

## JOB HOPPING CHALLENGE FOR IT INDUSTRY IN PUNE: NEW DIMENSIONS OF HUMAN RESOURCE

---

Dr. C.N. Rawal\*  
Archana Bahulikar\*\*

### ABSTRACT

#### The Problem

*The \$156-billion Indian IT industries are the prime source of job creator in the employment sector. Indian IT companies are updating their services and strongly concentrating on operational productivity and adoption of innovative services and software. This industry has predicted the growth of 9 per cent in fiscal 2019. India has huge young and technically talented professionals. IT industry is facing major challenges of Job hoppers. Pune ranks second in India in software exports and IT hub after Bangalore. There are various multinational IT companies located in Pune. Similarly various IT career options are available in this city. Currently HR department is facing biggest problem of Job hoppers and employee retention. The purpose of study is to understand challenges of HR department and reason of employees Job Hopping.*

#### The Solution

*This study follows the descriptive research design; data were collected with the help of indirect questionnaire from 100 IT employees working in Pune city. To study the objective statistical Annova test is used. The results highlighted solution on HR challenges and measures on controlling Job Hopping of employees. The limitation of this study is data were collected only from Pune city.*

#### The Stakeholders

*Stakeholders of this study include employees working in IT industry from Pune with various designation and hierarchical levels and employees working in HR department with various functions like HR Business partner, Recruiter and HR Mangers in IT Industry. Industrial expert's opinion, research papers are considered for literature review.*

**KEYWORDS:** *Job Hopping, HR, Attrition, IT Industry, HR Trends, IT Companies.*

---

#### Introduction

Job hopping is when an employee spends less than two years in a position, and this can be an easy path to higher salary. But, experts believe that it's not a great sign to bounce from one position to another, as prospective employers might not look at it positively. Many employees feel positive about job hopping but it has negative impact in long run. HR department is facing attrition control challenges. There are various practices HR department should adopt for retention. Some young millennials view job hopping as an opportunity to grow their career. They feel that is the only way one can attract a higher salary, change locations or become a better cultural fit. Some of the other reasons why employees job hop are lack of

---

\* Research Guide, Brihan Maharashtra College of Commerce Research Centre, Savitribai Phule Pune University, Pune, Maharashtra, India.

\*\* PhD Student, Brihan Maharashtra College of Commerce Research Center, Savitribai Phule Pune University, Pune, Maharashtra, India.

clearly defined career paths, unachievable targets and less benefits. Lack of recognition and appreciation can also be a major reason. There are employees who hop jobs to get better access to resources and information and wider network. In the past the trend was different. It was common for people to work for many years for the same employers for many years throughout their career life. Job hoppers were undesirable, unreliable; they were viewed as ones who lacked commitment and responsibility. However, in the recent years job hopping or changing jobs frequently every year is a norm, especially among the millennial. They expect instant gratification and desire quick growth and advancement. Some employers-Human Resource Department of companies aren't willing to train and recruit staff who have a record or follow the trend of hopping jobs as they fear that these employees will just quit fast. Some employers are not willing to invest in training or recruiting staff who hop from job to job as they fear such employees will leave soon having not made any valuable contribution to the company. They fear that such employees are fragile and will leave as soon as they view or gauge trouble.

### **Literature Review**

In the book "The Seven Hidden Reasons Employees Leave" by Leigh Branham (2005) has listed the following reasons of job hopping:

- The job or the workplace isn't according to the expectations of the individual.
- Too few growth opportunities.
- Lack of coaching and feedback.
- The job demand and person's personality don't match.
- Loss of trust and confidence in the senior leadership.
- Stressful work and work life imbalance.
- Feeling of not being valued or recognized (in terms of pay too).

It takes at least six months to set in a job or a position, so hiring managers need to be assured that you are going to continue working for a longer period of time than just sticking around for few months and jump ship according to the founder and CEO of Work It Daily, J.T. O'Donnell. A lot of people look out for something else when the new wears off as O'Donnell retorts that when the learning phase is over and it becomes a routine job, they feel disenchanting and that's when issues begin to arise. In Spiceworks' 2018 IT Career Outlook report, it was found that one-third of IT pros plan on job hopping. 26% of people who participated in the survey said that they will start looking for a new job with a new employer. 18% planned to start or take an IT job with a new employer. Well, this is not all that has been revealed. Infact, 5% plan to move to an IT service provider or become a consultant. Majority of workers i.e. 64% favour job-hopping according to a new survey conducted by a staffing firm named as Robert Half. This figure is up by 22% from a survey similar to this one, around 4 years ago. It's not surprising that millennial felt the most comfortable about hopping jobs or changing jobs frequently. 75% of the employees under the age of 34 years stated that job hopping could benefit their career.

