there is a positive correlation between salary satisfaction and chances to climb up the career ladder on intention to remain in the same company. The pressure received from the job and the tendency of job-hopping have a positive relationship in the SriLankan software development industry. Adikaram and Wijayawardena (2015) pointed out four important challenges that female IT employees come across.

1. Females are striving to demonstrate their skills and authority capacities to their male partners, even though they have similar capabilities and encounters as the men.
2. females feel disconnected and negligence from teammates since they have issues in acquiring acknowledgment in these groups
3. Females experience issues of overcoming role entrapment.
4. Females battle to acquire due acknowledgment of what they have done to get some rewards from the organization (salary, title).

The above factors are influencing the job-hopping decisions of female employees who are working in the SriLankan IT industry.

Gamage and Herath (2013), prescribe to the IT organizations in SriLanka to present and execute adaptable working hours, decrease the high control from managers, should provide an adaptable approach to lessen work pressure and plan the work-life balanceable. Through this, it is expected that IT experts will remain in the same company. The study of Elvitigala and Dissanayake (2013) recommended the following things to retain employees in the IT industry in SriLanka: Introduce monitoring programs in order to address the factors of stress and pressure, proper ways of grievance handling, provide job training/preparation programs, enrich the work-life of the employee by providing better opportunities within the organization including career development and compensation packages. HR ought to guarantee that correspondence and reasonable treatment are ensured when providing promotions and rewards and this balance and fairness ought to be made obvious to workers, explicitly to female staff (Adikaram & Wijayawardena, 2015).

Sethunga and Perera (2018) mentioned that the most important rewards provided to employees in the IT industry include pay increases, fringe advantages, bonus rewards, identification for the achievements within the company, training, and promotions. Their investigation uncovered that reward recurrence has a high relationship with worker turnover, monetary rewards have a moderate connection with staff turnover and nonmonetary rewards show a weak relationship with worker turnover. Only one non-financial reward which can reduce the staff turnover is promotion.

According to Jinadasa and Wickramasinghe (2005), over fifty percent of IT workers in SriLanka would prefer not to stop their present place of employment within the next 5 years. Be that as it may, 80% out of this classification anticipate career development within the company. Furthermore, it has been identified that fifteen percent of staff have effectively chosen to stop their positions because of different reasons like better work offers, individual commitments, and higher studies. It had been found that another fifteen percent of employees who work in the IT industry, were going to move abroad.

Through the review of prior literature, it became evident that even though studies have been done to understand the determinant factors of job-hopping, generational behaviors of job-hopping, human resource strategies to attract and retain employees. There is limited research that particularly explores the impact of job-hopping on employees and it is not captured in a single study. Also there are few researches which analyse whether job-hopping fulfils the expectations of the employees or not. Therefore, this research addresses the above-mentioned omissions in literature.

### **2.13 Summary**

This chapter focused on the literature review. It first discussed job hopping in a general context. Then the concept of job-hopping was discussed with relevance to the software/IT industry. Finally, it discussed the SriLankan software industry and job-hopping. Further, it indicates there is a lack of existing knowledge to identify how job-hopping impacts the employees working in the SriLankan software development industry. Through this literature, I hope to add some inputs to the existing knowledge.

### **3. THEORETICAL FRAMEWORK**

#### **3.1 Introduction**

This section provides a clear picture of the theoretical framework which is used for this research. First, it illustrates the theory and model that have been used for this study. The theoretical model used here is Tonnquist's model of Maslow's Hierarchy of needs which is derived from the theory of Maslow's Hierarchy of needs. Then it briefs how this model can be incorporated to investigate the implications of job-hopping on employees. Finally, it contains the summary of this chapter.

#### **3.2 Maslow's Hierarchy of Needs**

Motivation is always required for an employee to work. This motivation can be influenced by the needs which he expects from his job. When one need is satisfied another need will get the priority. The priority of needs depends on the individual. An American psychologist called A. H. Maslow developed a theory in his book called A theory of human motivation (1943), which is known as Maslow's Hierarchy of Needs. He defined five basic human need hierarchy in his theory which are mostly used in human psychology. His definition of the five basic human needs contributed first to humanistic psychology and management on motivation, but it can be connected to retention practices as well. Since retention and job-hopping are two related subject matters, in this study, I am focused to use this theory.

According to Maslow's theory, motivating people is done by fulfilling the needs successively by following the hierarchy. In this theory, higher needs in the hierarchy begin to emerge when people feel they have sufficiently satisfied the previous need.

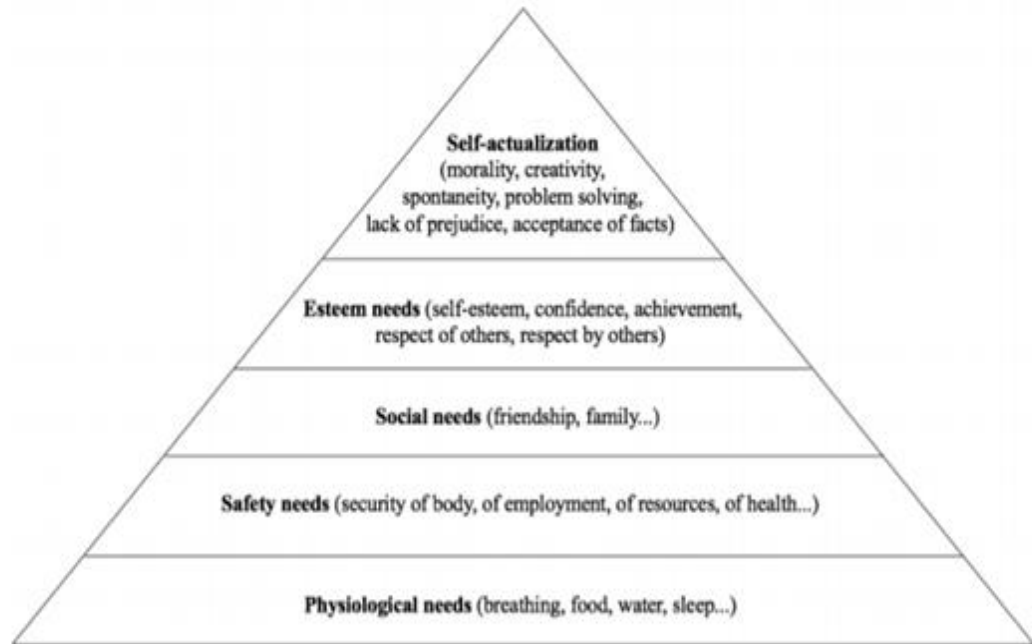


Figure 3.1: Maslow's Hierarchy of Needs

#### Summary of Maslow's Hierarchy of needs

- (a) individuals are stimulated by a hierarchy of necessities.
- (b) necessities are arranged in an order in which essential necessities should be pretty much met (except none) before higher requirements.
- (c) the order of needs is not rigid but instead may be flexible based on external circumstances or individual differences.
- (d) most conduct is multi-motivated and at the same time influenced by more than one basic necessity.

Below are the two major things that need to be taken into consideration from Maslow's theory. First one, in the pyramid the needs from the bottom level must be satisfied before being able to satisfy the following ones. The second one, once a need has been satisfied, it is no longer a motivational factor because the individual is interested in satisfying the

next one. Most of the time managers focus on financial tools rather than actually try to satisfy Maslow's needs to improve performance (Thompson & McHugh, 2002). Tonnquist (2016, p. 286) proposed a model based on Maslow's need hierarchy that can be used in management to motivate and retain staff by associating intrinsic and extrinsic motivational factors in each category as follows:

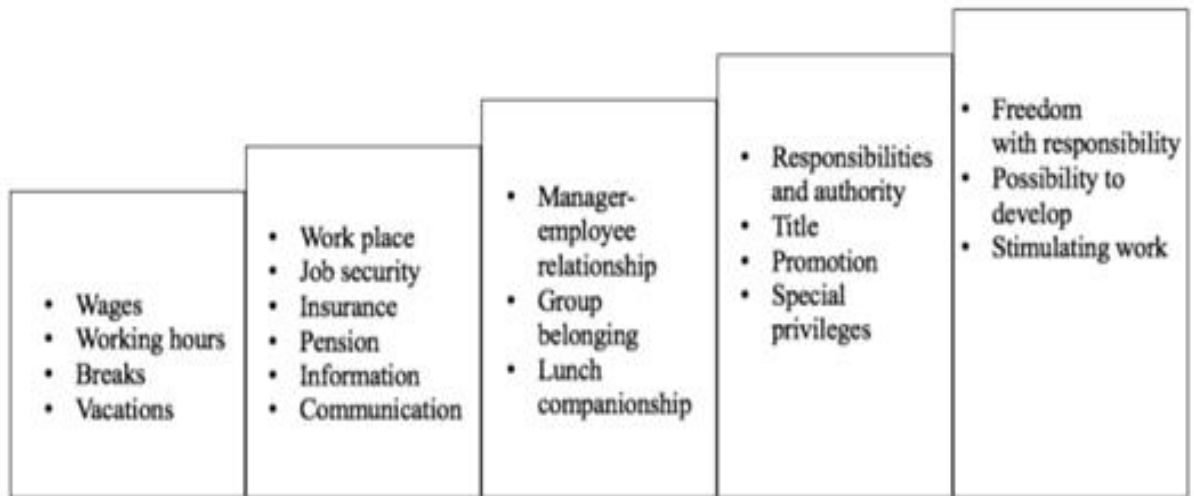


Figure 3.2: Tonnquist's model of Maslow's Hierarchy of Needs

A few limitations can be assessed regarding Maslow's theory application today. As motivation and retention strategies are made of several tools focusing on different needs, is it possible to satisfy several needs at the same time? Even though this theory is from 1943, it is still widely used in management and is being adapted to several industries (Fischer & Royster, 2016; Linder, 1998). Maslow himself updated this hierarchy of needs several times (1954, 1970). It can still be questioned if, in the current organizational context, the prioritization is the same as when Maslow studied it. Along with that concern, it is worth wondering if the hierarchy of needs is the same depending on the employee's position within the organization (Lassausaie & Lotte, 2018). Therefore, this theory is

chosen as a reference in this study as it gives a basis for the present research and the limitations are discussed with the findings of this study.

