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Determinants of job hopping factors among lecturers in private universities, Malaysia

Determinantes de los factores de cambio del trabajo entre profesores de universidades privadas, Malasia

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ABSTRACT

Job-hopping is becoming a phenomenon over the years as lecturers keep moving from one job to another for better opportunities and self-development. The objective of this research is to study the factors that influence job-hopping in Private University in Malaysia. The antecedent factors are lack of promotion and growth, salary and benefits issues, job insecurities and work-life imbalance. A total of 120 questionnaires were distributed to participants who work in private university, Malaysia. The results reported that salary and benefits issues, job insecurities and work-life imbalance have a significant and positive correlation with job-hopping.

Keywords: Job Hopping, Job Security and Promotion, Self-Development, Work-life Imbalance.

RESUMEN

El cambio de trabajo se está convirtiendo en un fenómeno a lo largo de los años a medida que los profesores se mueven de un trabajo a otro. El objetivo del estudio es analizar los factores que promueven el cambio de trabajo como son la falta de promoción y crecimiento, el salario y los problemas de beneficios. Se distribuyeron un total de 120 cuestionarios a los participantes que trabajan en una universidad privada, Malasia. Los resultados informaron que los problemas salariales y de beneficios, las inseguridades laborales y el desequilibrio entre la vida laboral y personal tienen una correlación significativa y positiva con la inestabilidad laboral.

Palabras clave: Desarrollo Personal, Desequilibrio en la Vida Laboral, Salto de Trabajo, Seguridad y Promoción Laboral.

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1. INTRODUCTION

In recent years, job-hopping has become a common and an inescapable concern for both lecturers and employers, and that it has become a progressively serious problem in the management of human resources. An individual who changes their job often is described as job-hopping (Krishnan: 2012). Before, it was normal for lecturers to work under the direction of a manager or one organization throughout their career. Lecturers now change their work and career more often than before (Kafeel & Alvi: 2015). Unlike the concept of organizational loyalty in the past, professional loyalty has transformed (Bansal: 2014). Therefore, maintain the best talent for lecturers is a great challenge. However, from the perspective of lecturers, mobile capabilities can quickly provide economic benefits for the professional development of gold (Pranaya: 2014). In summary, there are two types of job-hopping practices; changing a job due to development or for financial gains cited by (Ifije et al.: 2016). One way is due to the acquisition of better job opportunity or opportunities, and the intention to turn the wheels towards the wheel of professional development. As a result, the personal call if often called hunchback.

Job-hopping is important globally in a global environment due to employers, positive and negative lecturers, and even the development and growth of the entire industry (Naresh & Rathnam: 2015, pp. 38-45). For example, a business conversion track provides information, skills, and knowledge that were previously organized in a new organization, which could damage previous institutions. As a result, some organizations remain cautious in their recruitment with job-hoppers (Bansal: 2014). Nevertheless, not all job-hoppers will have a negative impact. After all, because lecturers are ambitious and have better opportunities, entrepreneurs are more likely to be the best, especially in computer industries such as the technology industries, outsourced business processes, and some technology industries. Work intensity such as the manufacturing industry, including the textile industry and the food and beverage industry.

The definition of job-hopping is an individual leaving employers to enhance their career and increase their professional development and growth cited by (YUEN: 2016). Naresh and Rathman (Naresh & Rathman: 2015, pp. 38-45) stated a similar point that job-hoppers move between jobs to increase their salary and growth. Also, according to a study done by Casselman Research (Casselman: 2015), some recruitment teams believe that job-hopping is one of the best ways to maintain the lecturers' passion and it is good for their personal development.

Job-hopping is emerging as a major challenge to many organizations nowadays. As explained by Taylor and Zimmer in 1992, some of the causes of voluntary turnover or considered by companies are working overtime, insecurities, confusion, and downsizing. Lack of job growth opportunities, no training being offered, and no challenge in work offered by companies, leadership problems, co-workers not being treated well and being passed over for promotion are also reasons for the high rate of job-hopping (Dharmawansa & Thennakoon: 2016).

