

The study on the challenges and opportunities of job-hopping of executives for Information Technology enterprises in Sri Lanka

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BSC. (HONOURS) IN BUSINESS MANAGEMENT

FACULTY OF BUSINESS STUDIES

SABARAGAMUWA UNIVERSITY OF SRI LANKA

2020

The study on the challenges and opportunities of job-hopping of executives for Information Technology enterprises in Sri Lanka

A Supervised Independent Study submitted to the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka in partial fulfillment of the requirements for the Honours Degree of Bachelor of Science in Business Management.

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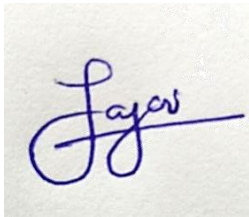
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ABSTRACT

The purpose of this study was to find out whether job hopping is a challenge or an opportunity for Information Technology enterprises in Sri Lanka. Here, the researcher has been done an exploratory study using 12 interviews with human resource executives and senior managers to get an in-depth idea about whether job-hopping is a challenge or an opportunity for Information Technology enterprises. The further researcher used thematic analysis and qualitative analysis for this study because this study explores the perception of HR-related persons in Information Technology enterprises in Sri Lanka. According to the research objectives, the findings were five reasons for job-hopping become a challenge and five reasons for job-hopping become an opportunity. The challenges are, changing jobs to cope with the working environment, rare talented employees hop the jobs, cost of replacement for new employees, have to spend time to adapt new employees for the new environment and job hoppers request more benefits and packages. The opportunities are sufficient knowledge pool in the job market, infuse fresh blood to the organization, and managing the employment cost and there are mainly two conditions to job-hopping to be an opportunity. They are, if the organization has a succession plan for key positions, job-hopping is not a challenge and if employees retain in a particular organization for at least two years, it will not challenge the organization. Moreover, most of the interviews showed that job-hopping is an opportunity for Information Technology enterprises in Sri Lanka. These findings are significant to human resource managers of the Information Technology field to make their future strategies, and this will help entrepreneurs, job hoppers, and new researchers to get an understanding about the job-hopping in the Information Technology enterprises in Sri Lanka

Keywords: *Job hopping, Opportunity, Challenge, Information Technology Businesses*

ACKNOWLEDGEMENT

It is a pleasure to thank all who gave me support to complete this research a success. I would like to express my special thanks of gratitude to my academic supervisor senior lecturer, Mr.P.J Jayathilaka for the guidance and support in completing the research. I offer my sincere gratitude to Dr. H.P.R.Priyankara, Head Department of Business Management, and Prof. Athula C Gnanapala, Dean of the Faculty of Management Studies, and I would like to express my appreciation for all the lecturers in the Faculty of Management Studies.

I would like to thank all the respondents who spent their valuable time providing information through the data collection process. Finally, I would like to offer my heartiest gratitude for my beloved parents and my dear friends for their encouragement and support.

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LIST OF ABBREVIATIONS

IT – Information Technology
HR Manager - Human Resources Manager

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The modern world is changing day by day with new technology. Therefore, managing the multi-generational workforce is a key challenge for managers because the characteristics of the generation are unique for each generation. Today there is a critical issue in the conflict of the generation because there is a significant difference between the X generation and the Y generation in the organization. According to the literature, there are four types of generations. They are Veterans (Radio Babies, The Silent Generations) – born in 1939-1945, Baby Boomers– born in 1946-1969, generation X (Baby Busters) – born in 1970 – 1979, and generation Y (Millennials) –born after 1980 (Olejniczak & Olejniczak, 2018). Millennials have both positive and negative characteristics. The millennial generation has some positive characteristics as individual freedom of movement, opportunity to make decisions, competition, self-realization, future-oriented, direct feedback, discussion, rapid, based on IT, alternative, just in time characteristics (Rodriguez et al., 2019). Their characteristics values, and attitudes are different from the earlier generations. They are lazy, narcissistic, prone to jump from job to job (Wanodya & Perera, 2019). They are less loyal towards their employers, prone to taking risks, job-hop frequently (Anantatmula & Shrivastav, 2012). Changing the attitudes of the generation is a hard task for the strategies to get the maximum from the employees.

Millennials will not stay in an organization for a long time like other generations because they have a reputation for job-hopping. Job hoppers are “someone who works briefly in one position after another rather than staying at any one job or organization long-term” (Pranaya, 2014, p.17). Although most people change jobs more frequently than in the past, job hoppers do it more often. According to some authors, people who have changed their jobs more than two times in the past four years have been categorized as leavers/ hoppers (Shahnawaz & Jafri, 2009). The practice of frequently hopping from one job to another has been referred to as job-hopping. Today hardly to hear that person who started their career in one position in an organization and retired from the same organization. The job-hopping concept can be mostly seen in private organizations and millennials than in any other generation (Pandey, 2019).

According to Pandey (2019) some factors affecting being a job hopper such as low pay structure, poor perspective of growth in the current job, seek better opportunities, low job security, conflict with immediate supervisor, or coworkers. According to him, millennial's average number of retaining in the organization is 1 year. According to Sri Lankan findings, millennials stay a maximum of three years in the organization (Dharmawansa & Thennakoon, 2014). Some authors argued that employees did not stay in a company longer than an average of 3.3 years (Leidner & Smith, 2013).

1.2 Research Problem

According to the individual viewpoint, every person wishes to go up in their career ladder and most of the job hoppers are higher performers. Millennials like to change jobs for bit financial gains as they want to earn more money. If some organizations offer a higher position job for the person than the current organization, they like to hop the job. Job-hopping gives chance to have experience across different jobs and employers. People can enhance their career development using different skills and knowledge. It helps to build all-around employees who are equipped to succeed, specifically in managerial and executive functions (Fan et al., 2015). Rosen (2015) indicated that work experience helps to the development of new skills in one career. Therefore, job-hopping brings more work experience than others. Job-hopping will help employees to find a suitable job that their developed skills and needs (Jovanovic, 1979), and it brings a form of ego-satisfaction (Khatri et al., 2001). Most of the young employees hop jobs for career development. The entrepreneurship model shows that having experience in many different roles has helped to become an entrepreneur. It may

increase the chances of entering into self-employment (Astebro & Thompson, 2011). Moreover, generational differences may influence turnover behavior, performance, work attitudes, and values as well as motivation. After working for an employer for a certain time, employees develop their job skills to get higher salaries or promotions at their current employer. However, job-hopping is a quicker way to a better match of skills and job requirements of a person to acquire economic benefits (Gangl, 2003). As employees become more experienced in their sector, they can decide on what they are willing to do in their career decisions. Job hopping helps employees to find well-fitted organizations or jobs (Thomas & Feldman, 2007).

There are more researches about job-hopping that has a positive effect on one's career. There are few which can be seen that job-hopping hurts one's career. Millennials are not as loyal to the company as past generations then they do not stay in the organization for a long time (Anantatmula & Shrivastav, 2012). Job hopping can be badly affected by one's career because job-hopping behavior will affect the image of the person. Some organizations do not like to hire such a person because of loyalty problems. The reason behind job-hopping is that employees do not believe that staying in one job would give huge opportunities like financial gain or career advantage than switching to another job. The advancement of technology, transportation, and globalization gives more opportunities to the world. This has also been the major reason why people leave jobs (Pandey, 2019). Job-hopping has negative effects such as disloyalty, impatience, a short attention span, less productivity, and a high possibility for turnover (Fan et al., 2015) unemployment experiences, and decreasing status mobility (Gangl, 2003). Employers search for someone's job history when making a hiring decision. Then it will be badly affected by job hoppers (Philip, 2017).

According to the organization's viewpoint, most of the researchers describe job-hopping is as a challenge to the organization. The organization invests money to develop its employees. Therefore, the company has to bear an increase in replacement cost because of job-hopping. Cost of replacement can be described as advertising, processing of candidates, interviewing, and selection, training cost, and other direct costs are exit interview time, administrative requirements, payout of unused vacation time, cost of temporary workers, or overtime for co-workers (Leidner & Smith, 2013). The organization selects an applicant investing more cost of them, then job-hopping badly affects on the company side. If companies invest more in employees, losing one

employee can be very expensive, which makes job-hopping a big bone of contention for many companies (Johari et al., 2012). Employee turnover is no longer a big issue for organizations because of the global recession. However, job hopping is a major challenge that can be observed in today's labor market, with the new generation (millennials) working in the modern world of work (Dharmawansha & Thennakoon, 2014).

According to the organizational viewpoint, job-hopping can be an opportunity. The organizations always try to get the maximum benefits from employees at a low cost. When employees stay many years in one organization, the organization has to give high allowances, salary increments, high gratuity, etc. Hopping behavior can be affected by reducing the gratuity payments, allowances, and salary increments of a person. Then it is an organizational opportunity. Being in a long-term employment relationship signals to companies that it is worth investing in training for the employees, it signals to the employee to invest in firm-specific skills. If there is job-hopping, the organization will not have to invest in training. Some organizations break the employment period of work and rehire the employees because they do not like to permanent the employees in the organization. If an employer permanent the employee, the organization has to spend more on one person. Because of the job-hopping organization can hire the top performers in other companies for the vacant position. If organizations are going to hire senior employees, they will act like bosses. Sometimes it will become an issue or give a negative effect because the organizations will not be able to take them as newly recruit employees. On the other hand, hiring a job-hopper can provide companies with experienced and valuable employees (Philip, 2017). It helps the organizations to get fresh blood into the company because they have a new thinking pattern. Nowadays, human resources managers do not consider job-hopping as a big challenge due to favorable labour supply. Therefore employers can get benefits from job-hopping (Dharmawansha & Thennakoon, 2014). Then the researcher can argue that job-hopping is an opportunity for the organization.

According to the above information, job-hopping has both a positive side and negative side from the individual view as well as the organizational view. Therefore, there is a problem, whether job-hopping is a challenge or an opportunity. According to the literature job-hopping has a positive effect on one's career but again describes job-hopping hurts one's career. The organizational point of view also describes job-hopping

is a challenge as well as an opportunity for the organization. Then there is a complex nature in this problem. According to the literature, there are more findings of what are the factors affecting job-hopping and millennials tend to be job-hopping, the nature of job-hopping in some countries, and how to retain the job-hopping employees (Silva & Weerasinghe, 2016). However, researchers did not exactly identify job-hopping is an opportunity or a challenge for the organization.

In the Sri Lankan context, there is a research article about job-hopping. It is done in a qualitative manner using 30 interviews of knowledge workers over the phone. They suggest that certain industries face a high threat of sustainability due to the job-hopping behavior of employees (Dharmawansa & Thennakoon, 2014) . Another Sri Lankan researcher found that the work atmosphere, stimulating job, autonomy, task description, and salary satisfaction factors are the significant determinants of psychological contract retention the job hoppers (Silva & Weerasinghe, 2016). According to the world context and Sri Lankan literature, it did not directly say that job-hopping is a challenge or an opportunity for IT enterprises. Therefore, there is a knowledge gap and the empirical gap about whether job hopping is a challenge or an opportunity. Then it's worth to get a clear cut answer about job-hopping. This research fully dedicates to investigate "Whether job-hopping is a challenge or an opportunity".