### **3.3 Tonnquist's model of Maslow's Hierarchy of Needs in investigating the implications of job-hopping on employees.**

Tonnquist's model of Maslow's Hierarchy clearly indicates the needs for motivation for an employee in several stages. The study of Lassausaie and Lotte (2018) used this model in the real estate industry to connect retention strategies with Maslow's hierarchy of needs. Since retention and job-hopping are two interrelated things Tonnquist's model of Maslow's Hierarchy of Needs is adopted for this research. Since this study focuses on the implications of job-hopping, this model could be useful to analyse how each factor that is defined for each phase of this model is getting implications through job-hopping.

Maslow's different levels of needs must be fulfilled both for satisfying and retaining employees. Since job-hopping happening as a result of dissatisfaction, this model will be useful to identify the reasons for job-hopping(why they are dissatisfied?) and when they are trying to satisfy their needs (by joining a new company) what implications are experienced by the employees in the IT industry.

### **3.4 Summary**

This chapter will establish a theoretical background for this study. It elaborates the Maslow's Hierarchy of Needs Theory and Tonnquist's Model of Maslow's Hierarchy of Needs. Finally, it discusses the application of this model in this study.

## **4. RESEARCH DESIGN**

### **4.1 Introduction**

This methodology chapter gives an overview of tools and methods used to conduct this research. First, this section examines the qualitative methodology, next the case study approach. After that methodologies that are used to collect data and details about data collection and data analysis are briefly described. At last, this section portrays how the quality of this study is going to be guaranteed

### **4.2 Qualitative Methodology**

Qualitative research can allow the researcher to explore a situation where information is not in a measurable format. Not measurable (not in numeric format) means information or exploration depends on something that is experienced or seen based on theory. Information could be as recordings, pictures, or artifacts (Punch, 1998). According to Merriam (2009) that the researchers who are interested in qualitative researches are keen on understanding the meaning individuals have built, that is, the means by which individuals make sense of their world and the encounters they have on the planet. The power of the qualitative study is its capacity to give complex literary portrayals of how individuals experience a given research problem. It gives data about the "human" side of a problem – that is, the regularly opposing practices, convictions, opinions, feelings, and connections of people.

Qualitative research is utilizing techniques like participant observation, case studies that bring about a brief story, clear record of a setting or practice. Sociology professionals utilizing these strategies normally reject positivism and embrace a type of interpretive sociology (Parkinson & Drislane, 2011). The qualitative methodology seeks to explore phenomena. The instruments used in this approach are more flexible, iterative styles of eliciting and categorizing responses to questions. Flexible in the sense they permit more noteworthy sudden interaction between the analyst and the research participant. Normally, qualitative study is appropriate when we attempt to understand

phenomena or experiences or viewpoints, or opinions while quantitative exploration may see pervasiveness, hazard factors, viability, relationships, causation, and so on

Since this study focuses on implications of job-hopping which cannot be measured directly. Moreover, the implications vary for each individual according to their past experiences and their job responsibilities. These implications can be clearly understood by close investigation with the participants. Then only it can be identified why they are job-hopping, their actual expectations when moving from one job to another, and finally the actual implications they received. It is expected that the adaptation of a qualitative methodology, would facilitate obtaining rich and in-depth data related to this research topic.

### **4.3 Case Study Approach**

A case study approach is a powerful tool because there are many issues and events that cannot be properly understood without this kind of deep, intense study from multiple angles. The case study approach is a strong technique. It is impossible to comprehend numerous issues and events without this sort of profound, exceptional investigation from different points. The case study approach gives more context, history, and meaning than any other approach.

Moreover, while different methodologies are willing to generally streamline contrasts among cases to highlight general patterns, the case study approach points out the uniqueness of each case. They bring out what others miss (Lune & Berg, 2017). Generally, a case can be nearly any unit of analysis, including individuals, organizations, events, or actions.

Yin (2009) identifies field research as an empirical inquiry, that investigates contemporary phenomenon, within its real-life context, when the boundaries between the phenomenon and context are not clearly evident and in which multiple sources of evidence are used. Hagan (2006) simply defines the case study method as “in-depth, qualitative studies of one or a few illustrative cases.” This definition views the case

as illustrative of something larger. The case under study is one case of something, with the implication that there are other cases as well.

The case study approach reveals two essential elements. First, case studies require multiple methods and/or sources of data through which we create a full and deep examination of the case. Second, if a particular study needs to be identified as a case study, then there should be some broader classification of events (or settings, groups, subjects, etc.) of which the present study is one case. A case study approach can be utilized to analyse the effects after a particular event, instead of focusing on some ongoing problems or questions. This tends to mislead that they are inalienably theoretical. It has been said that the cases which are studied under research can have a direct relationship with theoretical models which are utilized in other studies. (Lune & Berg, 2017).

This study utilizes a case study approach since this exploration focuses on ramifications of occupation hopping which is a post-impact. Once after worker hopped the work only he would encounter the real ramifications. Since case study allows to utilize theoretical models which are used in other studies, it provides the opportunity to compare and contrast theoretical assumptions with real-life information. It finds new territories for research by uncovering unexpected discoveries and has high exact legitimacy. Case study research is an incredible asset in light of the fact that there are numerous issues and occasions that can't be as expected comprehended without this sort of profound, extraordinary examination from various points

As a research methodology, it provides more context, history, and meaning than just about any other approach. In this study, the case study approach enables to go depth into the Srilankan software industry to identify the actual implications of job hoppers. Also, this study examines the post-effects that the implications which are experienced once an employee changed his job. Therefore, the case study approach was identified as the most suitable method to explore this research problem as it enables in-depth analysis of the context.

#### **4.4 Population and Sampling Technique**

Population denotes the group of individuals or the territory you are studying. Sample - the subset of the population you are investigating. This study population includes all the employees who are identified as job-hoppers and working in the Srilankan software industry. I have selected snowball sampling for the data collection. It is defined by Bryman and Bell (2011) as setting up the primary contact with individuals pertinent to the exploration, who will at that point help the analyst come into contact with more individuals. Since all the employees who are working in the software industry will not be considered as job hoppers in this study, it is not appropriate to conduct an interview with a random employee. We can't decide whether an employee is a job-hopper or not without knowing his past history. Within my colleague circle, I know some job hoppers. They know some other job-hoppers within their circle likewise, the participants for the interview have been selected.

#### **4.5 Data Collection**

This part illustrates the methodologies that are utilized to collect data for this study. The main methodology adopted in this study for data collection is interviews.

##### **4.5.1 Interviews**

The interview is an obtrusive methodology of data collection where the subjects know about the reason for what they are interviewed, which can impact their reaction or conduct. It is the main data collection method in this study. Interviews can be defined as a qualitative research technique that involves “conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program or situation” (Boyce & Neale, 2006). In this study, the semi-structured interview method is adopted. The same set of questions will be asked from all participants in semi-structured interviews. While conducting interviews extra inquiries will be raised to explore deeply about certain problems. By conducting the interview, it is possible to collect detailed information about research questions. To gather relevant meaningful data,

questions are asked to closely investigate the things during interviews (Qu & Dumay, 2011).

Due to the prevailing covid-19 pandemic situation, it is not possible to carry out face-to-face interviews. Instead of face-to-face interviews, online interviews would be conducted with the help of online tools such as zoom, skype.

#### **4.5.2 Data Collection for the main study**

The main study was conducted to get brief information from the selected participants. All the participants of this study were chosen using snowball sampling. It is defined by Bryman and Bell (2011) as making the initial connection with individuals who are relevant to the study and through the contacts of those participants finding more participants to the study. Yuen and Thai (2015) defined an employee as a job-hopper when he works for less than one year at the current work. The average number of years an employee (job-hopper) would retain in an organization is 3 years (Dharmawansha & Thennakoon, 2014).

This study is going to define an employee as a job hopper based on the above two definitions. Participants of this study at least hopped their job within a year once and should hop the jobs normally within 3 years. 22 employees from the Srilankan software development industry who are identified as job hoppers were interviewed for this study. Table 4.1 illustrates the designations and the no of participants who participated in the interviews. Each interview took 30-60 minutes. All the interviews were conducted via online due to the covid-19 pandemic situation. All the interviews were conducted for this research using the interview guide which is having semi-structured and open-ended questions (Refer to Appendix A for the Interview Questions) and I was able to collect meaningful relevant information for this study with the help of those questions.

Table 4.1: Details of Interviewees

Designation	Number of interviewees
SE,SSE, TL	08
QA,SQA	05
BA	05
Managers	04

#### 4.6 Data Analysis

This section briefly talks about how the collected data was analysed. The method which was followed in the analysis of data is Thematic Analysis. Even a novice researcher who is not much familiar with complex kinds of qualitative analysis techniques can use thematic analysis due to its easiness to handle. It takes into account adaptability in the researcher’s decision of theoretical framework. Through this flexibility, thematic analysis allows for rich, detailed and complex description of data.