The high employment rate and the turnover rate of the workforce have become a major problem to be solved (Yi: 2014). According to reports, the average American lecturer has a term of 4.6 years in the same job position. The average retention time for young lecturers between 20 and 34 years is only 2 to 3 years in the U.S cites by (Pranaya: 2014) from the United States Bureau of Labor Statistics. Therefore, young people are one of the highlights of these workdays. As shown in the following graph (figure 1), the turnover rate of the labor force of 22-29 years in 2015 was around 3% with about 4% in the mid-1990s.

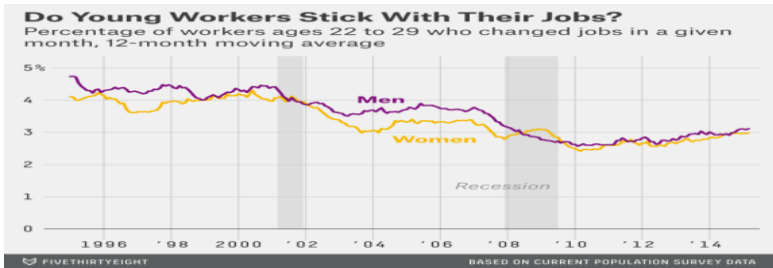


Figure 1. Percentage of employees ages 22 – 29 that changed jobs within a given month (Casselman: 2015).

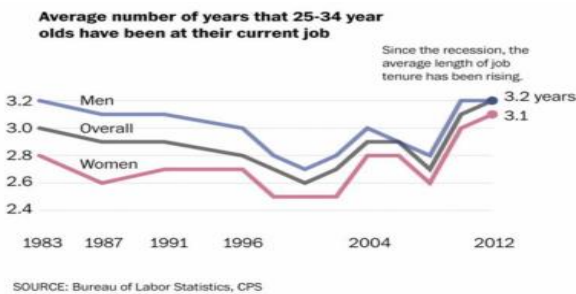


Figure 2. Number of years employees have been at their previous jobs (Trombetti:2015)

According to the following two people (Figures 1 & 2), it is easy to know the age of the workforce. The participants are mainly between 20 and 35 years old. After all, younger lecturers are more likely to question new things and adapt to new working conditions (Pranaya: 2014).

2. METHODS

Table 1 indicates the instruments used for this study according to the variable.

Sample Type	Section	Variables that need to be measured	Items	Scale	Resources
Employee	B	DV	3	5-point	(FENG, 2008)
		Job-Hopping $\alpha = .800$			
Employee	C	IV	3	5-point	(Delery & Doty, 1996)
		Lack of Promotion & Growth $\alpha = .817$			
		Salary & Benefits $\alpha = .931$	5	5-point	(MUNISAMY, 2013)
		Job Security $\alpha = .850$	5	5-point	(Giunchi et al., 2016)
		Work-life Balance $\alpha = .894$	5	5-point	(Kellman, 2015)

Table 1. Research Instrument

To determine the sample size for this research, the researcher will use the general rule by Hair, Black, Babin, Anderson, & Tatham in 2006. Minimums of 20 cases are needed for each variable according to (Hair et al.: 2006). Therefore, a sum of 100 samples will be the satisfactory number for the sample size of this research (5 variables x 20 cases = 100). For the researcher to gain more respondents, the total number of 120 questionnaires will be distributed. In this study, the researcher's target population is job-hoppers above the age of 25 in a private university in Malaysia. The respondents will mainly be a lecturer of any private university and in any department within the University to generate accurate and greater information regarding job-hopping. The researcher will choose a 'Simple Random' sampling technique

The reliability test is used to measure the stability of results when they are verified constantly. According to (Mahlangu & Kruger: 2015, pp. 167-182) (refer to table in chapter 3), a Cronbach's alpha coefficient range below 0.6 is considered poor and above 0.6 is acceptable. The study done by Mahlangu and Kruger in 2015 will be followed, which is 0.6 to 0.9 is accepted. Table 2 shows the reliability test done on the variables in this study.

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Job-Hopping (DV)	.772	.773	3
Lack of Promotion & Growth	.793	.794	3
Salary & Benefit issue	.785	.789	7
Job Insecurity	.846	.849	5
Work-Life Imbalance	.762	.763	5

Table 2. Reliability statistics of all Variables

As shown in the table above, the Cronbach's Alpha figures obtained are over 0.7. This shows the reliability of the measurement obtained from this research. To view the SPSS output, please refer to the Appendix in this document.