According to Dharmawansa and Thennakoon (2014), found that female employees are frequently hopping the job than males. Recently job-hopping is the biggest challenge for organizations especially in some sectors of the economy like Information Technology and Finance (Shahnawaz & Jafri, 2009). The Sri Lankan research finding also proved that job-hopping can be seen in the Information Technology sector of Sri Lanka (Silva & Weerasinghe, 2016). Therefore the researcher has selected the Information Technology industry to do the research. The Information Technology industry is a new booming industry because it developed in the near past with the 4th industrial revolution. Information Technology companies especially provide Enterprise Resource Planning (ERP) software, cloud software, Information Technology education, and training. There are some leading Information Technology companies in Sri Lanka like Virtusa, Arimac Lanka, Pyxel Internationals (Pvt) Ltd, VS Information System (Pvt) Ltd (VSIS), and Nexus IT solutions.

The researcher selected the population as executive-level employees in the Information Technology sector. Because they have some unique knowledge. The organizations

invest recruit more on knowledge workers than the operational level workers because literature found the nature of job-hopping differences with the gender, level of education, and the industries. There is a relationship between job-hopping and level of education and links with the level of expectations of the employees. The degree holder's expectations are different than the others. Highly educated people seek better job opportunities with better salaries and other benefits. The advanced level qualified employees do not like to job-hop initially because their competition is higher than degree holders. Employees who have to obtain a master's degree, are more like to move from one organization to another organization (Dharmawansa & Thennakoon, 2014). Then investigating executive employees is worthy than investigating operational level employees.

Problem Statement of this study is,

“Is Job Hopping of executives a challenge or an opportunity for the Information Technology enterprises in Sri Lanka?”

1.3 Research Questions

- What are the perceived challenges of Job Hopping of executives for the Information Technology enterprises in Sri Lanka?
- What are the perceived opportunities of Job Hopping of executives for the Information Technology enterprises in Sri Lanka?

1.4 Research Objectives

- To explore the challenges of Job Hopping of executive employees for the Information Technology enterprises in Sri Lanka.
- To explore the opportunities of Job Hopping of executives for Information Technology enterprises in Sri Lanka.

1.5 Significance of the Study

1.5.1 Theoretical Significance

There is a considerable gap in theoretical and empirical knowledge about whether job hopping is a challenge or an opportunity for Information Technology businesses in Sri Lanka because existing literature did not exactly describe that job-hopping is a challenge or an opportunity. Here researcher investigated facts using an in-depth interview to explore the research problem. Therefore, this research dedicates to fill this literature gap and this can be a model of the job-hopping concept.

1.5.2 Practical Significance

Through this investigation, the researcher can provide an answer as either job-hopping is a challenge for the IT enterprises or job-hopping is an opportunity for the IT enterprises. If the final answer is job-hopping is a challenge, human resource managers can get some actions to retain the talented employees within the organization. If the final answer is job-hopping is an opportunity, human resource managers can get it as an opportunity rather than getting it as a challenge. Then it helps to solve their problems.

This research will help job-hoppers to take their career decision in the future because they can identify the organizational viewpoint about job-hopping. This research helps a new entrepreneur to identify the industry. Therefore, they can come to the industry knowing the real situation in the job market about job-hopping. This research will help future researchers to get a clear idea about job-hopping whether it is a challenge or an opportunity to do their future research.

1.6 Limitations of the Study

The researcher tried to get the interviews from human resource managers of Information Technology businesses in Sri Lanka but due to the of pandemic situation researcher has to contact them over the phone. Therefore, the researcher had to face difficulties in contact with human resource managers in the industry.

1.7 Chapter Organization

In this study Chapter, one presents the foundation of the study and describes the research background and research problem. The present study intended to investigate research what are the perceived challenges and opportunities of job-hopping of executives for the Information Technology enterprises in Sri Lanka. Then it included both the research questions and research objectives based on the research problem of the study. The chapter also described the theoretical and practical significance of the study. The chapter ends with a chapter organization of the entire thesis.

The second chapter comprises a literature review including concepts, findings, and arguments regarding job-hopping. As a qualitative study researcher has done an empirical, theoretical, and methodological review and identified gaps in the literature. The third chapter is about the methodology used for the study. It describes how the study conducting until the end. It consists of research design, sampling, data collection methods, and analysis techniques of the study. The fourth chapter analyses those results to justify research questions that developed in chapter one. Finally, chapter five is about the findings and conclusion regarding the study. It mainly provides useful implications for future researchers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Introduction

This chapter focus to study the review of what previous researchers had done about this field. It is an article assessment of the existing body of knowledge in the relevant area. Throughout this chapter, the researcher discussed empirical review, theoretical review, and methodological review. This study mainly discussed generation and job-hopping.

2.2 Theoretical Background

Researchers use some theories when talking about job-hopping like protean career theory and social exchange theory to understand how the protean career attitudes of millennials are linked to shifts in turnover intentions. Individuals who are high in protean career orientation help to reduce job-hopping because they are more likely to advance towards their work goals. There is an indirect relationship between protean career orientation and job-hopping.

Social exchange theory explains the indirect impact of protean career orientation on decreasing turnover intentions through target achievement is weaker when individuals perceived high organizational career support. When organizations consider offering a high degree of structured career practices, the relationship between target progress a the decline in turnover intentions became weaker. According to the social exchange theory, organizational practices help the employee that signal to the employee that the organization cares for and values its employees, which generates feelings of obligation to reciprocate the opportunities provided by the company (Holtschlag et al., 2019).

2.3 Generation

A generation is a group of the same age people who are united by some memorable historic event. Researchers describe a generation as a group of people who are connected by the date of birth, position, and essential life events that happened during their critical development periods (Costanza et al., 2012). Generations interact in a way that has affected a distinct generational group, a collection of historical events, and associated cultural patterns. A generation is an identity that requires some sort of social proximity to common events or cultural phenomena (Parry & Urwin, 2011).

Furthermore, workplaces have three generations of workers like baby boomers, generation X, and generation Y. Each generation has unique abilities and competencies that help to maintain the organization's success (Kultalahti & Viitala, 2015). According to the newest research article generations' birth years describe as baby boomers 1949-1964, generation X 1965-1980, generation Y 1981-2001 (Verasamy et al., 2020). By sharing birth years every generation has a shared bond based on the formative years. Hence, each generation has its characteristics in the workplace especially each community that brings different options, hopes, wishes, aspirations, beliefs, and ideas about work. Researchers discussed that there is a generation gap. Veterans are called as the silent generation, matures and traditionalists, generation X is called as the thirteenth, baby busters and lost generation, and generation Y is called as millennials, nexters, and echo boomers.

There are some positive characteristics of the X generation. For instance, such as work hard, task-oriented, realistic, practical, multitaskers, negative characteristics as impatient, arrogant, lack of empathy, disloyal, high anxiety (Taylor, 2018). Generation X works to live, impatient, they do not care the seniority, not able to wait for a promotion, they want good jobs and rewards, they hope quick recognition and promotions, and difficult to make them happy. Generation X people try to complain about everything. Then the best way is to give them a fun work environment and keep them engaged in the work so that it will help them to keep happy while they are working.

Millennials always think positively about the future and they have not been working in the workplace for a long time (Gursoy et al., 2008). Millennials were growing up after the cold war and they come up with globalization (Codrington, 2008). Therefore they are highly concern about technological things. Generation Y is characterized as socially sensitive, optimistic, ambitious, curious, and easily bored (Gibson et al., 2009). There are common characteristics or traits among the millennials. They can describe it as follow, millennials like competitive wages, training, and development opportunities. Millennials are the most studied generation and they like to change the world. They are multi-taskers, optimistic, busy lifestyle, confidence, arrogance, like group work, and they are fewer individualistic than other generations. They like to work with digital technology because they grew up with mobile phones, social networks, and technology. However, millennials are different from the other generation's employees in the workplace. They prefer flexible working life and always like to have fun (Taylor, 2018).

Millennials are viewed unfavorably and they face struggles in dealing with other generations in the organization. This generational gap issue is different from the type of industry. Further, researchers found that millennials have unique characteristics than other generations like growing up in the free market conditions, contact with new technology, increasing standard of living and consumption, greater choice of education and career path, greater mobility, contact with other cultures, excellent knowledge of the new technologies, creating virtual communities, the ability to communicate and move quickly, do several things at once but also impatience and the desire to have everything immediately, change of approach to one's own life not only they have greater individualism, self-reliance, high self-esteem and the desire for self-realization (Olejniczak & Olejniczak, 2018). Millennials demonstrate higher self-esteem, narcissism, anxiety, and depression, a lower need for social approval, high external locus of control (Twenge, 2010). When generation Y employees do not feel that their career interests will be advanced at a company, they do not feel obliged to stay there. They create a bigger distance between themselves and the employer (Dries et al., 2008). Millennials have realized that the future is uncertain and they more valued the job than its previous generations. This interest in job fulfillment is often what leads to job-hopping behavior (Philip, 2017).

Generation Z is the newest generation in the workplace. They have several defining characteristics that impact their world view and make them distinctive as members of society. When it comes to the workplace, Generation Z has some unique challenges to managers because they respond to ranks and reward systems for accomplishments (Tulgan, 2013). Generation Z has similar characteristics to the millennials because they live in the digital era (Rodriguez et al., 2019). Nowadays most of the executive jobs are held by millennials because according to the researchers they were born between 1981-2001 (Verasamy et al., 2020). Then now they are at the age of 19-39. Therefore, the researcher discussed the millennials in the organization throughout the research. They often try to move to a job from another in a short period. Millennials have a bad reputation for job-hopping (Taylor, 2018).'

2.4 Job Hopping

Job-hopping is “an attitude or behavior where employees migrate from one job to another, irrespective of better alternatives or other rational motives” (Khatri et al., 2001,p.56). Job-hopper is described as someone taking charge of their career, who gains a lot of valuable experience through job-hopping. Moreover, job-hopping is moving from one job to another, without thinking of growth or other rational motives. In the past researcher define job-hopping as a hobo syndrome (Ghiselli, 1974). Job hopping again describes as frequently changing jobs or moving jobs from one company to another company to find the best job. Especially job-hopping frequently can be seen in millennials (Larasati & Aryanto, 2020).

Further job-hopping is a practice of switching jobs frequently, particularly as a means of quick financial gain and career advancement. Researchers found that there are two types of job-hopping. The first type links to an interest in new experiences because some people think that they create new experiences. The other type of job-hopping is related to the turnover culture. Some people are doing job-hopping” just because others are doing the same (Saleem et al., 2016,p.227) ” Similarly, Yuen (2016) defined job hoppers are people who look for new jobs and they demonstrate job-hopping behavior by frequently changing jobs. Job hopping refers to the practice of leaving companies on their enthusiasm more often than in the case of downsizing or firms ceasing to work. It is a trend that causes experts in human resources to face difficulties in recruiting workers and having employees live in their organizations

Some researchers describe job-hopping as switching jobs frequently. Job hoppers are usually seen as individuals who can not stay within an organization for a longer period or people who spend a short period and energy and have no passion for their work. Work insecurity, frustration, downsizing are some of the factors behind voluntary turnover. Other organizational factors that may cause severe job-hopping are insufficient training, fewer work prospects, and challenging task provided by the company, unfair treatment of leadership problems. Some experts indicated that job-hopping is simply the tactic workers use to hold themselves in the labor market with strengths and skills and develop their abilities by working in different organizations (Saif & Siddiqui, 2019). Further researchers identified some reasons that influence millennials to hop on the job like seeking better opportunities, low pay structure, no perspective of growth, low job securities, and unfair treatment of management (Pandey,

2019). In literature describe that there is a relationship between the principles of employment, attitude and conduct, and the interpersonal skills of the respective generations. Workers who have a high commitment to the company can have less propensity to leave or change jobs. Especially job hoppers, which are often recognized as individuals who want to change jobs. They have low loyalty and dedication to their work (Verasamy et al., 2020).