According to Braun and Clarke (2013), TA is a strategy for efficiently recognizing, arranging, and offering insight into, patterns of meaning (themes) across the dataset. Through focusing on meaning across data set, TA allows the researcher to see and make sense of collective or shared meanings and experiences. In TA themes are first identified and then categorized which can be one of the difficult parts. Discerning the criteria for themes is often conducted by keyword search that tracks the repetition of certain words, phrases, and incidents (Bryman & Bell, 2011).

When conducting this study, first all the interviews that are conducted for this study were transcribed. Then all the collected and transcribed data were read and familiarized. Next, the answers were categorized based on the interview questions which are primarily based on the theoretical framework used in this study. In this study, themes are identified based

on both keyword coding (according to the theoretical framework) as well as general inference. While doing this, similar ideas expressed repeatedly by different interviewees were kept only once. When all the transcripts were coded, subsequently the themes were reviewed to identify and understand similar themes while analysing relationships among different themes. After reviewing themes, each theme was defined and named while ensuring that similar themes are not repeated. Here themes were identified based on the phases of Tonnquist's model of Maslow's Hierarchy of needs.

This thematic analysis part enables to identify vital facts under each theme which creates a path to continue this study.

#### **4.7 Ensuring Quality of Data**

The significant amount of time spent in the field should not be considered a waste of time as it ensures the validity of data (Vaivio, 2008). With relevance to this statement, 18-20 hours were spent conducting interviews for this study. This prolonged time spent in the field assisted with guaranteeing the nature of the exploration as it encouraged gathering rich information from the participants. Since snowball sampling was used and interviewees were identified through the known contacts, most of the interviewees were not hesitated to give enough details. Due to the covid-19 pandemic interviewees were conducted via online. This is one of the limitations of this study. Since interviews are not conducted in person, it was unable to see participants' expressions to ensure their answers with this study context. Therefore, only by asking some cross-questions, I was able to ensure the validity of their answers.

Further, the confidentiality of the interviewees was ensured while assurance was given not to divulge their names (Irvine & Gaffikin, 2006; Qu & Dumay, 2011). The participants of this study were not asked any of their personal details such as their names and the names of the organizations where they have worked. By doing this their confidentiality was maintained and they were able to give the real facts without any hesitation.

#### **4.8 Summary**

This section briefs about how this study was led. First, it focused on the qualitative methodology, and then the case study approach was discussed. Meanwhile, the reasons for adopting the above methodologies for this study were illustrated. Next to that data collection methods have been discussed. Then it illustrates how the data analysis part was done using thematic analysis. Finally, how the quality of data was assured is illustrated.

## **5. FINDINGS: IMPLICATIONS OF JOB-HOPPING ON EMPLOYEES**

### **5.1 Introduction**

This section outlines the findings of this study. Initially, it briefs some views about job-hopping in the Srilankan software development industry. Then it talks about the implications using Tonnquist's model of Maslow's Hierarchy of Needs. Next to that general implications, the exceptional facts which are not covered under the theory have been argued. Then finding with relevance to the second objective of this study has been presented. Finally, this chapter contains a summary section.

### **5.2 Views about Job-Hopping in Srilankan Software Industry**

Almost all the interviewees accepted that there is frequent job-hopping happens in the Software development industry. One Product Manager said,

“if we talk to some of the colleagues in the industry like I have, sometimes I even notice some people saying like previously they would have been working at one company and when I meet up with them next time and I ask them they have moved somewhere else. So, it could even be something as frequent as one year or it can be the case that some of them move out by two to three years so in IT it's like a revolving door. So, people keep moving from company to company”.

Some interviewees feel that gender-wise there are no differences in the job-hopping behaviour. On the other hand, some are saying females tend to hop less than males since they are getting more family responsibilities after a certain period of time. Due to that, they want to be stable in a company and they want to be comfortable with their work meanwhile managing their family responsibilities. Also, they think that it is possible to get some privileges when they are working in the same company, which helps them not to conflict with their family commitments.

When considering age, in the early stages of the career (before 30-35) employees tend to hop more to maximize the benefits including salary and position. After that, they are getting more family commitments and due to that, they are less hopping. If we consider the designations, employees with lower designations (ASE, SE, AQA, QA, SQA, BA) are hopping more than the employees with higher designations (TL, PM, Architect). The reason behind this is there are several job openings available for lower-level positions. Compared to this, the job opportunities for the higher-level position are low.

Major reasons identified for job-hopping are:

1. Employees are getting bored when doing the same kind of tasks continuously. They are expecting some interesting and challenging tasks.
2. They want to get rid of the obsolete technologies which they are currently working with. They are having employment risk due to the obsolete technologies, in future
3. They are not happy with their current job due to job dissatisfaction, not getting a clear career path or promotions, not getting any opportunities to develop themselves, not happy with the management, and not getting sufficient financial benefits
4. Sometimes even though they don't have a job-hopping intention, they are getting huge offers and opportunities. Therefore, they don't want to miss that opportunity.
5. Employees want to climb in the career ladder quickly.

None of the interviewed employees said that they have received more negative implications than positive ones by job-hopping. All of them said either they have received more benefits by job-hopping or it depends on the company in which they are joining. Before joining a company nowadays employees have various ways to search for some information about the company. Social media, personal contacts, websites are some of the ways by which they can get some information about the company. By doing an investigation about the company most of the time employees are mitigating the risk level which involves their job-hopping decision and ensuring the positive effects as well. Some

negative implications are already known to them and employees are joining a new organization by accepting those e.g. losing leaves, no job security up to the completion of the probation period. But they accept that 100% of negative implications are not avoided by doing these and the actual implications can be experienced once after joining the company.

### **5.3 Implications of Job Hopping on Employees in light of Tonnquist's Model**

#### **5.3.1 Level 01: Wages, Working Hours, Breaks, Vacations**

When joining a new company, even though an employee is good with technical knowledge, a learning curve is there until he becomes aware of the product knowledge and processes. If an employee is going to work in new technology (most probably a programming language change e.g. Java to React Native or a framework change) then he will take some time to be comfortable with these new technologies. In case, if he is not getting proper KT and support from the team, then this will make the situation worse for him. Until he gets to familiarize himself with the things, he may take some more time to complete his assigned tasks and he has to spend time on learning new things. Therefore, the employee has to work for more hours. One of a Senior Software Engineer explains this situation like this:

“Sometimes when changing the technologies also we may face some problems. Maybe you have to learn from scratch, there is no person to guide you or give KT. So you will feel workload + stress until you settle with that technology. I need a learning curve. I know with my experience there are situations like this. When they are advertising they are advertising for a Java developer but when we actually join the company we have to work with PHP. Sometimes our expectations won't be satisfied. And until I learn the new things my performance will be low and work pressure will be high”

Sometimes companies hire employees for their urgent/critical projects. Critical in the sense they have tied schedules to deliver the projects or sometimes the project might be deployed but having many issues. Therefore, they need some resources to take care of that

or to do project re-engineering. If an employee unfortunately moving to such projects, then his working hours will be extremely high. Almost all of the interviewees agreed that the working hour in the IT industry is a bit higher than other industries. They accept to work long hours when there are critical issues or if there are any project deployment dues. But if regularly a person tends to work long hours then they will try to hop jobs. One senior QA explained this scenario:

“In IT industry normally working hours will be higher than the other fields. So we can’t expect a work-life balance like other industries. When there is a critical situation employee is okay to work. But if this happening always then definitely employee tends to move on.”

When hopping jobs employees are able to increase their salary by a considerable amount. Since the employee’s skills were identified through the interviews or practical tests and those skills are needed by the employer and he is satisfied with the employee’s technical skills too. Therefore, that is the opportunity where an employee can demand for his skills. Most of the employees agreed that they were able to increase their salary and they are saying this is higher than what you are getting from annual reviews and promotion time when you are staying in the same company. Also, employees are able to increase their salary in a short time of their career when compares to staying in the same company for a long time. Some companies are not paying salaries to their employees on time and sometimes they are paying the salaries in a partial manner. In case if an employee hopping into this kind of organization, then definitely he will suffer.

When it comes to leaves, employees are going to lose annual leaves when they are hopping jobs. Also based on the joining date, the number of annual leaves he is going to get in the next year will change. The employee will be entitled to half medical plus half annual per month in most of the companies during the probation period (normally six months). Also once an employee has given the resignation letter he won’t be allowed to take casual leaves. Normally employees know these basic things and they know they are going to lose their holidays when hopping jobs. They are accepting that and changing their jobs. They

will be happy until they are not too much overloaded. In case if they need to work till late nights or weekends, they need to be provided lieu leaves (additional leave for working overtime) or they should be provided some additional payments. Then they will not mind about extra work. But according to the interviewed employees, most of the companies are not giving OT payment in Srilanka and most of them are providing lieu leaves.

Furthermore, if you are hopping to a foreign-based company or a company which is doing projects for foreign clients, then you should work for their time. This will impact the working hours of an employee.

### **5.3.2 Level 02: Workplace, Job security, Insurance, Pension, Information, Communication**

By hopping jobs, employees are entering into a new working environment. Employees are keen on their working environment. One of the senior project managers said,

“you have to be happy at a particular place because you spend most of your life and time at work”.

According to a female SSE,

“If I am not match with the environment, definitely I will look for new opportunities. I am really keen about my mind relax. So I am caring about that environment”.

Some workplaces are really lacking work-life balance, very rigid with the processes and procedures, and no flexibility available there. Some organizations expect the employees to give their 100% from the first day of joining itself. If an employee, unfortunately, joins in such an organization, then definitely he will get stress and it will force the employee to another job hop. Sometimes employees may have got an opportunity to join in the well-recognized company which is very well doing and very well known among the general public due to its products. When an employee is becoming a part of that company he is getting recognition in the society and the experience in that company offers him more

opportunities in other companies in the future, when he is changing his career. One of the SSE express this like this:

“Now in my current company, people knew that these applications are developed by this company. Some outside people might not know about my personal details, but they might know about my working company. So they trust my working company and because I am an employee of that particular company they trust me too. I mean it’s crucial and I don’t want to do this. but it’s happening. This is what is happening in the society, that means I can value my working company and get advantages from that”.