This study will be following the Kolmogorov-Smirnov test because this test examines values to determine if they are likely to follow a normal distribution given the population size (Spsstests: 2018). The null hypothesis is rejected, if the p-value is < 0.05. This indicates that the variables do not follow a normal distribution within the population. The sig. value is 0.58, which is greater than 0.05. This means that this data normally distributed with the population.

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
Statistic	df	Sig.	Statistic	df	Sig.	
DV	.080	120	.058	.973	120	.016

Table 3. Normality test

To determine the strength of the correlation, the researcher followed a guide that was introduced by Evans in 1996 cited by (Beldjazia & Alatou: 2016). Below is a list of the guide to follow:

- .00 - .19 "Very Weak"
- .20 - .39 "Weak"
- .40 - .59 "Moderate"
- .60 - .79 "Strong"
- .80 -1.0 "Very Strong"

Tables 4 below illustrates all the results drawn from the Dependent Variable(DV) and Independent variables(IVs) in this study and were used to test the hypothesis. The first correlation is between job-hopping and lack of promotion and growth, the results show that there is a very weak correlation between this DV and IVs comparing the results with Evans in 1996 guides. Though, the correlation between job-hopping and job security and work-life imbalance shows that it is sufficient. Finally, job-hopping is closely related to salary and benefits, the result shows a high correlation between these two variables. All the correlations are above 0.40 except for Lack of promotion and growth, which is below 0.19.

Looking at the lack of promotion and growth row in the tables suggests that the correlation with other variables is very weak except for work-life imbalance. Where the correlation between the variables is below 0.253, which is weak.

Also, the row in the table below, containing salary and benefits issues, shows that the correlation with other variables is 0.403 and above, which is moderate and above, except for the correlation with lack of promotion and growth, which is 0.072. The third independent variable, that is job insecurities, shows that two of its correlations are below 0.225, this suggests that the correlation is weak between this job insecurity and Lack of Promotion and Growth and Work-life Imbalance, while job insecurity has a moderate correlation with job-hopping and Salary and Benefits Issues.

The last independent variable, which is Work-life Imbalance row in the table, indicates that two of its correlation is below 0.253; this shows that the correlation is a week between Work-life Imbalance and Lack of Promotion and Growth and Job Insecurities. Meanwhile, it also has two correlations that are above 0.485, those are job-hopping and Job Insecurities.

		Correlations				
		DV	IV1	IV2	IV3	IV4
DV	Pearson Correlation	1	.166	.616**	.497**	.485**
	Sig. (2-tailed)		.070	.000	.000	.000
	N	120	120	120	120	120
IV1	Pearson Correlation	.166	1	.072	.122	.253**
	Sig. (2-tailed)	.070		.435	.183	.005
	N	120	120	120	120	120
IV2	Pearson Correlation	.616**	.072	1	.403**	.503**
	Sig. (2-tailed)	.000	.435		.000	.000
	N	120	120	120	120	120
IV3	Pearson Correlation	.497**	.122	.403**	1	.225*
	Sig. (2-tailed)	.000	.183	.000		.013
	N	120	120	120	120	120
IV4	Pearson Correlation	.485**	.253**	.503**	.225*	1
	Sig. (2-tailed)	.000	.005	.000	.013	
	N	120	120	120	120	120

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

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

Table 4. Correlation between Dependent Variable and Independent Variables

3. RESULTS

The table shown below displays the hypothesis results gathered from this research grounded on multiple analyses.

HYPOTHESIS	SIGNIFICANT	RESULT
H_1 : There is a relationship between the lack of promotion and growth and job-hopping.	0.473	Rejected
H_2 : There is a relationship between Salary and benefit and job-hopping.	0.000**	Accepted
H_3 : There is a relationship between job-hopping and job insecurity.	0.000**	Accepted
H_4 : There is a relationship between Work-life imbalance and job-hopping.	0.009**	Accepted

**Significance at $p < 0.05$

Table 5. Hypothesis Findings

To conclude this chapter, it contains the results from the gathered data of 120 questionnaires. At the end of this chapter, the multiple regressions result was used to check whether the hypothesis is accepted or rejected. Only one (1) hypothesis was rejected in this study, which was there is a positive relationship between job-hopping and lack of promotion and growth, while the other three (3) hypotheses were accepted.