Job-hopping is influenced by two factors like intrinsic factors and extrinsic factors. Extrinsic factors are the low level of commitment, higher salary offered by other firms, a clear career path and to seek new knowledge. A high-level manager has done job-hopping because he or she wanted a better status. Middle-level employees hop the job for pay, promotion. Researchers have found out that a low level of managerial employees hops the jobs for self-development. When employees want to extend their network, employees go for higher salary jobs (Larasati & Aryanto, 2020).

In the global labor market, job-hopping can be identified as a greater problem in millennials. As well as Pakistan's research explains that tangible and intangible incentives, which play the most important role in increasing job-hopping actions among millennials. Tangible rewards identify as fair pay for the market, monetary allowances, and performance allowances. Intangible rewards are inspiration and estimates, quality of work, work-life balance, and future growth and change. The researcher found that job-hopping in millennials is positively correlated with intangible rewards and negatively correlated with tangible rewards. It helps employers to identify which factors need to be taken into account when designing strategies for employees to reduce job-hopping behavior (Saif & Siddiqui, 2019). According to Lim (2001), Malaysians were popular for job-hopping. They remain in an organization for a maximum duration of 3 years. Sometimes organization hires wrong candidates for jobs because the applicants utter all kinds of lies during the interview, which later identifies the mismatch between the nature of the position and the needs of the employee, therefore, plan to hop the job and look for another job (Mahadi et al., 2020).

According to Twenge (2010), higher educated employees may hop on the job more frequently than their lower educated employees. However, organizations concentrate their retention strategies not only for higher educated workers but also on lower educated staff. As well as a small organization often seeks to hire workers who value non-economic factors while a large organization would attract employees who value

more economic factors to increase retention rate. In Malaysia, most of the job hoppers are knowledge workers, and in the IT sector because they hoped the job to raise their salaries. Most of the managerial level people also hop the jobs (Yuen, 2016). China, Malaysia, Hong Kong are popular for job-hopping in the manufacturing and service sectors (Khatri et al., 2001) and IT industries in India (Pathak & Vadiya , 2019). It seems that job-hopping is common in technology-related industries and the problem of job-hopping can be seen in professional staff, technicians, or engineers but also the technology firm's managers and executives. Especially this can be seen in that it has blooming income for countries in Asia (Freedman, 2008).

Bansal (2014) found out the reasons for job-hopping at different levels of management in the IT and Telecommunication industry. According to that 70% of top-level, 52% middle level and 40% junior-level people are trend to hop the jobs in the private sector from the beginning of their career. Moreover, scholars have found out that the special characteristics which employees seek from their employers to retain in the organization. They are reasonable salary, long term security, friendly working environment, financial health organizations, work-life balance, career development, training facilities, positive image, values, strong management skills, use of cutting-edge technologies, and diversity management. Such desirable characteristics are used in a series of marketing strategies to attract candidates (Gregorka et al., 2020). Then organizations must consider those things when they are growing the business to identify reasons for employees leave the organization and how to retain the employees within the organization. Similarly, Bansal (2014) also identifies that the executives of the private sector always expect growth and promotional opportunities, a good workplace environment, rewards, training, development opportunities, and challenging jobs. The above researcher identified the executive's perception of job-hopping. Most of them think that pay-related factors are not related to job-hopping and they describe job-hopping as healthy for the company as well as personal development. Especially executives give suggestions for job-hopping as follows retain strategies, better training and development opportunities, give recognition, try to make more comfortable and build healthy relationships inside the company, balance job demands with job responsibilities and job rotation.

2.6 Job Hopping as a challenge as well as an opportunity

Job hopping has both positive and negative sides on the employee side as well as the organization's side. Employees more like to earn more money because of that they move one job from another. Job hopping brings benefits to the employees like adding the experience of various sectors, employees can deal with more resources, give more experience, and help to find the right job, allow employees to get other job opportunities, and help to earn more money. Many scholars felt it was no longer a shame for certain sectors or employers to hop for work. Nowadays job hoppers are more optimistic than before because it gains more diverse types of experiences (Yuen, 2016). Pranaya (2014) found out that job-hopping gives benefits to employees. They are the experience of diverse backgrounds, access to more information and resources, exposure to different businesses and people, large resourceful network, chance to find the right fit, exposure to different jobs, opportunity to show off some of the best attributes, and more money. Then job-hopping is an opportunity for the employees.

As well as it brings disadvantages to the employees like employers may refuse to invest in new workers because they think that employee can enable to hop the new jobs as he or she previously has done and lack of satisfaction about job hoppers. Job hopping is a major obstacle for an enterprise in the age of rapid globalization. Then the organization will also search for ways to lead workers to have a greater attitude to work and job satisfaction to decrease their ability to do job-hopping (Larasati & Aryanto, 2020). However, job-hopping is a challenge for employees. Employers will be hesitant to invest in employees, the job may be less secure, lack of satisfaction, employer question the employee's judgment and employers fear for employees because of job-hopping behavior at the first sign of trouble and it damages relationships among employer and employees. Here, the researchers, again and again, prove this information. Then job-hopping is a challenge for employees (Pandey, 2019).

Job hopping can be a challenge for organizational viewpoint also. Usually, employees hop the organization because of not matching the expectation of employees and actually what the organization is provided. After some time, employees will feel boring to spend a long time in the same company. This behavior will not give benefits all the time. Therefore, Job-hopping seems to be a curse when you seed, water the plant, and someone else uses fruit. Then getting and growing talent is a really hard part for an employer (Pathak & Vadiya, 2019).

Meanwhile, job-hoppers have a wider connection with the outside world. Then it is good for their career development but companies have to spend more money on the recruitment of new employees because of job-hopping. It can be costly for the company (Liu & Batt, 2010) and there is a risk of spread the secret of the organization because companies have their secrets. If the secret goes to the outside world it can be a huge disadvantage for the companies (Taylor, 2018). When increasing job-hopping, there is a risk of retaining skilled and trained employees. The young generation has poorer work attitudes, lies, disloyalty, and value highly extrinsic rewards. Employees seek jobs that fit their preferences and they seek more freedom. If they can't get their expectation, they may try to leave the company (Cennamo & Gardner, 2008). They think that job-hopping is a way to career development. Skilled and talented millennials ready for job-hopping and doesn't matter how many businesses or employers they have to turn to because these changes will meet their aspirations.

When qualified and professional workers leave, employers needed to spend money on replacements, such as advertisement and hiring, training, and creating new workers. The employer is willing to train the new workers however they are fearful of facing the same problem again. It is assumed that people from a similar generation share identical values, beliefs, habits, or attitudes because millennials are popular for job-hopping. The significant factors that force an employee to jump jobs are better wages, market competitive pay, potential growth and opportunity, work-life balance, lack of motivation (Saif & Siddiqui, 2019). Organizations have to give high attention to job-hopping because they have to spend a lot of time and money on recruitment, induction, training, and development. It affects company morale, efficiency, and net income as well as increase replacement costs (Thwala & Phaladi, 2009). Therefore, job-hopping is a challenge for organizations. Job hoppers will change the jobs to find the right work to fulfill those requirements. Job hopper leaves the business for better deals from other businesses as some organizations give high offers to the top performers of one's organization. It can be a greater opportunity for the organization as they can get the best people out from other companies. Especially in the IT sector, they have to do some projects then they want highly qualified and smart people to full all those projects (Larasati & Aryanto, 2020). Organizations can find a fitted person for the position. Further researchers proved that people change their careers by moving to create their range of skills and expertise from organization to organization (Nzukuma & Bussin,

2011). It helps to get better exposure rather than stay at a particular organization. Then the organization can get an experienced person from the job market. Therefore, organizations can get the top performers from other companies giving higher benefits. According to Bansal (2014) job-hopping isn't a major problem, and since it infuses fresh blood to the company, and further described that some amount of job-hopping is safe. If an organization get new talented employees, it can be a good opportunity for the organization because the organization can't handle long term employees as they wish. Long term employees act like a boss because of seniority and they always argue the decisions of the company. If an organization can get new employees, they will work very energetic way and they have innovative ideas than long-term employees. According to that job-hopping is an opportunity for the organization.

Job hopping started because the workers were unhappy with their current employment. People have different experiences with the people who jump as much as possible in a limited period from organization to organization. Sometimes, they change jobs such as changing clothes. Especially mental conditions also lead to job-hopping. Job hopping gives a negative effect on an organization because there is a risk of overwhelming knowledge for other businesses and raises the costs of recruiting new workers to replace the skilled experts. Companies belonging to the technology industry in Singapore are very concerned about job-hopping because competitive advantage can go for other companies (Yuen, 2016). Previous scholars used qualitative and quantitative methodology for the research in the job-hopping field. Researchers used qualitative methodology as job-hopping – An analytical review (Pranaya, 2014), an exploratory study on job-hopping in Sri Lanka: a study on generation 'Y' employees (Dharmawansa & Thennakoon, 2014) and quantitative methodology used as the job-hopping tendency in millennials (Pandey, 2019), job attitudes as a predictor of employee turnover among stayers and leavers/hoppers (Shahnawaz & Jafri, 2009). As well as some researchers used mixed methodology like job-hopping: does it benefit or detriment careers? (Philip, 2017). Here researcher used qualitative methodology for the study.

Researchers mainly focused on what are the factors affecting Job-hopping, how to retain job hoppers, and the nature of job-hopping in countries. According to the above information, researchers explain job-hopping as an opportunity as well as a challenge for the organization. There is a complex nature of this problem because no one identifies

exactly job-hopping is an opportunity or a challenge for Information Technology enterprises in Sri Lanka. Therefore, there is a theoretical gap. As well as this type of research was not conducted in other countries also. Therefore there is an empirical gap. Then this research is fully dedicated to finding the exact answer for whether job-hopping is an opportunity or a challenge for the Information Technology enterprises in Sri Lanka.

2.7 Chapter Summary

This chapter described the literature regarding generation, job-hopping, and job-hopping as a challenge, as well as an opportunity. Throughout this chapter, existing job-hopping knowledge is explained based on recent and relevant articles. generation, job-hopping, and job-hopping is a challenge as well as an opportunity. Here, mainly discuss the theoretical gap, empirical review, and the methodological review about job-hopping behavior. The next chapter will discuss the research approach, research design, and sample design, source of data, data collection methods, and time frame.