When the workplace is a foreign-based company or doing projects for foreign-based clients then the employee may get more opportunities for onsite visits and training. There might be a chance to get a job opportunity in the foreign branch (transfer). If an employee looking to migrate this will be an added advantage to him. Also, participants highlighted there are some benefits they can get when they are working in foreign-based companies such as higher salaries than the local companies and more chances for onsite training.

In the software development industry, employees are not provided pensions. At the time of retirement, they will be given a lump amount. The gratuity amount is normally provided to an employee if he stays in the same company for 5 years. Job hoppers actually lose this gratuity amount. According to their arguments, it is obviously visible that they are not valuing the gratuity amount that much. They believe that by hopping jobs they can increase their salary by a considerable amount immediately. If they want, they can invest part of their salary in various things. Let’s say if an employee hopping minimum of two times in five years their salary will be getting inclined and if an employee calculates the financial benefits of staying in a company versus hopping the job. They believe that job-hopping salary benefits overweigh the gratuity benefits. Also if an employee can increase their salary continuously the final amount that they are going to get at the time of retirement will be high when he stays in the same company in the last part of his career.

When it comes to job security until the employee completes his probation period there is no assurance for his job security. Employees know this risk when they are hopping jobs. But to mitigate this risk they are doing some background analysis to know about the company's stability. Employees are gathering information like number of years that the company is operating, number of employees, its clients and products and investigating about the company through their known contacts. By doing these things they make sure about their job security in that workplace because if an employee joins a stable company his job security will be guaranteed more. Also, employees believe in themselves that they can prove their skills and get a confirmation after the probation. Some of the employees said there is no assurance for job security even if they are permanent employees. In case there is an economic crisis or some other crisis situations arise you may get lose your employment. But, in that situation, job-hoppers will be fired first. Long-term staying employees will be kept until last.

Nowadays all companies giving insurance benefits to their employees. But the insurance amount and plans differ based on the size of the company and its revenue. Some participants said if they can get a good salary they can afford their own insurance from the salary. When hopping jobs, we are lacking some information. Detailed information regarding the insurance benefits, detailed information about the rules and regulations of the organization will not be given before an employee joins the company. Likewise, one employee said that she knew that company is not providing transport claims after joining the company. Sometimes in the advertisement, they are requiring some techniques after joining the company the employee needs to be work with some different technology. Therefore, there is some information hidden or not communicated properly when an employee hopping jobs.

### **5.3.3 Level 03: Manager Employee Relationship, Group Belonging, Lunch Companionship**

When an employee joins a new company again he needs to build relationships with his teammates and superior people. Almost all the people agreed that the ability to build a relationship depends on one's personal characteristics. If a person is very friendly and easy to make friends then he can quickly make the relationships and it is not hard to adapt to a new environment. One of the interviewees mentioned,

“If I consider myself it won't be a problem for me because since I am friendly and I am very nice to people so I deal with people nicely so I don't have any issues regarding that”.

Another Senior BA mentioned that,

“If I go to a new place I won't usually initiate building relationships so I keep quiet and wait for other people to come and speak to me. So that is very difficult in the first stages. If we don't have anyone known to us, then it's very difficult or in case if we have some friends already there, then it's easy we can spend time with them and with that relationship we can build more relationships or if we are in a new place, it takes time to build a relationship with a team so then only we can, so unless we build a relationship with the team, we won't be able to get work done from them or learn from them, like that”.

Until employees build a good relationship with everyone, they may hesitate to ask for support from others and this will impact their learning curve. Also, all the employees agree that the companies in the IT sector offer the best culture and support to build the relationship with teammates. Most of the companies have indoor games, employees are going to tea and lunch as teams, they are going on more trips and they have more chances for gatherings as well. So all these help a newcomer to build relationships with others.

Sometimes the position which is given to the job-hopped employee has been denied to another employee within the company or within the team. At that time there may be

chances that the affected one always trying to prove himself, better than the new employee and he may be searching for the new one's mistakes. There can be situations where an employee who is working a long time at that office, bypassing the newly joined employee. This kind of problem is mostly identified by project managers. One of the Senior PM said,

“Normally there might be employees working in that company for many years like more than five years working in that company. So that kind of people, the mind-set of people say like there is a newcomer joined to the team and they will try to, that is according to the people. So, some people might try to get problems for a newcomer so basically, that is one thing. Also sometimes they tend to do some activities by by-passing us”.

When an employee is having a good relationship with the team he can manage some situations internally and informally. For example, one of the interviewees said when she was doing her masters, she was having classes in weekday evenings. At that time, she was able to give some works to her teammates (She got help from teammates). What the manager needs is that a particular task should be finished or an issue should be resolved. In that situation, she was able to cover up the things. Those advantages are lacked by job-hoppers if they are newly joining a company.

Some of the interviewees have changed their jobs during the covid-19 time. They said that they haven't known their teammates since they are working from home since the day of join. Due to this, they faced some struggles to build relationships, to get knowledge transfer, and to get support.

#### **5.3.4 Level 04: Responsibility and Authority, Title, Promotion, Special privileges**

When it is coming to title and promotion, by job-hopping, employees are able to easily climb up in the career ladder. Employees are always getting jobs with the same designations or higher designations when they are hopping the jobs. On the other hand, some companies are having a culture regarding promotions. Even though an employee has

the qualification, capability, and skills, the company expects the employee to complete a certain number of years to get a particular designation. One QA said,

“In my company also, now I am a QA Engineer so if I want a senior QA designation, so I have to stay here more than five years to get it. That’s their culture.”

In some companies, when they are giving the promotion they are comparing with old guys who are working in that company for a relatively long term. This is because they do not want to make the long-term employees upset by giving promotions to recently joined people. One BA mentioned,

“But when it comes to promotions and all, they don’t consider the effort you put in and the work you do, they don’t consider that when you go for promotions and salary increments. Sometimes they say lame excuses for that. Like for example, they say sometimes so the person who was there for a long time is still in the same position, he is getting a low salary so it is not justifiable for them to give us more salary or promote us.”.

In his case, the guy who is having 7+ years of experience had been promoted as Senior BA last year. Considering that guy’s experience in mind this particular employee(who is having experience of 4+ years) was denied to give a promotion in the next year. When people are unfortunately joining these kinds of companies, will suffer in the future.

If we take responsibility and authority, lower-level employees are not seeking these things much into consideration when they are hopping jobs. Responsibilities will change according to the employee’s title. If he works in a small scale company, he has to bear all the responsibilities. Let’s take a SE: he has to responsible for the development, bug fixes, peer review, live issues, and deployment. Whereas if we take a large company, even an employee joins there as SSE he is only responsible for development and bug fixing. The tech lead will be responsible for code reviews and deployment. Therefore, an employee may get lesser or higher responsibilities depending on the company. Sometimes

employees have to work under tough supervisors without proper guidance. Some superior people are always not treating all the teammates in a fairway. Their favourite person is getting the opportunities always and some supervisors are not even considering the hard work of their teammates. Team members are not getting any appreciation or motivation from those superior people. Some even bypassing their responsibilities to the members under them and if any problems come in only questioning the members under him.

These implications can be experienced only after joining the company and this may make the employee stressed. Authority is bounded with the designation. But, if a newcomer has the authority, not all the people in the company/team will not accept that immediately. This will happen especially since that new guy is trying to make some changes. When a person staying in the same company his authority will be high.

Generally, IT companies are providing flexi-time arrangements and working from home facilities. When an employee hopping the job and newly joins a company he will be lacking these facilities. He will be provided working from home facilities with some strict conditions. Sometimes, even though flexi-time facilities are there, to keep up their good name and discipline employees are going to office on time. In case an employee is doing any other important activities (e.g. doing his masters), it may be a bit hard to leave early for lectures on weekday evenings when he joins a new company. So those kinds of special privileges that the employee is going to lose.

### **5.3.5 Level 05: Freedom with Responsibility, Possibility to develop, Stimulating work**

According to the interviewed people, almost everybody needs some work which is not boring. Comparatively, males need more challenging and interesting tasks. One interviewee marked this

“I was learning/working with one technology for more than one year. So after some time I got bored. Nothing to learn new. After some time, it is frustrating to do the same thing again and again”.

Actually, the work is only experienced once after an employee joins the company. In case an employee not getting stimulating/challenging/interesting tasks then again it will make the employee to hop to another job after a certain period of time.

Some organizations are offering scholarships to follow some degree programs. Also, some companies are funding to get some professional qualifications. If an employee joins this kind of company, he will add more value to himself by achieving those professional and educational qualifications. This will make him more competitive resource in the labour market. Few companies are making arrangements to conduct training sessions and having internal forum discussions which help to share the knowledge among employees.

When an employee newly joins a company, the company doesn't know about his capabilities, attitudes, and personal characteristics. Therefore, he can't expect freedom immediately. Up to some time, he will be carefully monitored. If the employee is able to build trust in himself, thereafter he will be getting freedom. Also, certain responsibilities will be provided. Some interviewees are not expecting freedom in their work and they don't need responsibilities meanwhile some are expecting these. But, they are accepting that company needs some time to trust them and they believe that they can get some freedom with responsibilities after that.

### **5.3.6 Summary of Implications in the light of Tonnquist's Model of Maslow's Hierarchy of Needs**

This section briefs the summary of implications against each phase of Tonnquist's Model of Maslow's Hierarchy of needs.