4. CONCLUSION

Based on the findings in chapter 4, this objective was rejected shown in the hypothesis result table. This means that there is no positive relationship between job-hopping and lack of promotion and growth. Contrary to the findings of this research, past studies have shown that there is a positive correlation between job-hopping and lack of promotion and growth. There is a relationship between job-hopping and lack of promotion and growth, according to an experiment done by (Delery and Doty: 1996). Like a conclusion in a study done by (Cowling & Newman: 1995), states that one of the factors that contribute to job-hopping is the lack of promotion and growth. Also, one of the factors that increase the rate of job-hopping is the lack of promotion and growth for the employees or lecturers, according to Chen and Zhang Wei (Chen et al.: 2016, pp. 11-25).

Based on the results of this study, it shows a positive relationship between job-hopping and salary & benefits issues. Other research studies by the research show the same results, that there is a correlation between job-hopping and salary and benefits issues. A study by (Masood et al.: 2014, p. 97) states that salary and benefits issues have a positive relationship between job satisfaction and lecturer performance that affects job-hopping.

The hypothesis has been accepted; the results of this research indicate that there is a positive relationship between job-hopping and job insecurities. The results of this study are similar to that of (Giunchi et al.: 2016, pp. 3-18). Giunchi et al supported this statement, showing that there is a relationship between these variables.

Also, Massoud et al. revealed that there is a relationship between job-hopping and job insecurity. The final hypothesis of this study is considered a positive correlation between job-hopping and the work-life imbalance. Previous studies have shown that there is a positive correlation between job-hopping and work-life imbalance. Kellman (Kellman: 2015) states in his research that job-hopping rate increases if the balance between work and life is not stable.

Research on job-hopping issues helps to prevent a recession in Malaysia. With the increasing number of job-hopping in the country, it will lead to markets being more open to hiring job-hoppers. Job-hopping can hurt the development of human resources and economic development. Therefore, the findings of this research are essential to determine the main causes of job-hopping and being able to solve those problems.

Furthermore, this study may generate good information to the public and their concern to factors that influence job-hopping. Also, the public will be aware of the significance of job-hopping in the management of human resources. As a result, this research can increase public awareness of the problem and prevent those problems from becoming even worse.

In addition, the research helps the government of South Sudan to investigate the main factors that lead to job-hopping. According to the results of this research, job insecurities and work-life imbalance are positively related to job-hopping. Therefore, as a result, the government can develop ways to reduce the increasing job-hopping rates by enforcing new laws or mending the labor laws.

The purpose of this study was to determine the factors that influence job-hopping. However, as in every research, there are a few limitations. The study focused on only four independent variables. Nonetheless, more issues have an effect on job-hopping. Therefore, for future recommendations, the researcher should include more Independent Variables (IV). The researcher could research and identify the other factors that contribute to job-hopping. This would enable the research to have more variables and respondents perhaps would relate to others more than the mentioned ones.

Also, this study focuses on the factors that contribute to job-hopping in Private University in Malaysia. Job-hopping is a global issue not only in Malaysia, but other countries are also experiencing high job-hopping rates. The result of this study only applies to Malaysia. Job-hopping is a global issue other countries are also experiencing high job-hopping rates. Other research could do this research in other countries as well. Lastly, the size of the research sample is also relatively small about the total number of cases of job-hopping in the country. Having a bigger sample size would have made the research more accurate. Additionally, this research could be expanded to other areas/regions of the country. Lastly, the researcher believes that including a larger sample size for the questionnaire in the future would result in better and more accurate results. Furthermore, if the participants were categorized into office worker and manual workers, they may have various factors that influence them in job-hopping. In conclusion, the overall results of the research were analyzed and discussed based on the objective given in the first chapter. Results from previous research were used as a comparison to the finding in this study. Also, the importance of this research was determined. Limitations of the study are included as well as recommendations.

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