### **Research Gap**

After doing literature review it is observed that various authors have studied positive & negative part of job hopping. Today's corporate world is dynamic. Employees can easily change their jobs but when they do so they are not stable in their personal life. Person who is not firm on his decisions or running behind money in short time have no peace in their life. All the study is based on professional loss of company or career loss. No one has studied what is the final impact on personal life when it comes to job hopping. Job hopping result is maximum divorce cases are of IT Professionals, Health problems like infertility, Hypertension & having back problems. Many career oriented male & female employees are not ready to marry & if female employee is earning more than male employee she is not getting marriage proposals. Fear of job hopping is that if it will continue employer will hire or retain senior employee for short time. Fresher employee will face the problem of getting right job or highly qualified employee will be paid less. There will be more contractual jobs rather than permanent jobs.

### **Theoretical Background of HR Trends and Challenges for the IT Industry**

One of the main challenges that a human resource management faces today is the skill gap. It is getting wider and wider. Organizations want employees skilled in big data, artificial intelligence, machine learning and data analysis. They wish that employees embrace innovation, but most of the universities have academic programs that are completely outdated and don't impart knowledge on latest technologies. New technologies are processes are need of the hour. Technology companies should invest time, money and other resources in training new and experienced workforce.

### **The Type of Personnel Needed in the IT Industry**

The IT sector witnesses rapid and unpredictable changes. This leads to the need for emphasis on quality of services thus, compelling software businesses to recruit adaptable and competent team members. Its true that software professionals expect their employers to provide them with the necessary training they need to perform, not only in the present jobs but, also related ones that the organization might need. Watts Humphrey, Fellow of the Carnegie Mellon University says that software professional become competent as they work and gain experience. But, they might not necessarily gain motivation. Because once they do a particular kind of work, their curiosity is satiated; they may happen to lose interest and seek to change the job immediately. Infact, when the rate of change in technology is high, it takes more time to acquire competence in one area. What happens to an individual during these intense times of learning and change? They face psycho-logical turbulence as they have to work with a new technology through their career life.

They aim to gain new knowledge that would be valued by other organizations and used here. On the basis of new knowledge and learning, they want to move to higher segments of software value chain. Thus, today constant up gradation of skills and retraining employees poses another big challenge to the HR personnel. For an organization to be competitive it has to be responsive to customer needs and ensure customer satisfaction. Being responsive includes being innovative, taking quick decisions, effectively linking with vendors to build a value chain for customers. Society for Human Resource Management conducted a survey and HR professionals stated in the survey the below challenges as the major ones:

- 59% said retaining and rewarding best employees
- 52% said developing the next gen of corporate leaders
- 36% said creating a corporate culture that attracts the best employees

### **Research Methodology**

The above research is of a qualitative research. Researcher has conducted structured interview method to collect the data. Researcher also referred research Books, research papers, newspapers, and articles while conducting the research. Qualitative research involves naturalistic inquiry and seeks in-depth understanding of social phenomenon in the natural setting. It involves and relies on direct human experiences. Researcher has took sample of 100 employees working IT companies from Pune. Researcher has collected sample of employees who has more than two years till five years of experience and changed the job more than five times in their five years of career. It aims to focus on 'why' rather than 'what' of a social phenomenon.

### **Hypothesis**

**H<sub>0</sub>:** There is no positive relationship between Human resource practice and job hopping.

**H<sub>1</sub>:** There is positive relationship between Human resource practice and job hopping.

**H<sub>0</sub>:** There is no positive relationship between business environment and job hopping.

**H<sub>1</sub>:** There is positive relationship between business environment and job hopping.

### **Statistical Analysis**

Primary data is collected with help of indirect questionnaire. After collection of data researcher have classified the data as below and for statistical analysis. Since it is a numerical data and various parameters to test, therefore the statistical test used is Anova test which is justified for comparison of parametric data variables. In order to measure the hypothesis Likert's scale is used in which score 2 is given for strongly agree, score 1 is given to agree, 0 is given to neither agree nor disagree, -1 is given to disagree, -2 is given to strongly disagree.