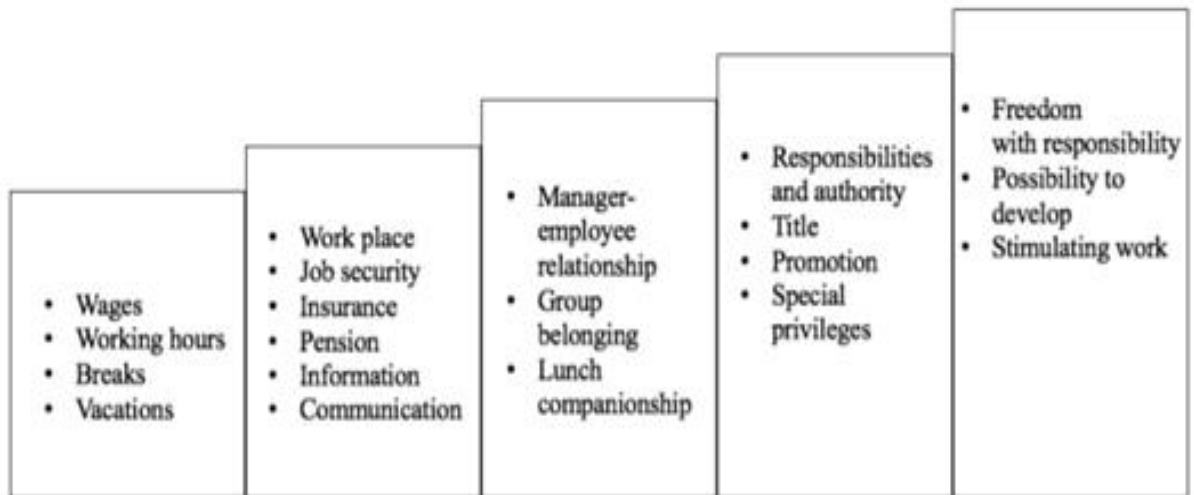


Figure 5.1: Tonnquist's model of Maslow's Hierarchy of needs

### **Phase 01: Wages, Working Hours, Breaks, Vacation**

Phase 1 includes the below implications.

- Immediately after the job hop working hours will be high.
  - learning curve
  - hired for a critical project
  - work in new technology
- Wages increase.
- Salaries can be increased in a short period.
- Vacations and leaves will be lost.
  - Next year's annual leaves count also impacted based on the joining date.
  - Before hoping also leaves cannot be taken after giving the resignation (except annual leaves)
- Working hours vary for foreign-based companies.
- Salaries may not be received on time
- Salaries received by partial payments

Most of the participants of this study agreed that immediately after job-hopping employees tend to work for more hours due to the following reasons: even though they are good in technical knowledge they need some time to get the product/project knowledge and get familiarize with new organization's processes and procedures, sometimes employees are hired for critical projects and some time they need to work in a new technology that can be new programming language or framework. Therefore, need to study some things by their own and then need to complete tasks. By job-hopping employees are able to increase their wages by a considerable amount and they can increase their salaries in a short period rather than staying in the same company for a long time. Sometimes employees are not getting the salaries on time and some are receiving salaries by partial payments. When an employee joins a foreign-based company then sometimes they have to work for the parent company time. Vacations and leaves will be lost. This is already known to the job-hopper. If work-life balance is experienced and lieu leaves provided for extra works they won't much worry about the leaves.

## **Phase 02: Workplace, Job security, pension, Insurance, Information, Communication**

Phase 2 includes the below implications.

- Workplace culture directly impacts the work-life balance
- Chance to join in reputed companies
- Chance to join foreign-based companies
- Gratuity amount will be lost
- Job security is impacted
  - new joiners will be affected by the economic crisis, covid-19 like pandemic situations
  - no job security until the probation period
- Insurance benefits vary according to the size of the company
- Certain information won't be provided before joining the company

- Insurance details
- Company policies and rules. E.g. no claim for travel

Since an employee spends the major part of the day at the workplace, the culture of the workplace directly impacts the work-life balance. Some companies are not providing enough space to get the KT, adapt to new processes/procedures, and expecting 100% of the output from the employee from the first day onwards. Job hoppers are getting chances to join in reputed companies. The working experience of that particular reputed company will offer more chances to him or make him a preferred candidate by other employers in the future. Sometimes employees can able to join foreign-based companies. There are certain advantages agreed by the participants of this study by working in a foreign-based company such as higher salaries than local companies, more opportunities for onsite training. Most of the companies in the software development industry come under the private sector. Therefore, no any pension amount provided for employees. Gratuity amount will be lost when employees hopping the jobs, but it is not considered as a big thing by the employees and according to them they can increase the salary by a considerable amount immediately and they can invest the portion of the salary to get more benefits than gratuity.

Job security is impacted until the employment is confirmed. Also in case of any economic crisis situation newly joined, probation period and training period employees will be affected. Insurance benefits are given by almost all of the companies, but it varies according to the size of the company. Participants of this study agreed that they are not communicated about certain information until they join the new company such as certain rules and regulations of the company, the entire details of the insurance scheme. Sometimes the job description in the job advertisement also communicates some wrong information. After joining the company, an employee going to work in some different technologies/ have to take more responsibilities which are not mentioned in the job description.

### **Phase 03: Manager Employee Relationship, Group belonging**

Phase 3 includes the below implications.

- Need to build relationships with new teammates
- Until building a relationship newly joined employee won't feel comfortable to ask support
- Can't manage things informally within the team
- A team mate/s who are refused an opportunity of your post may point at your mistakes and try to corner you
- Senior people (who work there for a long time) tend to bypass you.
- Take some time to understand each individual in the team
- Sometimes need to work under tough supervisors without proper guidance.

When an employee joins a new company, again he needs to build relationships with his teammates and others. Until that some may not feel comfortable when asking for support from teammates. It is agreed by the interviewees that it depends on one's individual characteristics. If a new employee joins a team he can't manage things internally/informally without informing his superior person. A new employee joins the company with a certain designation. There may be employee/s who are refused to give that designation. In such a case, that person who is refused for that particular designation is very keen on the new employee's mistakes, because he tries to prove himself better than the newcomer. Some project managers identified that some senior members (who are working in the company for a long time) tend to bypass them. Due to this other teammate think that he is not treating all teammates equally and sometimes it is hard to make some controls. Some employees experience working under tough supervisors without giving proper guidance.

#### **Phase 04: Responsibility and Authority, Title, Promotion, Special privileges**

Phase 4 includes the below implications.

- Within a short time can climb in the career ladder
- Can overcome from company culture which makes the barrier to the promotions
- Responsibility of a designation may increase/decrease depends on the company
- Newcomers with authority will take some time to get the acceptance of employees – especially when someone tries to make a change within the organization.
- Special privileges will be getting affected – WFH facilities, Flexi-time arrangements

Most of the employees agreed that they can climb the career ladder in a short period. Sometimes companies won't give promotions not because of that employee doesn't have skills. They don't want to make upset their staff who are staying in the company for a long time. Some company cultures also make the barrier to get a promotion e.g. to become SSE employee must possess 5 years of experience. Therefore, by hopping jobs, people can easily outcome from these barriers and easily get promotions.

Responsibility defined for a particular designation varies with relevance to the company culture. Even though some job possesses authority with itself, it is not immediately accepted by the teammates especially when that person tries to make some changes. Special privileges will be given upon many conditions and sometimes employees don't want to take those privileges to show themselves as a disciplined employee until he gets the confirmation.

#### **Phase 05: Freedom with responsibility, Possibility to develop, Stimulating work**

Phase 5 includes the below implications.

- Can get a chance to get rid of regular boring work
- Can get chance to work with challenging and interesting tasks with new technologies which stimulate to work

- Can get financial support for higher studies and to get professional qualifications
- Some companies offer training by using professional trainers
- There are forums inside the company to share the knowledge
- The newly joined employee has to wait until the team and management get confidence in him to get the freedom

One reason for job-hopping is, the employee gets boring when again and again doing the same task. By hopping jobs, they can get rid of that and can find some interesting or challenging tasks. Sometimes they get a chance to join companies where they can get financial support for higher studies or getting any professional qualification. Even some employees get training from professional trainers inside the company. Forums inside the company provide the chance to share knowledge among employees. It is agreed by the employees that they can't get the freedom to do the tasks immediately after joining a company. Once that employee builds trust on himself to the management he will get the freedom.