CHAPTER THREE

METHODOLOGY

3.1 Introduction to Chapter

This chapter explains the way research is conducted. It consists of the research philosophy, research approach, research purpose, research strategy, research methods, time horizon, and unit of analysis, sampling, data collection, and data analysis techniques.

3.2 Overview of the Methodology

3.2.1 Research Philosophy

Research philosophy refers to a system of beliefs and assumptions about the development of knowledge. “Research Paradigm is a set of basic and taken-for-granted assumptions, which underwrite the frame of reference, Mode of theorizing and ways of working in which a group operates” (Saunders et al., 2009,p.140). According to the researchers, a paradigm includes epistemology, ontology, and methodology. Epistemology deals with how one might understand the world and communicate knowledge to others, ontology deals with basic questions about the nature of reality, and methodology discuss how people gain knowledge about the world (Burrell & Morgan, 2019). Researchers further Paradigms describe as it is a set of beliefs or assumptions of a researcher about the nature of the world. There are two types of paradigm as positivism and anti-positivism. Positivists believe in objective reality and use quantitative technique while anti-positivism believes in subjective reality and uses the qualitative technique (Näslund, 2002) .“Anti-positivism is a research paradigm that unmasks the alleged objectivity of science and sees instead the ultimate subjectivity of all forms of research, including science” (Wicks & Freeman, 1998,p.127).

The researcher selected anti-positivism as the research paradigm because this research is qualitative research as well as there is subjective reality and perception of individuals differ from one to one. Therefore here researcher intended to expand the knowledge of job-hopping behavior in Sri Lankan Information Technology enterprises from HR professionals' perception.

3.2.2 Research Methodology

There are three types of research methodologies that are used by a researcher named quantitative research, qualitative research, and mixed-method research. Quantitative research is defined as researches that focused on objectivity and suitable for the researcher that can be collect quantifiable data while qualitative researches recognized as an illustration of the information to understand the problem that cannot be collected quantifiable data and it is concerned with aspects of reality that cannot be quantified, focusing on the understanding and explanation of the dynamics of social relations (Almeida et al., 2017). The mixed-method is an investigative strategy that uses both quantitative and qualitative information. The method of qualitative researches usually generates words as its data rather than generating numbers. In terms of the qualitative approach, the researcher finds meaning for a particular phenomenon from the participant's point of view (Creswell, 2014). The researcher tried to understand the perception of HR professionals about job-hopping in the IT business. Therefore, the researcher used the qualitative methodology for the study.

3.2.3 Research Approach

There are different types of researches based on the nature of the inquiry. Mainly there are two types of research approaches as induction and deduction. The research approach depends on the research philosophy, nature of the topic, and the emphasis on the research. One main difference between induction and deduction approaches is the deduction approach usually deals with quantitative data, the induction approach more likely to use qualitative data (Saunders et al., 2009).

In the induction approach firstly observe the phenomena, analyze then formulate the relationship, and finally develop the theory (Saunders et al., 2019). Induction involves moving from the particular to the general, as when making empirical observations about some phenomenon of interest and forming concepts and theories based on that and deduction approach moving from the general to the particular, as in starting from a theory, deriving hypotheses from it, testing those hypotheses, and revising the theory

(Woiceshyn & Daellenbach, 2018). The researcher used the induction approach because the study on job-hopping of millennials with Special reference to executives of IT business in Sri Lanka is qualitative research and there was no clear answer about job-hopping as a challenge or opportunity for the IT sector. Then the researcher had to first observe the phenomena, analyze and give a conclusion at the end of the research.

3.2.4 Purpose of the study

There are three research purposes as exploratory, explanatory, and descriptive (Azungah, 2018). Explanatory research is to identify causes, to ascertain causality between factors and to determine effects on the behavior of a social phenomenon, and to predict how one phenomenon will change or different from another variable, descriptive research is a process of recording and reporting phenomena especially not primarily concerned with causes and exploratory research is often showing more detailed study, but it can also be an important form of research in its own right (Strydom, 2013). Descriptive and explanatory research is quantitative research and exploratory research is qualitative research (Strydom, 2013). Therefore, this research is exploratory because it finds out what is happening, seeks new insight, and asks questions, and assesses phenomena in a new light (Saunders et al., 2019). The researcher has no exact idea about whether job hopping is a challenge or an opportunity for IT enterprises because that researcher explored the phenomena.

3.2.5 Research Strategy

A research strategy will help to find answers to research questions and reach research objectives. There are different types of research strategies like an experiment, survey research, observation, case studies, grounded theory, action research, and mixed methods. In multiple case studies, the researcher has to explore the difference between cases (Saunders et al., 2009). Here, the researcher used a research strategy as a multiple case study because the researcher has to explain the perception of HR-related persons in the IT business about job-hopping.

3.2.6 Research Method

There are two types of main research method. They are a mono method, multiple methods, and mixed methods. Here the researcher used semi-structured interviews to collect data. The Mono method is a single data collection technique and multiple methods use for more than one data collection technique for emphasizes research

problems (Saunders et al., 2019). Here, the researcher used semi-structured interviews to collect data. Therefore, the researcher used the mono method as a research method.

3.2.7 Time Horizon

There are two types of data collecting methods like cross-sectional and longitudinal (Saunders et al., 2019). If the researcher wants to study individuals or phenomena at more than one time, it is called a longitudinal study. If the researcher gets the details at one time like a snapshot is called a cross-sectional study. In this study, data is gathered at one time to answer the research questions from target respondents. Therefore the time horizon of this study can be identified as a cross-sectional study.

3.2.8 Unit of Analysis

The unit of analysis is the person or object from whom data is collected by the researcher. It addresses the problem of what and how is being studied. It involves individuals, groups of people, organization, countries, technologies, and objects which are focused to investigate (Kumar, 2018). The researcher wanted to know whether job hopping is a challenge or an opportunity for IT businesses in Sri Lanka. Then the researcher collected the data relating to the Sri Lankan IT enterprises. Therefore, the unit of analysis is the organizational level.

3.3 Source of Data

There are two types of data collection methods primary data and secondary data. Primary data represent the first-hand data that researchers gather by themselves by using interviews, observation, questionnaires that called primary data analysis and secondary data means researcher gathers data from the work done by someone else such as from reports, articles that called secondary data analysis (Hox & Boeije, 2005). In this research, the researcher used only primary data. Primary data was collected via conducting ten 12 semi-structured in-depth interviews with HR-related persons in Information Technology businesses. The interview protocol had 12 interview questions. Interview protocols were developed based on the objectives of the research and semi-structured interviews have a more flexible nature. Hence, the researcher had the freedom to ask questions than the interview protocol.

3.4 Sample Design

3.4.1 Population and Sample

Population means all the persons who meet the particular criterion specified for a research investigation (Banerjee & Chaudhury, 2010). It means a full set of cases that the sample is taken from. The population of the research is executives in IT enterprises in Sri Lanka. The population is unknown because of the lack of information to identify the exact number of population.

A sample can be defined as a group of a relatively smaller number of people selected from a population for investigation purposes (Alvi, 2016,p.17). The researcher used a sample size is 12 HR related persons in the IT enterprises in Sri Lanka to find out the information because in qualitative research there is no generalization and lack of information to identify the exact population.

3.4.2 Sampling Method

There are two types of sampling techniques as probability sampling and non-probability sampling (Alvi, 2016). Probability sampling is used for quantitative research and non-probability sampling use for qualitative research. Probability sampling is called random sampling or representative sampling. The probability sampling technique includes simple random sampling, systematic sampling, and stratified sampling and it mainly uses for quantitative research (Taherdoost, 2018). Nonprobability sampling is called a judgment or non-random sampling. In this sampling, a technique researcher does not allow get an equal chance of participation in the investigation (Alvi, 2016).

Researchers used nonprobability sampling techniques because when it is not possible to specify a sample frame researchers follow the non-probability sampling techniques (Saunders et al., 2019). There is mainly three sampling technique in non-probability sampling. They are purposive sampling, snowball, and convenience sampling. The purposive sampling technique is used where the researcher wants to identify the nature of a culture with an expert who has relevant knowledge regarding the research area (Tongco, 2007).In purposive sampling, the sample is approached having a prior purpose in mind (Alvi, 2016,p.31). It uses instead of getting information from those who are most readily and convenient to get the details. Then it tried to get the details from the specific target group. For this study, the researcher got the details from HR-related

persons in IT businesses and there are specific types of people who provide the desired information. Then the researcher used purposive sampling for this research.

3.4.3 Interview Profile

The researcher tried to interview human resource managers in leading Information Technology businesses in Sri Lanka. In the end, the researcher found the twelve executives in leading Information Technology businesses in Sri Lanka. First company A is Arimac Lanka, which provides services of digital solution provider, mobile and enterprise solutions, artificial intelligence, machine learning, immersive technologies, and game design and development. The company is located in Colombo. Company B is Cloud Solution International (PVT) Ltd. It is a fully owned subsidiary of cloud solutions, the Kingdom of Saudi Arabia. It deals with the healthcare industry with better technology to minimize day to day risks. Company C is Pyxel Internationals (PVT) Ltd. It offers digital consultancy to help middle-market companies accelerate their digital business transformation and provides an integrated portfolio that includes digital strategy, digital governance, and digital execution solutions.

The fourth company (D) is VS Information System (PVT) Ltd (VSIS). It is founded in 2009 as a part of the VS group of companies to provide Information and Communication. Technology solutions and services to the Sri Lankan market. Company E is Nexus IT solutions, combined with an extensive network of industry leaders to deliver enterprise-level solutions to small companies. The sixth company (F) is eNerds International has clients' sized 10-250 employees and provides one-stop-shop outsourced Information Technology experience covering desktop management, server management, network management, and cloud management.

Fortuna Global (PVT) Ltd (company G) has over 10 years of experience and it is specially providing digital banking solutions. Aasa IT (company H) is one of the famous Sri Lankan organizations that stepped into 3D engineering software solutions. It provides innovative and creative web solutions. The ninth company (I) is Millennium IT. It is one of the famous Sri Lankan IT firms specialized in the electronic trading system and capital market technology solutions. Its headquarters located in Colombo. The tenth company (J) Just In Time Group (JIT) is started that before 24 years. It has grown from a 6 member team to a 290 employee group with various Information and Communication Technology solutions (ICT). It provides ICT solutions and service

support to a niche market. IFS (company K) is one of the leading software development companies in Sri Lanka with 1000 employees and the twelfth company (L) is 99x Technology. They create impactful and futuristic software products. They have been nominated as one of Asia's top 100 technology companies.

3.5 Data Collection Method

Data collection methods add value to the research. In qualitative research, the researcher understands the phenomenon deeply but in the case of quantitative research, the researcher investigates and describes the phenomenon up to a certain level. The interview is one of the main data collection methods in qualitative research (Englander, 2012). It is a guide and purposeful conversation between two or more people. There are different types of interviews like individual or group, structured or unstructured, semi-structured, and conducted face to face, by telephone or online (Sekaran, 2003). Therefore, the researchers used the main data collection method as an in-depth interview. The researcher collected data from the HR managers of IT companies. The researcher tries to interview the executives over the phone using a semi-structured interview and there is an interview guide also (Appendix C). The semi-structured is open, allowing new ideas to be brought up during the interview as a result of what the interviewee says. Further, the researcher or the interviewer knows the areas and want to cover from the respondents, and a set of pre-set open-ended questions were given to the respondent to answer. The researcher tried to collect data until the researcher comes to the saturation point. All the interviews done through over the phone.