### **Testing of Hypothesis**

The respondents from this study are working in IT companies in Pune. The total sample comprised of 200 professionals working in as Technical professionals who includes senior software developers, Project Managers, Team Leaders with academic qualification of computer engineering, computer science. Indirect questionnaires were distributed among 250 employees working in 30 IT companies located in Pune with help of Human Resource department among 100 employees has given complete feedback and opinion. The sample of 100 comprised of 60 % male and 40 % female employees in which majority of respondents were in age between 25 – 35 years.

### Statistical Analysis

Factors	Calculations	Inference
Human Resource Practice Vs Job Hopping	Diff=3.7300, 95%CI=3.1009 to 4.3591 p=0.2421	Null hypothesis accepted
Business Environment Vs Job Hopping	Diff=-0.1900, 95%CI= -0.8191 to 0.4391 p=0.0002	Null hypothesis rejected

**H<sub>0</sub>:** There is no positive relationship between Human resource practice and job hopping.

**H<sub>1</sub>:** There is positive relationship between Human resource practice and job hopping.

#### Interpretation

- Data was interpreted between Human resource practice and job hopping factors.
- Mean value was observe 4.51 and Standard Deviation value was observe 3.93
- Anova Tested value observed was 4.3591 and P value observed was 0.2421. In this case P value 0.2421 which is more than 0.005 hence Hypothesis is accepted.
- There is no positive relationship between Human resource practice and job hopping.

**H<sub>0</sub>:** There is no positive relationship between business environment and job hopping.

**H<sub>1</sub>:** There is positive relationship between business environment and job hopping.

#### Interpretation

- Data was interpreted between business environment and job hopping factors.
- Mean value was observe 4.51 and Standard Deviation value was observe 3.93
- Anova Tested value observed was 0.4391 and P value observed was 0.002. In this case P value 0.002 which is less than 0.005 hence Hypothesis is rejected.
- There is positive relationship between business environment and job hopping factors.

#### Findings

In the IT sector technological changes happen at a fast pace, it's important that employees are trained on new technologies. IT is observed that there is no positive relationship between Human resource practice and job hopping and There is positive relationship between business environment and job hopping factors. HR department cannot guarantee that employees will stick on to the job. So, the vital responsibility of the HR department is that they need to create an environment where the employees would wish to work for a long period of time rather than hop jobs. They need to be provided motivation, mentorship and skill up gradation. Team building is also a strong factor and it helps in employees bonding with the team and sticking around with a company for a longer period of time. While recruiting a candidate HR department should have a personal touch. Companies should have long-term strategies to recruit and retain talented workforce. This isn't a one-time affair, it's a continuous process. HR departments find three most challenging activities: retaining and rewarding best employees, developing the next generation of leaders and creating a corporate culture that attracts the best employees.

#### Limitation and Direction for Future Research

This study has been limited to two variables: Business Environment and Human Resource Practice. Study has measured only the relationship between Business Environment and Human Resource Practice but there are other factors like monetary and non-monetary benefits of employees which can be possibly related to Job Hopping. Considering only two factors is the biggest limitation of this study. This study is limited to Pune city. In future more factors responsible for Job Hopping of employees can be taken such as organizational culture, work and family balance, health and many more. Similar studies can be conducted in industries like Engineering, Telecom, BPO, RPO etc. Future research model should develop for employee job satisfaction and employee retention.

#### Conclusion

There is positive relationship between business environment and job hopping factors. There is no positive relationship between Human resource practice and job hopping. IT world is changing fast and

the talent/skill requirement change fast too. So, the future of IT sector depends on how fast employees adapt to the changing technologies and business environment. HR department has to create a work environment that is appealing to maintain the interest level among employees. Now, people working in the IT department lose interest in a particular job easily and quickly. Once they pick up the skill and job work, they set into the routine and once they set into the routine, they lose interest in the job and move on to another company that provides challenging opportunities. This indeed is the crux of the challenge faced by HR departments in the IT sector. The only way by which this challenge can be combated is to create a motivating and appealing work environment, a company culture that appeals to the employees. This makes the job of the HR departments in IT industry dynamic. As they have to innovate and try new ways of creating the right company environment and culture. Thus, the HR departments in IT firms should communicate more with their employees to understand their preferences and expectations.