Table 5.1: Summary of Implications in Light of Tonnquist’s Model of Maslow’s Hierarchy of Needs

Level 1	Level 2	Level 3	Level 4	Level 5
<ul style="list-style-type: none"> <li>• Immediately after the job hop working hours will be high</li> <li>○ learning curve</li> <li>○ hired for a critical project</li> <li>○ work in new technology</li> <li>• Wages increase. Salaries can be increased in a short period.</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace culture directly impacts the work-life balance</li> <li>• Chance to join in reputed companies</li> <li>• Chance to join foreign-based companies</li> <li>• Gratuity amount will be lost</li> </ul>	<ul style="list-style-type: none"> <li>• Need to build relationships with new teammates</li> <li>• Until build a relationship employee won’t feel comfortable to ask support</li> <li>• can’t manage things informally within the team</li> </ul>	<ul style="list-style-type: none"> <li>• Within a short time can climb in the career ladder</li> <li>• Can overcome from company culture which makes the barrier to the promotions</li> <li>• Responsibility of a designation may increase/decrease</li> </ul>	<ul style="list-style-type: none"> <li>• Can get a chance to get rid of regular boring work</li> <li>• Can get chance to work with challenging and interesting tasks with new technologies which stimulate to work</li> <li>• Can get financial support for higher studies and get</li> </ul>

<ul style="list-style-type: none"> <li>• Vacations and leaves will be lost. Based on major plans decide to hop. E.g. Higher Studies</li> <li>• Working hours vary for foreign-based companies.</li> <li>• Salaries may not be received on time</li> </ul>	<ul style="list-style-type: none"> <li>• Job security is impacted <ul style="list-style-type: none"> <li>○ new joiners will be affected at an economic crisis/pandemic situation</li> <li>○ until probation period no job security</li> </ul> </li> <li>• Insurance benefits vary according to the size of the company</li> </ul>	<ul style="list-style-type: none"> <li>• A team mate/s who are refused an opportunity of your post may point at your mistakes and try to corner you</li> <li>• Senior people (who works there for a long time) tend to bypass you.</li> <li>• Take some time to understand each individual in the team</li> </ul>	<p>depends on the company</p> <ul style="list-style-type: none"> <li>• Newcomers with authority will take some time to get the acceptance of employees – especially when someone tries to make a change within the organization.</li> <li>• Special privileges will be getting affected – WFH facilities,</li> </ul>	<p>professional qualifications</p> <ul style="list-style-type: none"> <li>• Some companies offer training by using professional trainers</li> <li>• There are forums inside the company to share the knowledge</li> <li>• Newly joined employee has to wait until team and management gets</li> </ul>
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<ul style="list-style-type: none"><li>• Salaries received by partial payments</li></ul>	<ul style="list-style-type: none"><li>• Certain information won't be provided before joining the company</li></ul>	<ul style="list-style-type: none"><li>• Sometimes need to work under tough supervisors without proper guidance</li></ul>	Flexitime arrangements	confidence on you to get the freedom
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#### **5.4 Other Implications of Job Hopping on Employees**

By hopping jobs, employees are able to find a perfect job fit for themselves. Nowadays most of the universities are sending their students for internships and sometimes they are getting job opportunities in the same company. In some situations, fresh graduates joining a company just for the sake of getting employment. In such kinds of situations, they are not selecting what is actually suitable for them. Therefore, by job-hopping, they are able to find what really they want or what really suits them. Each job-hopping employee can able to work with different technologies, different procedures (Since this is software development industry procedures can be waterfall method, agile method, DEVOPS), different tools, different cultures. This will provide an employee to have a vast area of experience in multiple technologies and procedures. Due to this, his employability will increase in the future. Adding to these employees can expand their networks. Due to these contacts, they may get projects to do by their own or if he starts a business this contacts will be very useful and he may get some opportunities in future by these contacts.

But on the other hand, few interviewees said that, if an employee working in multiple technologies he may be lacking expertise in a particular technology. They think that due to this, the employee cannot move forward in the technical positions after a certain period with evidence of some job advertisements. In contrast to this, project managers and tech leads who are conducting interviewees said that this won't be an issue. Furthermore, they said very few companies are having that kind of mind set and expecting expertise in a particular technology. Nowadays organizations prefer employees with multiple skills.

Some companies using old technologies. When an employee working in such a company he is having a risk because no any companies are using the same technologies. One SSE told,

“After joining there I was assigned to work on a particular language called abc. Have you heard about it? I also got to know there is a language called abc after joining there. As I know there are 2 companies in Srilanka using the above language. So I felt it was a risk. I wanted to change my career to get rid of this old

language and I want to work with a programming language which is widely used and having more job opportunities.”

At the same time if employees are not updating their skills with technology that also brings some risk to them. One QA mentioned,

“I feel like I do the job-hopping because to get to know with the new technologies when we consider my career QA area, so if I do the manual only, then it is difficult to find a job in the future. So, in that case, I am finding a job to get automation area and security performance likewise.”

During the above-mentioned situations, the employee will be safe if they are hopping the job.

When an employee hops the jobs in a frequent manner definitely his/her CV profile is going to get weak. According to the opinion of the employees who are having many years of experience, it is good if an employee at least stays in a company for 2 years, because, at least about one year is needed to learn the things from a company. Then in the next year, only he may apply the things which he has learnt in the career. Therefore, if an employee is leaving a company before 2 years it means he is not learning anything from that company and the new employer also suspects that he will not stay with their company also for a long time.

At times employees going to encounter into some traps by signing in bonds and legal agreements when hopping the jobs. Interviewees said that normally these bonds and agreements are more beneficial to the employer than employees. If an employee signed a bond and after that, he sees all the negative sides of the organization, then he has no option to come out of that. In case if something happened and that employer went to labour tribunals, then that employee will get a black mark. Those kinds of fears are there among the interviewees.

If an employee hops the job in order to overcome a job dissatisfaction, then he will get a big mental relief. Another implication is our expenditure pattern and lifestyle will be

affected by job-hopping. Every company is providing salary on different dates. We are making some commitments based on our salary date. If a person getting a housing loan when he is working in a particular company, we will put the due date accordingly. Let's say he is getting salary on every 10<sup>th</sup> and putting the due as every 15<sup>th</sup>. When he newly joins a company the new salary date is every 25<sup>th</sup>. One interviewee particularly mentioned that she is getting notice letters from the bank every month due to this.

When a person continuously job-hopping he can increase his salary by a considerable amount. Due to the increase in the basic salary, the amount contributed for EPF and ETF will be getting higher. Therefore, at the time of retirement employees can get a big amount. In contrast to this if an employee stays in a company for a long time he will be entitled to bonuses (which may be higher than an ordinary employee) and he may get a chance to get shares as well. An employee who is frequently hopping the job is lacking these kinds of benefits.

### **Other Implications Summary**

- Able to find the perfect job fit.
- Can have vast experience on technology and can improve skills – each company using different tools, technologies, and processes (like agile).
- Lack expertise in one technology
- Expand the network
- Can get rid of obsolete technologies
- CV gets weak
- Sometimes there may be chances to sign in bonds and agreements
- Can overcome from job dissatisfaction or job stress. We can get mental relief or relax.
- Need to change our life activities accordingly.
- Lacking bonus benefits

### **5.5 Findings on objective 02: whether employee fulfills his expectations or not**

In this study, participants were asked the reason for job-hopping. By considering those reasons their answers for implications were analyzed and some indirect questions were asked when they are elaborating the implications that they have experienced. Furthermore, another question asked to identify whether employees are getting more benefits than disadvantages or more negative implications than advantages. None of the participants told that they have experienced more negative experiences. Some participants told that they experienced more benefits while some said that it depends on the company. All of them agreed that they can make sure about many of the positive implications before joining the company e.g. salary, designation, company culture, company image, technology these kinds of things can be confirmed. On the other hand, some of the negative implications are already known to them and they are not worrying much about those e.g. losing annual leaves, no job security until getting the confirmation. Some negative implications they are experiencing after joining the company only. Based on the effect of that implication employee decides to stay in that company or not. Through this study, I was able to identify that employees are able to fulfill their expectations by job-hopping, even though sometimes experiencing few negative implications. If the employee doesn't feel the reason for the job-hopping (whether it is a salary increment/ title/ want to learn new technology) is fulfilled by that hop, he will not hop. That means employees are hopping jobs if they feel that they are going to achieve the expected thing/s from the new job. Therefore, employee's expectations are achieved by hopping the jobs.

### **5.6 Summary**

This chapter presented the findings of my research related to the implications of job-hopping on employees who are working in the Srilankan software development industry. It first discusses the job-hopping patterns and behaviours which are existing in the Srilankan software development industry. Then it classifies the implications which are received by employees from job-hopping in the light of Tonnquist's Model of Maslow's Hierarchy of Needs. Finally, it discusses about some general implications which are not covered under Tonnquist's model of Maslow's Hierarchy of Needs.

## **6. DISCUSSION AND CONCLUSIONS**

### **6.1 Introduction**

This chapter presents a discussion of the findings and conclusions. First, the views about job-hopping behaviour and reasons for job-hopping are being explained relating to the prior literature on job-hopping. Next, the implications of job-hopping on employees in the Srilankan software development industry have been discussed with relevance to prior literature. Then recommendations for job hoppers are discussed from the experience of the job hoppers. After that conclusions of the study are presented. Next to that contributions of the study, limitations of the study, and directions for future research have been discussed in the respective order. Finally, the summary section will be presented.

### **6.2 Views about Job Hopping**

According to the ideas of Naresh and Rathnam (2015), there are two major job-hopping behaviors. The first is, people are hopping as a result of their individual longing. The second one is individuals are influenced by the turnover culture. A similar kind of behavior is identified in this study as well. Employees are hopping jobs to achieve their desires such as better salary, better position/title, better working place, trending technologies, and tools, get rid of job dissatisfaction. Almost all the interviewees accepted that there is a job-hopping culture in the Software development industry. Most of them are influenced by that culture too. That's why it could be able to see that they believe that they can achieve more benefits by hopping the jobs rather than staying in a particular place for a long time and they suggested 2-3 years will be an ideal value to stay in a company. When it comes to higher positions like project managers, architects this period will be higher than this. But again it depends on an individual's preference to decide whether to hop job or staying in the same company. Most of the interviewees have expressed that it is good to stay in a company if the company gives proper career paths and opportunities, chances to work with the latest technologies, a good environment and culture and industry-standard salaries, and other financial benefits. On the other hand, most of the time

employees find it hard to get the above-mentioned things while staying in the same organization.