3.6 Data Analysis

Data analysis in qualitative research is done by the first record, transcribe, and coding the data, and finally categories the data. Firstly interview and record it then subsequently transcribed it as reproduced as a written document. Data coding involves two activities as developing categories and attaching them to meaningful chunks of data. After that researcher recognized relationships and develop further categories. Finally, the researcher could create and evaluate ideas as well as draw conclusions about the study (Saunders et al., 2019). Thematic analysis is one of the main data analysis techniques in qualitative research. It identifies the pattern or theme within qualitative data. Themes are to address the research or the issue. It's summarizing the data (Maguire & Delahunt, 2017). Here, the researcher also used thematic analysis for

this study because the researcher collected data using interviews and analyze data using the theme.

3.7 Chapter Summary

The present chapter described the research design. It consists of the research philosophy, research approach, research purpose, research strategy, research methods, time horizon, and unit of analysis, sampling, data collection, and data analysis techniques. The research approach is social constructionism because the researcher investigates the perception of HR-related persons. Moreover, the researcher used the research approach as inductive and the research purpose is exploratory research. As well as research strategy based on multiple case studies, and the researcher used semi-structured interviews to collect the data from 12 participants. The next chapter will discuss the data analysis and the discussion of the study.

CHAPTER FOUR

ANALYSIS AND DISCUSSION

4.1 Introduction to the chapter

This chapter consists of the data analysis of interviews and findings of the study and the final discussion of the study.

4.2 Data Analysis

4.2.1 Interview Analysis

The researcher used the main data collection method as interviews to get the final result of the study. Here, the researcher interviewed four human resources (HR) managers, five human resources (HR) executives, one system engineer, one managing director, and one senior operational manager. Altogether 12 interviews were conducted related to the Information Technology businesses in Sri Lanka. All respondents were contacted by friends, known human resource managers who have contacted the respondents. Firstly, the researcher gave an introduction to the study for the respondent to get a clear understanding of the study. The researcher got the same answers one by one within five to seven interviews because in this study can get two answers about whether job hopping a challenge for Information Technology enterprises or an opportunity for Information Technology enterprises. Then the researcher continued to get further interviews until coming to the saturation point. Then finally researcher could get the answer from respondents, as seven respondents gave an explanation as job-hopping is an opportunity and five respondents gave an explanation as job-hopping is a challenge. All the interviews were conducted over the phone and all 12 interviews were audio recorded by the researcher with the consent of respondents.

Then all the audio recordings were transcribed to the word document. After transcribing interviews, the researcher coded the data. Then the researcher applied the axial coding.

4.2.2 Job hopping is a challenge

In this study, the researcher expected to explore that job-hopping is a challenge or an Opportunity in IT enterprises in Sri Lanka. Therefore here researcher identified that the six reasons for job-hopping become a challenge for the organization. changing jobs to cope with working environment, rare talented employees hop the jobs, cost of replacement for new employees ,have to spend time for adapt new employees for new environment and job hoppers request more benefits and packages .According to respondent 8 identify as a challenge;

“We don’t take job-hopping as an opportunity. Of cause, you know a plan to work with. It’s not taken an opportunity. So we took it as a challenge and we make sure that we can live” (Respondent 8)

Changing jobs to cope with the working environment

Today business environment is dynamic. Then organizations have to cope with the new trends and technologies. Because of that job-hopping can be a challenge for the organization. Respondent 3 explained that employees hop the job for their career advancement. Career development is lifelong of managing studies, work, leisure, and transitions to move towards a successful future. Every employee tries to go up with their ladder. One respondent discussed it as,

“Two months ago we hired a graduate. We have a team call the digital team. He wants to join the digital team and he wanted to change his career. We also kind of believe that he can do it. He wants to join the digital team, but he is not. He wanted to change his career again to accounting. But immediately he wants to change his career again to the previous one and actually, we have kind of a panic because that time we have not much time to hire another one. The high urgent position, so we have to advise and we can’t do that. Now he is doing the job but doesn’t know when he will do the position. Now we also looking for new candidates and so actually when they change the career 50% some are doing a good job some are not actually”. (Respondent 3)

According to the above statement, he wanted to go up in his career but he wanted to change his career. At that time organization has no time to replace another person for that position because the Information Technology sector works as a team. If one goes out, it will become a big problem for the organization because there is a critical position. In the Information Technology sector, knowledge workers try to hop the jobs for better opportunities. It is a challenge for the organization. Another participant stated that new members like university students suddenly try to leave the job for their career development. From an organization's point of view, it is a challenge for the organization. Respondent 1 mentioned that;

“The founding workers who work within a start-up level tendency to retain in the company. Then new members like university students after one year tend to leave as our thinking because suddenly they get opportunities.” (Respondent 1)

Organizations have to cope with the new technological trends to retain in the market. Knowledge workers always try to update with the new technology due to that they try to move fast from job to job. As per the second respondent, it is not a perfect decision, because the organization has to replace another one quickly.

“Each individual wants to move fast. They want to develop their careers with this new technological trend. They wanted to move out. But my concern is if they are changing jobs within one or two years. It will not be another perfect decision”. (Respondent 2)

Respondent 10 also stated that knowledge workers try to move out with the technology. Even though the current organization is good, they will try to move out with technology. It is a challenge for the organization.

“Once the contract exceeds and it does not bring the person you look out and that is the one scenario lookout even if they have a permanent job, the trend to [go] with fast going technology. They tend to move out even the current company is good. Like I said if you are comfortable and yeah if you get a comfortable working environment to what the company provides a person will tend to move maximum for two years”. (Respondent 10)

Job hopping is frequently changing jobs. As per the company, J seems that job-hopping within a short period is not good for the organization. It will be a challenge for them.

“From an organization perspective, a person from my company, not just one, a group of people looking out within a short standard period to stay, then it’s a disadvantage for a company”. (Respondent 10)

Rare talented employees hop the jobs

The organization has various types of talents. There are some rare talents and common talents. If rare talent goes out, it will be a huge challenge for the organization because that talent can not replace quickly. Respondent 1 statement shows that rare talent moving is a challenge for company A.

“It’s like rare and marvels talent then it’s challenging. Think that want to take chief technical officer, that’s going to be a challenge. suddenly if he says I am leaving in a month. A position like that yes [challenge]. It depends on the position”. (Respondent 1)

“Then think specifically there is a person like valuable assets, if that talent difficult to find out, his leaving of the company can be an issue because sometimes it difficult to find”. (Respondent 1)

The organizations have good performers, average performers, and poor performers. Respondent 10 stated that if good performers go out, it will be a challenge for their organization because the organization can’t predict that a new replacement also a good performer.

“It is not an opportunity first among the job hoppers can be good employees or good performance. So that is a disadvantage for the company. There are two sides. It’s good for us as well as bad when talent goes out”. (Respondent 10)

In the same respondent 7 also said that there is a challenge to keep talented employees within the organization;

“It’s [job hopping]a challenge in the essence opportunity in one way if they’re a very capable candidate or person.[It]can be a challenge to keep the people. Because they always want to go for new challenges, go for new companies and

they want benefits. There is a challenge to keep people efficient or good performers". (Respondent 7)

There is a particular skill set for one's job. Then if employees move out, the organization can't easily find the particular skill set from another person. Then it is a challenge for the organization. Respondent 4 also highlighted that;

"It's difficult to find the person according to that skill and certification. Because it's difficult to find the person according to that skill and certification". (Respondent 4)

Cost of replacement for new employees

Every organization has to bear hiring costs when it comes to recruitment. It shows how much it costs a company to fill the position. It included the cost of advertisement, recruiting events, recruitment software fees, and relocation fees, etc. Then after the recruitment organization has to spend huge costs for employees. Therefore, it is a challenge for an organization that employees hop the job after developing them to a certain extent. The Frist respondent showed that,

"There is a cost to the advertisement, recruitment, find from a recruitment agency, it consumes the time but sometimes if someone leaves at this moment, we can get another person". (Respondent 1)

Another respondent also stated that spending high-cost for recruitment is a challenge for their organizations.

"When it comes to hiring cost, training them to retain them is again a cost .staff member expects something in return and gives and take kind out. if the staff member leaves within a short period, the company gets the loss. So when considering those factors, it's not a good opportunity or a good advantage for the company. A job hopper is a non-performer or when it comes to saying a person is nonperformers. It's not up to the standard of the company or after the expectation of the company. Then, of course, yes. Unless otherwise really not an opportunity for a company". (Respondent 10)

Every organization has to spend time interviewing employees, recruiting processes, and employee training. Then if employees hop on the jobs, the organization has to spend

another time to replace the position. Respondent 10 also discussed that job-hopping wastes time.

“Job-hopping is leaving the effort putting the time. It’s the cost of everything in other parts”. (Respondent 10)

Training of employees takes place after an employee is recruited for the organization. Training is a process of enhancing the employee's skills, capabilities, and knowledge for doing a job. The organization has to spend money on training employees. Four respondents stated that job-hopping is a challenge for the organization because of the training cost.

“Job Hopping is a challenge. We had to have a kind of good culture, training program and make them have technologies within an organization to keep them with us”. (Respondent 2)

“We get good people and train, after he or she moves, we have to train again because it is difficult to find [person] according to that requirement”. (Respondent 4)

Respondent 6 mentioned that;

“Same time we have been proactive in our recruitment process if one guy leaves, we take immediate action to have someone ready like that. We can’t take it as an opportunity. Because we normally develop all our engineers up to some level whenever they join. It’s all about developing engineers up to after reach to a certain level, they have confidence, basically opportunity like that. So that is a challenge at this moment”. (Respondent 6)

“We can’t take it as an opportunity for us to that the resources of another level or another local company may be under training or not giving benefits as us. Whenever we adhere to see how they prove to arrange everything for people like changing jobs in the last five years. We don’t hire them now in my organization”. (Respondent 6)

According to respondent 10 also again proved that the organization put huge effort to train employees and give them particular knowledge. Then if employees hop on the job after getting training and all the things, it will challenge the organization.

“The company put the effort into that period to train them, give knowledge, and retain them within the organization. An effort is not a manager’s self-effort as we think like that. It is a cost”. (Respondent 10)

The organization has to spent money on employees from interviews to develop employees. Then if employees suddenly hop on the job, it will be a challenge for the organization because the invested money can’t be recovered. Respondent 2 showed it as,

“After investing for the person, they leave is like an entire investment like pounding money on a rat hole. (Respondent 2)

Have to spend time to adapt new employees for the new environment

All the employees are not the same then they are different from one to one. If experienced employees change the job, the organizations have to train everything for new employees. Because of that respondent 1 from Company A has identified that job-hopping as a challenge for the organization.