### **Recommendations**

- Recruitment process needs to change and should become personal in its approach. For recruiting and selecting candidates, social network for business professionals and referral programs are useful sources of quality new hires in the IT industry.
- HR team should work along with managers to pay more attention to team within the organization and find ways to collaborate and work together. Nowadays the most interesting switch has been the shift of focus from individual to teams. Thus, one of the biggest challenges for the years to come for a HR department is emphasizing a lot on teamwork.
- Everyone needs to feel valued. So, HR departments should make efforts to create an environment that empowers their development and mentorship is given importance. It may become vital to implement a well-defined program for growth with promotion opportunities that would lead to the creation of a committed workforce.
- HR department has to closely cooperate with marketing team to develop attractive brand of new professionals. They need to create an engaging experience for current employees. Companies in the coming years will work on developing a strong cooperate culture, an employer brand along with an impressive mission. They will also invest in creating an image of being a great employer.
- Companies will design long-term strategies in order to create positive experience for employees so that they attract and retain talented people. This is not a one-time affair, it requires sustained efforts to maintain employee well-being and high degree of satisfaction among them.
- HR team needs to focus on developing a conducive and pleasant physical working environment, facilities for good health and tools to boost productivity. Emphasis should be on work-life balance. Its importance should be understood in fostering a more sustainable workforce.
- HR departments should consider developing performance consulting programs as most workers are aiming at improvement. So when relevant feedback and suggestions are given to improve performance it is invaluable for the employees.

### **Declaration of Conflicting Interests**

The author(s) declared no potential of interest with respect to the research, authorship and or publication of this article.

### **Funding**

The author(s) received no financial support for the research, authorship and publication of article.

### **References**

- ✘ D K Aggarwal, Indian IT sector at inflection point, the biggies hold all the aces .Retrieved March 03, 2018, from <https://economictimes.indiatimes.com/markets/stocks/news/indian-it-at-inflection-point-the-biggies-hold-all-the-aces/articleshow/63145265.cms>
- ✘ Geeta. B., (2014). Job Hopping: Issues and Challenges in a Dynamic Environment: An Empirical Study. *Gian Jyoti E-Journal*, 4(2). 7-16. Retrieved from [https://www.gjimt.ac.in/wp-content/uploads/2017/10/2\\_Geeta-Bansal\\_Job-Hopping-Issues- and-Challenges-in-a-Dynamic-Environment.pdf](https://www.gjimt.ac.in/wp-content/uploads/2017/10/2_Geeta-Bansal_Job-Hopping-Issues- and-Challenges-in-a-Dynamic-Environment.pdf)

- 6 Inspira- Journal of Modern Management & Entrepreneurship (JMME), Volume 09, No. 01, January, 2019
- ✘ Health University of Utah. (n.d.). Retrieved January 13, 2018, from <https://nursing.utah.edu/research/qualitative-research/what-is-qualitative-research.php>
  - ✘ Jean Chatzky. (2018). Job hopping is on the rise. Should you consider switching roles to make more money. Retrieved 12 April, 2017, from <https://www.nbcnews.com/better/business/job-hopping-rise-should-you-consider-switching-roles-make-more-ncna868641>
  - ✘ Kakalsaria. R., (n.d.). Training and HR challenges in the IT industry for 2018. Retrieved September 21, 2018, from <https://www.consultantsreview.com/ceoinsights/training-hr-challenges-in-the-it-industry-for-2018-vid-877.html>
  - ✘ Kpmg. (2018). Should employers side step or embrace job-hoppers? 2018. Switzerland: Retrieved from <https://home.kpmg.com/content/dam/kpmg/ke/pdf/mc/2018/should-employers-side-step-or-embrace-job-hoppers.pdf>
  - ✘ Lynn Haber, (2018). IT hiring challenges keep piling up. Retrieved March 21, 2018, from <https://www.channelfutures.com/research/it-hiring-challenges-keep-piling>
  - ✘ Uta. K. (2017). HR trends in the IT industry 2017. Retrieved April 21, 2018, from <https://www.linkedin.com/pulse/hr-trends-industry-2017-karina-uta/>
  - ✘ Yadav. R. (2013). Human Resource challenges for the information technology (IT) industry in India. African Journal of Business Management, 7(20), 1950-1955. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.847.4462&rep=rep1&type=pdf>

#### **Authors Biographies**

*Archana Bahulikar is a research scholar at BMCC, Savitribai Phule Pune University. She is working as Senior – HR in Virstra I technology Services Ltd. She has total 10 years of experience in IT industry. She has experience in handling recruitment, HR Business Partner and HR Generalist in IT industry.*