In addition to the ideas of Naresh and Rathnam (2015), there is one more behavior found in this study. Sometimes employees are hopping the jobs because they are getting the most attractive offers from other organizations. One of the Senior Project Manager mentioned that actually he didn't have a plan to change his job and he was very much attached to the team and organization he was working with. He was trying to justify himself by finding some reasons to stay in the same company rather than accepting the new offer. But he couldn't because he found benefits which are much higher than the current one. Bryant and Allen (2013) illustrated that employees generally go through some stages of psychological or behavioural withdrawal first. The same kind of behavior is seen in this study as well. When individuals get thought of quitting, they look for opportunities, evaluate potential options against their present place of employment, plan to stop when the best chance presents itself.

It has been agreed that there is a relationship between job-hopping with relevance to age, gender, and designation. Young people are more tend to hop jobs than the older ones. It is widely said that people below the age of 30-35 are more hopping. After that, the tendency of job-hopping becomes less because they are getting more family responsibilities. Due to that, they are becoming more cautious about job security and they want to be stable while getting the benefits by staying in the same company such as flexible hours, respect as a senior family member, since becoming an expert in that product knowledge, it is easy to work, etc. When it comes to gender, it has been said females are less job-hopping than males after a certain period of time due to family responsibilities. According to the Srilankan culture, women are getting more family responsibilities. Some interviewees said they are not seeing differences in job-hopping gender-wise due to the socio-cultural changes. Designation-wise, employees with the lower designations are hopping more than higher designations. Another reason behind this scenario is there are

many opportunities available for lower-level positions than higher-level positions. These findings are similar to the illustrations of Steenackers and Guerry (2016).

There are several reasons that have been identified for job-hopping by the participants of this study. They are: the work or company not giving up to expectations, the tendency to learn new things, getting a clear career path, not having person-job fit or person-environment fit, too few growth and career advancement opportunities, no opportunities for training and development, stress from the workload and work-life imbalance, feeling not valued and unrecognized including pay, higher-income provided by other organizations, not having good relationships with the manager/supervisor, need better status and a better organizational image. Similar kinds of ideas have been expressed by Bansal G. (2014); Larasati and Aryanto (2020).

### **6.3 Implications of Job Hopping on employees**

According to Jinadasa and Wickramasinghe (2005), Person-culture(P-C) fit, the fit between personal beliefs and values of an individual and the organizational culture and person-job (P-J), the fit between the job challenges and achievement orientation of a person are the two important variables that are closely related to employee turnover. Sometimes just for the sake of getting job employees are joining an organization (mostly fresh graduates). Once after joining the organization only they will experience the actual scenario. They may not like the working environment, they may feel that the technologies that they are working on are getting obsolete, they may feel the tasks that have been given to them are not challenging or interesting. In such situations, they are able to overcome from these obstacles by hopping jobs.

Once an employee joins a new organization, he needs some time to adapt to the project. Even though the person is good at technical knowledge, time will be needed for the adaptation. In case an employee joins with different technology the time taken for the adaptation will be high. He needs to put some effort to self-learn, he will take additional time to complete the tasks, in case if he doesn't get support or proper KT from the team it will increase the stress and workload. Until he catches up the things the efficiency level

delivered by the employee will be less and he has to work for extended hours to meet up the deadlines. Similar idea was expressed by Saleem and Qamar (2017). They have mentioned this in the organizational point of view that the organizations have to bear the damages in the performance until newly joined one becomes familiar with the things and takes the job obligations which need to be accomplished.

The study of Bryant and Allen (2013) suggested that relationship strength between staff and his immediate superior is perhaps the most reliable indicator of turnover. In line with that, some employees have mentioned that there are some organizational politics. Some superior people are always not treating all the teammates in a fairway. Their favourite person is getting the opportunities always and some supervisors are not considering the hard work of their teammates. Team members are not getting any appreciation or motivation. Some even bypassing their responsibilities and if any problems come in only questioning the members under him. So by hopping the jobs one can eliminate this kind of bitter experiences. On the other hand, there may be situations one can join a company where he needs to work under this kind of supervisor. This will cause another successive job hop to that particular employee. By job hopping an employee is going to fill another person's place in an organization. In such a situation, newly joined persons will lack the tacit knowledge and in case if this person joins as a lead and since he is lacking the project knowledge at times he may face some difficulties to mentor the team under him. Similar kinds of ideas were expressed by Bryant and Allen (2013). They illustrated that losing workers can prompt work interruptions, loss of organizational memory, loss in client care, loss of guides. In contrast to this, a new employee can bring new ideas, new knowledge which he learnt from his past careers and new skills to the team. In that case, he will be treated as a valuable resource within the company and he can demand more from the company at the time of joining the new company. The study of Hou et al. (2016) illustrates that job-hopping is an advantage to fresh blood, newly joined workers can carry ground breaking thoughts and new innovation to the business, which is more helpful for ventures' improvement and innovation.

By hopping the jobs employees are able to expand their connection with the outside world which can bring them some advantages. This helps to find some referees to recommend a person for a new job or studies. These contacts will help you to find a job in the future maybe in the company where they are working. Also, individuals may get a chance to get some projects to do by themselves or their company. It is obvious that job hop allows employees to earn more money. New opportunities and experiences also can be obtained through job-hopping. This makes one individual more skilful and because of that, he will remain competitive in the labour market. Job-hopping can bring vitality and passion. Similar kinds of ideas are expressed by Larasati and Aryanto (2020), Hou et al. (2016). In contrast to this, some of the interviews are doubtful whether they can continuously climb in the career ladder when they are hopping the jobs continuously. Since they are working in different technologies they may lack expertise in one particular technology. In some job advertisements organizations seek expertise in a particular technology. In contrast to this, some tech leads and project managers who have connections with recruitments commented that it depends on the company and they witnessed that nowadays organizations are happy to recruit employees with multiple skills.

There are few common negative implications that have been identified according to the study of Larasati and Aryanto (2020). They are: new employer will doubtful to give the employment opportunity to the employee if he has the record of several job-hopping within a short period of time (this will weaken individual's CV profile), job security also getting affected until an employee gets permanent in an organization. Moreover, if any economic crisis happens employees who are working for a long time will be safer than the job hoppers. Since employees don't know about their new supervisors and management, there will be a fear regarding these things in mind. Accordingly, Ramkumar et al. (2016) also mentioned managers had presumed that work candidates with many short-term employment experiences on their resumes were not reliable. According to Hou et al. (2016) that frequent job-hopping makes the staff consistently in a peculiar environment. They need to again build relationships with the teammates and relearn the things (technology, processes, procedures). Almost all of the participants of this study accepted

that the Software development industry facilitates establishing relationships for a new employee. They have mentioned that they have a team culture. Whenever they are going for lunch and tea they are going as a team, often they are going trips and outings also. All these help them to build a relationship with the team.

By hopping jobs, employees may join an organization where they can get enough training and development opportunities. Some companies are providing training sessions using some expert trainers. Some companies are having forums within the company and enable the workers to get to know about new things and through the forum, they are sharing knowledge. There are few companies that are offering scholarships/funds for their employee's master's degrees and to obtain professional qualifications. The study of Steenackers and Guerry (2016) illustrates this as organizations use different techniques to motivate and retain their staff. Some of those techniques include investment in training and development.

As a result of job-hopping sometimes employees are able to come out of heavy workload and reform their work-life balance. Interviewees accepted that the working hours of the IT industry is bit higher than the other industries. They understand the responsibility of project deliveries and support. They are also willing to support for extended hours whenever there are critical issues and tied schedules for project deliveries. But, if it is happening always then they are not willing to accept this and they tend to move. Similar kinds of ideas are expressed by Sambrani and Hemalatha (2016), Naresh and Rathnam (2015). Job hopping also provides a chance for an employee to get rid of the same boring tasks and find some challenging interesting tasks. Most of the participants of this study have mentioned that they are getting bored when doing similar kinds of tasks again and again. They expect that the job which they are doing should stimulate them to do that. Similar kind of idea is mentioned in the study of Ramkumar et al. (2016) as well.

Sometimes when staying in the same company an employee may lack the chances for his career growth. He may be waiting for so long until his immediate higher position gets vacant. This most probably occurs in small-scale organizations. Sometimes some

company culture keeps the employee without promotion due to some reasons. The reasons may be either that organization expects particular years of experience for each position or organization compares with their long term staying employee and make the decisions. For example, if a senior employee who is working in the company for more than 5 years, gets a position as a Senior Business Analyst after 7 years of experience how can they give the same position to an employee with 4 years of experience and working in the company for past two years. Normally organization doesn't want to make conflicts with long-term staying staff. In such kind of environment, even though an employee has enough qualifications, skills, and capabilities he won't get a chance to climb in the career ladder. Those kinds of barriers can be overcome by job-hopping. Naresh and Rathnam (2015) mentioned that improper working hours, lack of growth opportunities, the pursuit of salary increments, and monotony of the job are some of the reasons for rising job-hopping in the software industry. Therefore, job-hopping enables an employee to overcome form these barriers.

The participants of this study accepted that they are losing some facilities by hopping the jobs. Flexitime arrangement is one among them. Nowadays most of the IT companies provide flexi-time facilities. But to prove themselves as discipline workers, job hoppers are reluctant to use these kinds of facilities until their job gets confirmed. Further, sometimes they have to travel to a faraway palace since their new working place is located at that particular place. In certain companies, they are getting transportation, transport claims for travel when they are working at night. There are organizations that are mainly working for foreign clients. In such situations, employees need to work with relevance to their client's time. Some organizations are having night shifts as well. Similar kinds of aspects have been expressed by Naresh and Rathnam (2015), Sambrani and Hemalatha (2016).

According to Yadav (2013) in the labor market, most of the companies are searching for similar kinds of technical experts. In such a seller's market, software companies are to attract people with both technical expertise and person-bound skills. Therefore, an

individual who is having the skills and knowledge can demand much. If two or more companies at a time competing to get an employee, then he can get more attractive packages and benefits.