“Then after leaving the experience person new person is not like him. We want to teach them”. (Respondent 1)

Every employee spent some period to adjust to the culture. There is an orientation process in the organization. That is helping the new employees to align with their new job, responsibility, and organizational culture. Respondents 2 and 3 indicated that new employees spent some period adjusting with their environment, mostly it can be six months. After that, they are slowly adding the output for the company. Then if employees try to frequently hop the jobs, the organization can not get the maximum output from employees. Then it will become a challenge for the organization. According to respondent 2 indicated that;

“First-year whatever organization have to spend on a particular individual to train culture, technology, and train that individual from all aspect, soon after 8 months to 1 year period. After completing one year they are slowly adding their output to the organization's success”. (Respondent 2)

Again second respondent highlighted that;

“I mean for 3 years. Let’s put a limit as 3 years. In the first year, it’s a training period for them. I am talking about the new individuals’ even maturity or even he has experience in the industry. First-year most of the people struggling to adopt the organizational culture, try to adapt to the system, try to make the relationship whoever in the organization in the training period. Soon after 8 months to 12 months of periods, they are adding their output to the organization.” (Respondent 2)

Normally employees add the output to the organization after adjusting to the organizational culture. Then job-hopping is a challenge for organizations because after adjusting with the culture. They move out to another job. Respondent 3 also again proved that employees get time to adjust to the new environment;

“A high percentage of people resign. Their technology always changes. Then we have to think that if they can’t grab the technology, we give a period for them. If they can’t adjust they have to leave in the IT sector. A knowledgeable person has high demand then they can go.” (Respondent 3)

Job hoppers request more benefits and packages

According to this research finding a salary is the main reason for job-hopping of employees in the Information Technology sector. Therefore according to respondent 1 also indicated that employees hop the job for less amount of money. It is a challenge for organizations.

“I told you before 55000 is a big amount for them [job hoppers] then 50-60 is big. If you take the assistant manager they don’t think the difference of Rs.10000. At least they look Rs 20000 different even when it comes to promotion or something. That’s what I think. It is easy to get their attention on their side”.
(Respondent 1)

Another respondent indicated that;

“I do not recommend job-hopping, I am always with the idea of job-hopping sometimes we don’t get that opportunity but what is happening in the Sri Lankan IT industry people run after money what happens is like sometimes we hard to

understand the people, whatever the task doing. That is happening but I am not agreeing with the job-hopping but what you call application career progression. I agree with that". (Respondent 6)

Moreover, employers give benefits for employees as they want to retain them in the organization however some employees hop the job whatever benefits given by the company. Therefore, job-hopping is a challenge. Respondent 1 stated that;

"Some people, what we say and what we offer they want to leave. That not under our control". (Respondent 1)

According to the same answer, another respondent highlighted that;

"We offer them training, certification, and tours and all these things. Then people don't want a good salary at the end of the day. So then people do not want to move one because it will be challenging. If we have properly everything, so no need for moving other than some other personnel or some other issue. If you are paid well and also it will get all the facilities. When it is like health and all these things there is no need for you to move on, unless somebody offers you a better one because people don't need to go interviews and get a filtered". (Respondent 9)

Respondent 7 also indicated that job-hopping is a challenge for the organization because it's difficult to retain them whatever benefits are given by the company.

"It's a challenge for that retain the employees. We have to match the market rate, match the benefits, match the train, and match the exposure, dedicated works. Every way try to retain them is a challenge". (Respondent 7)

4.2.4 Job hopping is an opportunity

According to the study, most of the companies get job-hopping as an opportunity. Company A, C, E, G, I, K, and L indicated that job-hopping is an opportunity for their organization. . The opportunities are sufficient knowledge pool in the job market, infuse fresh blood to the organization and managing the employment cost and there are mainly two conditions to job-hopping to be an opportunity. If the organization has a succession plan for key positions, job-hopping is not a challenge and if employees retain in a particular organization for at least two years, it will not challenge the organization. Respondent 1 highlighted that;

“Job hopping is an opportunity definitely. So many people want to join with as well”.
(Respondent 1)

Sufficient knowledge pool in the job market

Sri Lankan Information Technology industry is a booming industry. Then there are huge educational institutes that giving Information Technology education. Then there is plenty of Information Technology educated candidates in the market. Then it is easy to select suitable applicants for the Information Technology position. Because of that respondent 1 highlighted that job-hopping is not a big challenge for them.

“When compared to the others, it is easy to get people for IT companies. Some so many boys done the CA, POT. It easy but it depends on things”. (Respondent 1)

According to the above information, the researcher can be concluded that job-hopping is an opportunity for Information Technology enterprises in Sri Lanka.

Available knowledge pool in the market

In the Information Technology sector, most of the employees are knowledge workers. They have sound knowledge about the Information Technology field. Then if job-hoppers have good knowledge, it will be an opportunity for the company because the organization can get a knowledgeable person. Respondent 3 highlighted the condition that job-hopping is an opportunity when knowledge behind the position.

“It’s good. They change in the career but when they coming without having any knowledge. It’s a threat to us but if they have the knowledge behind the position is an opportunity for us. It depends on the people”. (Respondent 3)

Every organization needs the right skillful employees. Then if an organization can get another person like a previous person, it will not a challenge for the organization. One respondent stated that;

“Then nothing to worry we find a person the junior person who we can make and who we can build as with the skills that we required, we hire him and train him to gain that particular set of skills”. (Respondent 9)

Again respondent 9 mentioned that job-hopping is not a total opportunity for the organization. Job-hopping is a challenge for an organization from 20% to 30%. Then if

an organization can get the proper skillful employees, job-hopping is not a challenge for the organization.

“It is not totally but it will be challenging however it is a kind of probability question or if it is not 100% challenging but 20% to 30% it will be challenging. If you cannot manage that particular percentage however there will be alike person leave, we do not know what he has done on how he has done these things and there will be lots of things but still, we can function the business even without the person. Because if we have the proper skill sets with the accompanying, Ok, it is challenging. Not 100% but the same lot of levels challenging but you can, however, manage it. There is not a disaster with the job-hopping”. (Respondent 9)

If employees get from the external environment, the organization needs to match the skill certification of employees to the organization. Respondent 4 highlighted that;

“We think they get for the project, if we get fresh blood, we want to check they have the right certification or otherwise, we have to stay them for certification”. (Respondent 4)

There is another condition mentioned by respondent 9 that if the organization can find capable employees to replace another person, job-hopping can be an opportunity for the organization.

“Job-hopping is it an opportunity? Yes [opportunity], I found a person who is capable of doing or who are really talented I might offer him a job”. (Respondent 9)

Succession plan for key positions

The succession plan is to identify and develop new leaders who can replace old leaders. Succession planning increases the availability of experienced and capable employees in the organization. Company H indicated another condition that if the organization ready for job-hopping, it will not a big issue for the organization. Every organization needs to plan for job-hopping. It mentioned as follows;

“For our company, it is not that much a problem. The reason is addressing different levels of the Information Technology industry and we are plan for it.

So really not getting many job-hopping. But we have the job-hopping trainees especially we know the fact that they come for a certain period and go back and so as a startup focusing a different idea and industry-focused plan for it. So job-hopping is sort of an expectation and we plan for it. For us, it is not much concern because we are plan for it. We are ready for that". (Respondent 8)

If the employee's job is highly critical, therefore there must be a backup person in their absence. An organization can be benefited from having people who can fill the vacant position after job hoppers change the jobs. Then respondent 9 (company I) indicated the condition that if there is a succession plan for job hoppers, it will not be a challenge for the organization.

"It is not challenging but there are some cases, you have an employee who is a real focus on some areas which is people do not know actually. So in this case, if he is most interested in other companies, it will be so much difficult for after finding a people that skill set so then it challenging but we have a set of mechanisms avoid this. Let's say we do not let one person handle all over the thing so there will be a backup person". (Respondent 9)

"If somebody leaves then we have to build another backup whoever the one who takes the responsibility for the other one likewise we maintain it the proper way". (Respondent 9)

Again respondent 9 further describes the backup person for job hopper like;

"No does not need actually we share knowledge. We normally share knowledge and always there will be a person who can manage this. It will be difficult, it will be challenging actually because of the person who moved but still, we have some backup plan. So in that case, a person leaves the company, there might be few people who can provide the same result, same knowledge not a single person but still there can be two or three people when we gathered them. They can provide the same knowledge. So then solve the problem for a particular period then it can manage". (Respondent 9)

A backup plan is very needed for every organization. Especially in the Information Technology sector, there are team works and job-hopping can be more seen in the Information Technology sector. It will help to build stronger teams because employees

get to know each employee's job role and it will help them to be supportive and efficient. According to this if there is a backup plan, job-hopping will not a challenge. It is a condition found by company I. Respondent 9 shows it as;

“If we ask them to do a set of certifications and if they provide them a proper salary and all these things and if we have backup plans, disaster recovery, and following these things nothing to worry”. (Respondent 9)

Again respondent mentioned the condition for how job-hopping can be an opportunity for the organization. If an organization plan to live with job-hopping, it will not be a challenge for the organization. One respondent mentioned that;

“We should have a plan to live with job-hopping. If you do that as industry one thing is people who want to job-hop, so they can do it, of cause if we are plan to live with it, the bad effect will go away and we have no problem with it”. (Respondent 8)

Again the same respondent 11 also highlighted that;

“We do actions to retain them. We talk to them and held exit interviews and general discussions with their managers and all seen the reason then only we have been discussed before they leave. We always try to retain them only in certain cases we would let them leave come up with alternative ways to keep them with us”. (Respondent 11)

Again and again, another respondent proved that job-hopping can't stop then always plan to live with it. According to respondent 9 highlighted it as,

“From the HR perspective they might be giving some things but in the technology business what I feel is partially challenging if you are maintaining a set of people properly not challenging. If you take an example as my company and my team it is not a challenge for my team. We have to hire someone then and let them go”. (Respondent 9)

Headhunting is the process of recruiting individuals for a senior position in the organization. Especially head hunters ensure candidates have the correct skillset for a position and they often hired the best performers in the industry. After the current employee hops the job, the organization can pick the best person from the market to fill

the position. Then headhunting is an opportunity for the organization to fill the vacant positions. Respondent 5 mentioned that;

“I think every organization does headhunting, especially at a high level. At a very high-level skill is very a niche in the market. It is not readily available. At a high level of people, we do like job hunting”. (Respondent 5)

According to company 7 also practice headhunting to fill the vacant position. Therefore it can be concluded that headhunting gives advantages for the company.

“Headhunting good because it’s like we put a vacancy and pick a good person from another company. We approach them unless he or she doesn’t satisfy with their company. Then it’s normal.” (Respondent 7)

Infuse fresh blood into the organization

Every organization has to change with new trends and technology. Then they have to practice new organizational practices within the organization. New employees come to the organization with job-hopping therefore they bring new practices to the organization. Respondent 2 showcase that as;

“We have fresh blood. It also an investment. We have trained them in the organizational culture also they bring fresh blood and fresh practices to the organization”. (Respondent 2)

People’s ideas are different from one and another. Therefore if we get new employees, they have different types of ideas. Those ideas can be used for organizational success. Because of that according to respondents, job-hopping is an opportunity for the organization. Respondent 3 highlighted that;

“We are hiring those kinds of candidates, then we can get more ideas”. (Respondent 3)

“It’s an opportunity. People who have more different ideas. It’s an opportunity”. (Respondent 3)

Similarly, company L also seems that job-hopping is an opportunity for the organization because it brings new knowledge for the organization.