Some employees need some freedom to do their work. They don't like much intervention. At the same time, they are accepting to get that kind of freedom they have to prove themselves to the management and they have to build trust in them to the management. Thereafter they expect some freedom which enhances their productivity and creativity in their working style. In case they are continuously working under too much control they will tend to hop their job. By job-hopping, they want to overcome from their dissatisfaction. Similar kind of illustration is seen in the study of Gamage and Herath (2013).

#### **6.4 Recommendations**

This section briefly explains some suggestions to the employees who are planning for a job hop.

- Before joining a company do a thorough investigation about the company: Nowadays there are plenty of ways to get information about a company. Friend's contacts, company website, social media platforms are some of them. By doing this an employee can ensure whether he can achieve his intention of job-hopping from that company and can be able to aware of the negative sides as well. Based on the investigation result an employee can make the decision.
- Be cautious about the technology that you are going to work on: Technology is changing rapidly. Some technologies are becoming obsolete or not having wide scope/ widely used in the industry. When an employee works in such kind of technology, in future he will face some difficulties to find a job with the experience in obsolete technology. The opportunity of employment will be reduced.
- Be careful regarding the time that you are trying to hop job: Especially it is not good to hopping jobs during this covid-19 kind of pandemic or economic crisis situation. In such situations, if a company is not doing well or facing any financial

issues first they will terminate trainees and probation period employees. Employees who are working for a long time in that organization will be kept until that organization gets a really bad situation. Also if you are married and having family responsibilities, then don't hop your job at the same time when your spouse also hopping. If you are continuing higher studies or going to get married or going to become new parents, at that time also you have to think twice before you make a move. Better if you are staying in the same company in these kinds of situations.

- Select a company which is stable and doing well: To ensure job security employee should analyze about the company profile by checking the number of years it is operating, its customer base (company's revenue generation point is its customers), company size based on the number of employees working, markets to which its projects are pointed to (local market, foreign market). By joining a well-doing stable company the risk level related to job security will be reduced.
- Stay in a company at least for two years (if the company is doing well): If an employee hopping the jobs within a very short period of time, it will affect their CV profile. Generally, it is believed that to learn things properly in a new organization, the employee will take one year. By next year onwards he will apply his knowledge and add value to the organization. Therefore, if an employee is having a history of frequent job-hopping, that employee will lose the opportunities in the future since employers are not willing to recruit him. (If the company is not doing well and you know that it is going to bankrupt soon, then at that time this is not applicable).
- Goals should be clearly set before job-hopping: Then only that employee correctly decides his intentions/expectations from the new job and he should have a clear career path regarding his future. Based on the goals they can make a decision when hopping jobs.
- Get a job and quit: Some employees are after quitting the current job searching for another. It is not recommended as good practice by the participants of this study. Always find a job and after getting the confirmation/appointment letter quit the

current job. In some companies, they are not totally fulfilling employee's expectations and giving some promises like after probation we will provide the rest of the things. Don't rely on those statements. You don't know what will happen after the probation. At the time of joining only, you can demand more.

- Be vigilant about bonds and agreements: Some companies are signing bonds and agreements with the employee. Both bonds and agreements are more beneficial to the employer. In case an employee breaches any of these, he may be presented at labor tribunal. This will make a black mark on that employee.
- Make sure to get your service letter: Service letter will be an important evidence to an employee to prove his working experience and skills. Therefore, when quitting make sure to get your service letter.
- Don't hop jobs just only considering the workload: All of the participants of this study agreed that the working hours and load will be a bit high in the IT industry. Therefore, an employee doesn't always expect less work in this industry. If you are getting proper rewards for your workload, then think twice before making a move unless it is unbearable.

## **6.5 Conclusions of the Study**

As clarified in Chapter 1 the goal of this research is to explore the implications of job-hopping on employees in the Srilankan software development industry. The main research objectives were (1) to identify the implications of job-hopping of employees in the Srilankan software industry (2) to analyze whether job-hopping fulfills the expectations of employees (3) to provide recommendations to employees on making effective job changes. Chapter 5 of this study briefly discuss the implications of job-hopping in employee's perception. Chapter 6 also validating the implication with the evidence of past literature. The second objective is discussed in chapter 5 under section 5.5. The final objective is briefly discussed under the recommendations section of this chapter.

With relevance to the participants of this study, none of them have mentioned that they are receiving more negative implications than benefits. Some of them have mentioned that

they have received more positive implications and some of them mentioned it depends on the company where they are going to join. When an employee is hopping they are very much keen about their intention and with relevance to their intention they are seeking some job opportunities. Intentions vary for each individual. Salary increment, career advancement, seeking new/advanced technologies are a few of the main intentions of job-hopping. Employees are investigating about the likelihood of fulfilling their intention in the new company by using various ways. They are investigating using their contacts, searching company websites, using social media platforms, and reading some reviews of that company. By doing these they are confirming the positive implications and minimize the risk of facing negative implications.

Therefore, they are able to achieve the expected intention by hopping the jobs. On the other hand, it is accepted that the employees cannot experience the actual scenario before joining the organization. Some of the negative implications are already known to them e.g. job security-related concerns, losing annual leaves. They are accepting those negative effects while getting their intended benefits. Rarely they are expecting some unexpected negative implications while receiving the intended benefits. In such situations depending on the impact of those negative effects, they may tend to make another job hop. Except this, almost all the participants of the study agreed that they are achieving what they are expecting to achieve by job-hopping.

## **6.6 Contributions**

This study makes useful contributions to the literature. Job hopping is one of the major trends/issues in this rapidly changing world. Most of the past literature focused on the antecedent factors and behaviors of job-hopping, employee retention, and the relationship between a particular factor and job hopping or job retention. There are fewer researches focus directly on the implications of job-hopping to an employee after changing his job. Therefore, this research contributing to fulfil this identified gap in the existing knowledge body.

Most of the employees take the decision of changing their jobs without knowing actual implications/ consequences. They don't have proper guidance on this and they take decisions with many assumptions and finally they may suffer in the end. This research will give a better idea/recommendations about job-hopping to employees when they are making decisions and meanwhile employers also use this to make better retention policies. By highlighting/educating the negative implications to employees and by developing better retention policies employers can reduce the turnover rate.

### **6.7 Limitations of the Study**

Like any research, this study is not without its limitations. Most of the software development companies are located in the Colombo district, all the participants of this study are currently working in Colombo, and the companies where they have worked before, are also located in the Colombo district. Since Support Engineers are not directly linked with software development, none of the support engineers would be taken for the interview. Further, this study is conducted during the covid-19 pandemic situation all the interviews were conducted via online. Therefore, their real expressions and feelings were not observed in order to validate their statements.

### **6.8 Directions for Future Research**

This study provides some directions for future research. In this study, I have explored the implications of job-hopping on employees focusing on the Srilankan software development industry. Hence the implications that are faced by the employees are different according to their designation and certain stage of career. Therefore, future researches can be done to explore and classify the implications based on designations such as Software Engineers, Quality Assurance Engineers, Business Analysts, Project Managers and based on the certain stage of career. Future researchers could analyze the implications of job-hopping focusing on different business sectors or industries as well.

### **6.9 Summary**

This chapter is focused on the discussion and conclusions of my study on implications of job-hopping on employees based on the Srilankan software development industry. First,

the common views regarding job-hopping have been presented. Next, implications of job-hopping are compared and contrasted using the previous literature. Then recommendations that are identified from this study, have been briefly presented. Finally, the conclusions of the study are presented along with its contributions, limitations, and directions for future research.

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## APPENDIX A: INTERVIEW QUESTIONS

1. What is your current designation?
2. How long have you been working in the IT industry?
3. How many times have you changed your job in the past years? How many times did you change your job within one year of your career life?
4. Do you have any personal thoughts/policies according to job-hopping? (For example, the job has to be changed every 3 years/ It is not good to remain in the same company. Anything like that?)
5. Why are you hopping jobs? (What are your expectations that you want to achieve through job-hopping)
6. On average how frequently do people change jobs in your industry? Do you think is there any specific behaviors with relevance to gender, age, and designation?
7. What are the positive implications/ benefits you achieved from job-hopping? Which positive implications always/definitely achieved through job-hopping?
8. What are the negative implications/problems/hardships you received from job-hopping? Which negative implications always/definitely received from job-hopping?
9. Is job-hopping giving more or less positive implications than negative implications or vice versa. Give your opinion and justify your comment
10. On average percentage-wise how much employees can increase in their salary from job-hopping?
11. How the working hours, vacation and leave are affected by job-hopping?
12. How pension, gratuity amount, insurance benefits affected by job-hopping?

13. What are the issues you faced when building the relationship and adapting to organizational culture when you changed jobs?
14. When it comes to career advancement, what are you receiving as the result of job-hopping?
15. What is your opinion about job security when it comes to job-hopping?
16. How your responsibility, authority, special privileges (work from home, flexible hours, take care of child/parents), and power are affected by job-hopping?
17. What are the things that can be achieved if you wouldn't hop from one job to another (That means staying in the same organization)? Do you have any such experiences which you regret now?
18. What do you think about legal implications related to job-hopping? (bonds, agreements)?
19. When you are job-hopping continuously you will understand the main implications of job-hopping. If you are aware of the main implications how you ensure those implications are received/ not received from your next employer? (How you ensure that? Are you going to job hop continuously or are you going to stop job-hopping)?
20. What is your opinion regarding the following things when you are hopping jobs? (You need to have your freedom to introduce any changes to increase the productivity (you need freedom with responsibility), you need a job which always needs to stimulate you, that job should allow you to develop yourself)
21. According to you what is your opinion about job-hopping to employees who has your designation? If somebody asks some advice what will you suggest