“We would consider job-hopping as an opportunity to take new people or new blood, new ideas to the company. Because that is the way of the world to behave to rather than thinking about the negative side, we have to take it as an opportunity and act on it”.(Respondent 12).

When employees are recruited from outside the organization, they can get a better person with having exposure and experience. It will help the organization because the IT industry updates every minute. Therefore, job-hopping is an opportunity from an organization's perspective. Respondent 9 mentioned that as;

“We have a good chance. Then we got to know about the people who work from different companies and others also will get so many opportunities based on this contact and others. So I think normally I encourage it’. (Respondent 9)

“I encourage people to learn and gain knowledge and it will help them to get better opportunities, not for them but the company too. In my case, in our case, we have engineers who have a unique set of skills”. (Respondent 9)

Respondent 10 again highlighted it as;

“Once they come to their comfort zone then there is no growth to the person. Job hopping, I see in a nowadays normal thing like once a person stays for a maximum one year or one and a half years. They will move out for better exposure to practical exposure. For their career growth”. (Respondent 10)

Entrepreneurship is the process of an individual’s ability to turn ideas into action. Job hopping develops one’s entrepreneurial skills. According to company H seems job-hopping brings entrepreneur skills because job-hoppers have more exposure in the industry. Then job-hopping is an opportunity for the organization. Respondent 8 indicated that;

“Really the project or idea hopping is a good one. In that way you get an entrepreneur to start from but of course, after one step, you have to stick to one thing”. (Respondent 8)

“Yes, it is we take action but of the cause, you know we let them go that is the case. For example, we are trying to build entrepreneurs and build an

organization with them. If they are willing to do this they are only interested. That sort of retention plan we have. Otherwise, we allow". (Respondent 8

Employees are the most valuable assets for the organization. In today's competitive world success of the business depends on the customer. For that employer needs fully motivated employees then fresh employees have a new experience, new perspectives, and new thinking patterns. It will help the organization's success. According to this study findings also proved that fresh blood infusion is an opportunity for an organization.

"Fresh blood, fresh practices coming to the organization. Same time first they complete 8 months or 12 months he adding investment to them". (Respondent 2)

"Someone newcomers have a fresh perspective so the other person moves on and provides a fresh perspective to the organization". (Respondent 5)

Respondent 7 also highlighted that;

"Those days most people wait seven years ten years. So there is no new blood coming into the company but if millennials want to move out and want exposure there are speculations to new blood into the company". (Respondent 7)

"I think job-hopping is an opportunity for a company. New blood coming to the company". (Respondent 7)

According to the above statement proved that job-hopping is an opportunity for the company because job-hopping gives new employees to the organization. If an organization can get new employees, they will work with new energy and they have innovative ideas than the older employees. The same respondent mentioned that again;

"Some people stay two years maximum, then they want to move to different places. Job hopping from Six months or eight months total different. It is about satisfaction case you are a career mind or you want exposure and all. I think every two years millennials change their job right. It's sometimes at though people think of advantage way to the company. Because if they moving out the company has the opportunity of bringing new people". (Respondent 7)

Respondent 12 indicated that they get job-hopping as an opportunity because of the fresh blood coming into the organization.

“Job hopping something that a company does not stop the best thing I think our company tries to do is make it an opportunity and try to adjust and get the most out of the current behavior of the talent pool. Opportunities would be with the new vacancies that are created and it always creates young blood all these fresh ideas from the industry. Executive-level candidates who like to discuss are more into job-hopping come in with the experience and on the other hand, they completely have the opportunity to get fresh graduates who are very competitive and very advanced at the present”. (Respondent 12).

“We can make things more effective certain people come from the outside with experience and even without referring to executive level and fresh blood they are coming different perspectives and they will be able to quickly notice things that we can improve”. Respondent 12).

According to the respondent, 10 showed that if a new employee changes the job within a short period, it will be a challenge but if old employees hop on the job, it will be an opportunity because the organization can get new blood to the organization. Respondent 10 highlighted it as;

“Most of the time job hopping can be seen in millennials. It’s a cost that millennials left the company within a short period. It’s an opportunity that the people who left staying a long period. If after 5 years people left it will be an opportunity. It infuses new blood. If today recruit person left after 6 months, it’s a cost because there is a cost to replace and hire for that person. It’s not a case that left a long-standing person”. (Respondent 10)

Managing the employment Cost

When increasing the service period of employees, the organization needs to pay high allowances, incentives, and gratuity payments to the employees. Due to that reason, job-hopping is an opportunity for the organization.

“When long period stays for one person needs to give allowances”. (Respondent 3)

When employees' service periods getting an increase, the organization has to increase the salary of employees. Then it is a high cost for the organization. The organization can hire skillful new employees to the organization without paying a high salary for old employees. Respondent 3 also mentioned that;

“Have to increase the salary, the company has a cost”. (Respondent 3)

The employee retains the period should be less than two years

Respondent 9 described the conditions of job-hopping to be an opportunity. If employees retain in the organization for at least 2 year period, it will not become a problem for the organization. The organization can get the best work from an employee within two years. Then according to that job-hopping can be an opportunity. Respondent showed it as;

“Job-hopping is ok. As long as at least with the commitment of two years in the company. Job hopping in very five-month or six months even nine-month or year. It’s a disadvantage for both the company and yourself because you don’t have enough time to learn and the company doesn’t have enough time to train you but they can’t get the best out of you. Both are a disadvantage. So I think it’s about two years at least a minimum for a company”. (Respondent 9)

Again the same respondent highlighted that;

“We target the person to be in the under the company 2 to 4 years period then it is ok. That’s rotation which we go. It is like a rotation. Some people stay for 10 to 20 years in the same company. But still, we let people go and we let people come then the problem is solving like this. But still is challenging partially challenging”. (Respondent 9)

Respondent 5 also gives the condition to job-hopping to be an opportunity. It will not a challenge if there are steady intervals in the hopping period.

“Job hopping did in the steady interval as a certain period like mid-range 3 to 5 years, it is good even for the organization and for the employee as well as everyone gets a new, fresh perspective”. (Respondent 5)

According to company E, they looked at job-hopping as an opportunity for them because their attrition rate is quite low in their organization.

“Our attrition level is thankfully low. It is not a problem at the moment fine, because we have a good retention rate. Our attrition level is at good standing it is an opportunity for it is taken as an opportunity”. (Respondent 5)

4.2.5 Other findings

In this research main objective is to find out whether job-hopping is a challenge or an opportunity for the Information Technology business in Sri Lanka. Other than that researcher found out that there is a generation gap that can be seen in the Information Technology business in Sri Lanka. From the generation, there are special characteristics that can be seen in millennials. They are job-hopping, less technical background, active, do things fast, aggressive, accept challenges, going with new technology, prefer freedom, prefer a flexible working environment, and Commitment. Especially most of the respondents showed that millennials have reputation for job-hopping in the Information Technology sector. Moreover, the researcher found that there are several reasons for job-hopping. From that main reason is for job-hopping is salary. After that employees hop the jobs for career development. Similarly, respondents agreed for the reason that non-monetary benefits, organizational culture, new technology, migrate, and changing the career. Furthermore, the researchers found that most of the executive level employees hop the jobs in the Information Technology businesses in Sri Lanka.

4.3 Discussion

Job hopping simply refers to constantly changing jobs or switching from one workplace to another and between organizations. Job hopping is called employee mobility and employee skipping. The purpose of this study is to identify whether job hopping is a challenge or an opportunity for Information Technology enterprises in Sri Lanka. Here, after analyzing data researcher identified that why job-hopping is called a challenge and why job-hopping called an opportunity for IT enterprises. Mainly researcher identified the five challenges and five opportunities.

According to the Sri Lankan findings show that job-hopping is a major challenge in the labour market (Dharmawansa & Thennakoon, 2014). In this study, the researcher found out that most of the executive employees in the Information Technology enterprises hop the jobs. They always try to go up their career ladder. Then employees hop the jobs for career advancement and they try to cope up with the technology. Therefore, job-hopping is a challenge for organizations. Leidner and Smith (2013) found out that organizations have to bear the cost of replacement due to job-hopping, Cost of replacement is for advertising cost, interviewing cost, selection cost training cost, exit interview time, and administrative requirement. Here, also researcher identifies that organizations have to bear cost replacement because of job-hopping. Researchers mainly identify that organization has to bear hiring cost and job-hopping waste time to replace new employees.

Johari et al. (2012) indicated that losing one employee is expensive, after investing in employees. Job hopping is good for career development but the company has to spend much on the cost of replacement (Liu & Batt, 2010). Especially in this study, the researcher identifies that the Sri Lankan Information Technology businesses invest huge money in employee training to develop their skills from the recruitment process. Therefore, job-hopping is a challenge for IT companies. Furthermore when an employee hops the job after developing the employee by the organization is like destroy the entire investment spent on the employees(Pathak & Vadiya, 2019). Similarly here also researcher found that job-hopping after developing employees is like pounding money on a rat hole.

Moreover, the organization gives attention to job-hopping because of the time spent on hiring, training, and induction (Thwala & Phaladi, 2009). Then after recruited new employees to the organization, organizations have to teach them about the

organizational culture. Moreover, organizations have to spend time adjusting the employees to the culture. Therefore, the organization had to wait to get maximum benefits from employees until they adjust to the culture.

Other than the research findings, here the researcher identified that some conditions to job-hopping be a challenge. If rare talent or best performers in the organization goes out, the organization can't quickly replace another person for the position. Then it is a challenge for the organization. Moreover, the researcher found out that millennials have reputation for job-hopping and some employees hop on the job whatever benefits given by the organization. Then in that scenario job-hopping is a challenge for the organization. Other than this study finding, the literature found out that there is a risk of spread the company secret to other parties (Taylor, 2018). When employees are moving from one job to another, company secrets also move out with them. Then job-hopping is a challenge for the organization. Yuen (2016) indicated that job-hopping is a challenge because there is a risk of overwhelming knowledge for other businesses and have to replace new workers with experts. Especially organizations scare for job-hopping because competitive advantage goes for other companies.

According to Sri Lankan findings, today's job-hopping does not take them as a big challenge for the organization because of the knowledge pool in the market (Dharmawansa & Thennakoon, 2014). Here, the researcher also found out that, it is easy to fill the job vacancies in the IT sector because of sufficient IT knowledgeable people in the job market. Other than that researcher found the condition for job-hopping is to be an opportunity. If there are knowledgeable candidates in the market to match with skill certification and talent that are needed for the job, job-hopping will not be a further big issue in the labour market. Then job-hopping is an opportunity for an organization.

Job hopping brings fresh blood to the organization with a range of skills and expertise from different organizations (Nzukuma & Bussin, 2011). Here, the researcher also identified that job-hopping gives a chance to infuse new blood into the market. Therefore, job-hopping is an opportunity for the organization. Other than research findings, researchers found that an old employee's hop the job is an opportunity because they don't infuse new ideas to the organization. Information Technology businesses are

always updated with new technological trends then they want updated employees to their organization. Then job-hopping brings new people to the organization.

According to Bansal (2014) explained that job-hopping is not a challenge because it infuses new people into the organization. The organization can get top performers from the industry. Here, the researcher identified that organization can replace the vacancy through headhunting. Then it will help to get the best performers in the industry. Job hopping brings new knowledge to the organization (Philip, 2017). Here, the researcher found out that fresh practices, different ideas, and more exposure come to the organization because of job-hopping. Then job-hopping is an opportunity for an Information Technology enterprises in Sri Lanka. Furthermore, the researcher identified that job-hopping increase the entrepreneurial skill of employees, it will help to the organization.

In is study the researcher found the condition that if there is a succession plan for job vacancies, job-hopping will not be a challenge for the organization. The organization has to plan for it and the organization wants to keep backup people and backup plans on behalf of the job hoppers. Another condition is about the retention period of the employees. According to this study finding if employees hop the jobs at least after retain 2 years in the organization and within steady intervals, job-hopping will not be a challenge for the organization. Moreover, the researcher could identify that if the employees stay in the organization longer period, the organization has to pay a high salary and high allowances to the employees. According to that researcher can be concluded that job-hopping is an opportunity for organizations.

4.4 Chapter summary

This chapter described the data analysis of the studies from data collected through interviews. The findings of the study that were generated through the thematic analysis were explained. The findings were discussed with the support of past literature. The next chapter explains the conclusion of the whole study, theoretical and practical implications, recommendations, and the future directions of the study.

CHAPTER FIVE

CONCLUSION

5.1 Introduction to the Chapter

This chapter consists of the conclusion of the whole study, the implications of theoretical and practical implications, recommendations, and the future direction of the study.

5.2 Conclusion

The purpose of the study was to find out whether job hopping is a challenge or an opportunity for Information Technology enterprises in Sri Lanka. Here, there were 12 interviews were conducted related to the Information Technology business in Sri Lanka. The researcher interviewed four human resources (HR) managers, five human resources (HR) executives, one system engineer, one managing director, and one senior operational manager. The final researcher could get the answer from respondents, as seven respondents gave an explanation as job-hopping is an opportunity and 5 of the respondents gave an explanation as job-hopping is a challenge. Mainly researcher found the five challenges and five opportunities for job-hopping for an organization using interviews.

The challenges are, changing jobs to cope with the working environment, rare talented employees hop the jobs, cost of replacement for new employees, have to spend time to adapt new employees for the new environment and job hoppers request more benefits and packages. The opportunities are sufficient knowledge pool in the job market, infuse fresh blood to the organization, and managing the employment cost and there are mainly two conditions to job-hopping to be an opportunity.

They are, if the organization has a succession plan for key positions, job-hopping is not a challenge and if employees retain in a particular organization for at least two years, it will not challenge the organization.

According to this study findings, the researchers can be concluded that job-hopping is a challenge for some Information Technology enterprises in Sri Lanka. As well as job-hopping is an opportunity for some Information Technology enterprises in Sri Lanka. The researcher can finally say that job-hopping is no more a big issue for Information Technology in Sri Lanka because from the respondent seven out of twelve showed that job-hopping is an opportunity for the Information Technology businesses. Base on the findings researcher concluded that the reason for job-hopping becomes a challenge under five categories as figure 5.1;

Summary of the finding

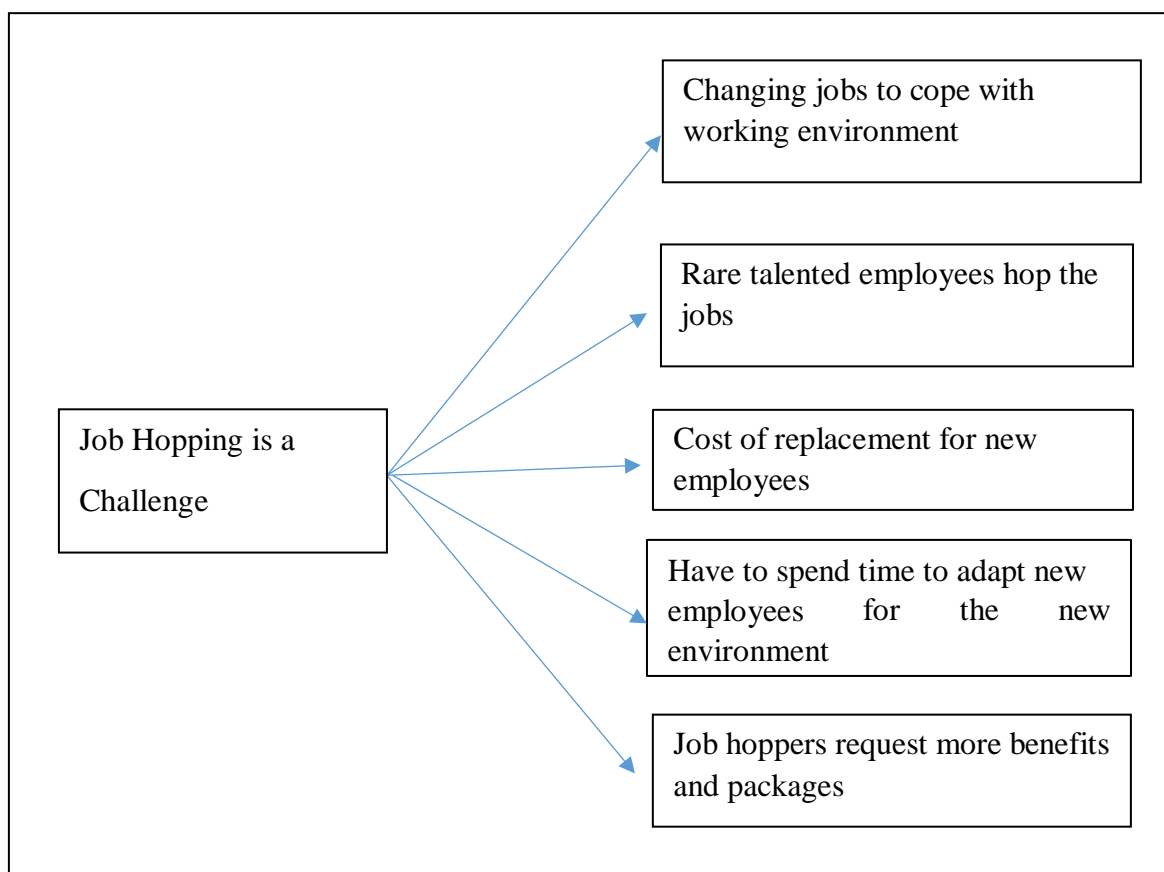


Figure 5.1: Job hopping is a challenge

Source: primary data

Base on the findings the researcher concluded that the reason for job-hopping becomes opportunity under five categories;

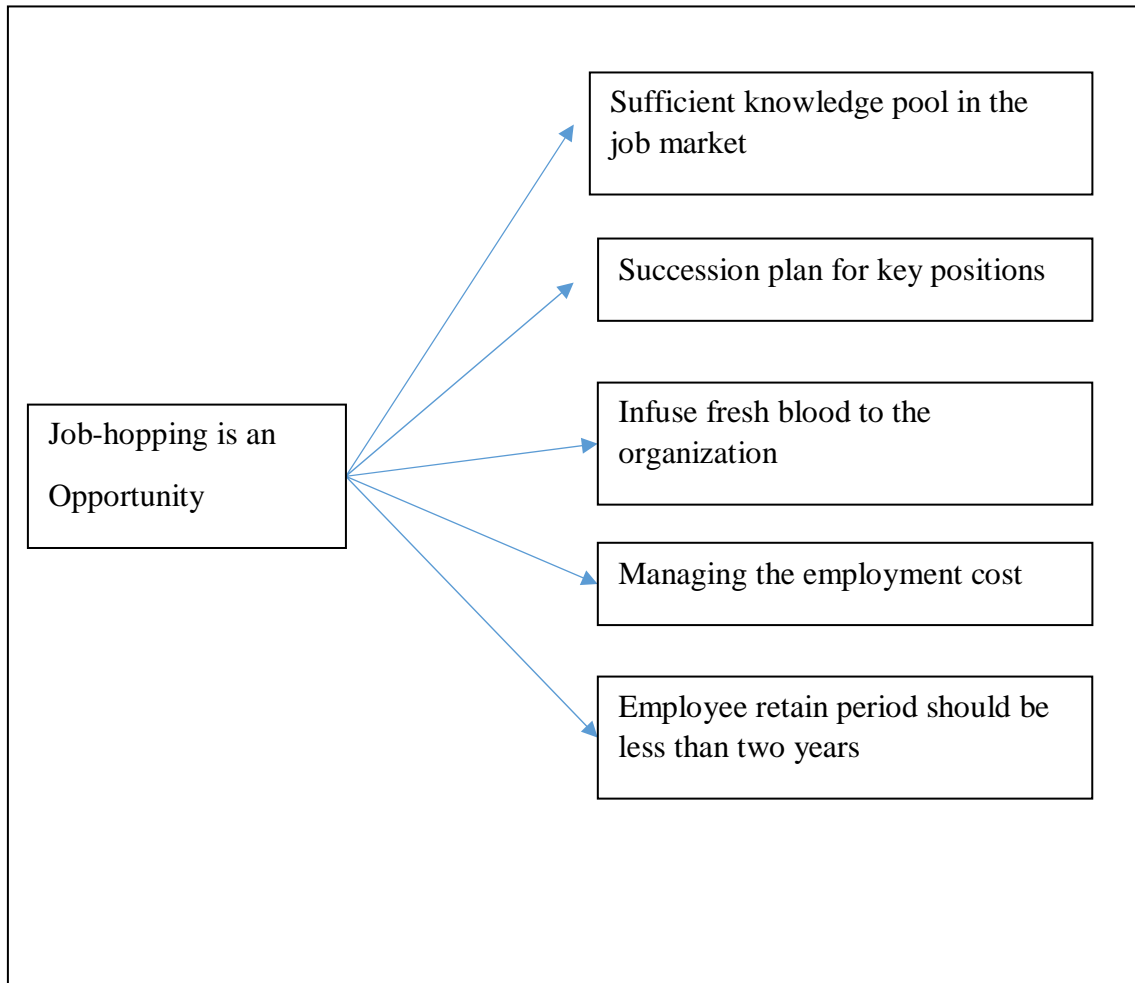


Figure 5. 2: Job hopping is an opportunity

Source: primary data

5.3 Implications

5.3.1 Theoretical Implication

The study was focused to find out whether job-hopping is a challenge or an opportunity for Information Technology enterprises in Sri Lanka. Here, the researcher contributed new knowledge to the existing literature regarding job-hopping. Researchers can further find the factors using this research.

5.3.2 Practical Implication

These findings of the study useful for Information Technology enterprises in Sri Lanka. With these findings, human resource managers of the Information Technology businesses, can take job-hopping as an opportunity for the company rather than see it as a challenge. Therefore, they can plan to live with it using a succession plan. Further HR managers can get a retention plan to retain talented employees within the organization. Knowledge workers in the Information Technology industry, always like to update with the technology. Therefore they don't like to stay in one position. Therefore, an organization can use job rotation of talented employees to retain them within the organization.

This research finding helps job-hoppers take their career decision in the future because they can identify the organizational viewpoint of job-hopping in the job market. If new entrepreneurs wish to enter the job market, they can identify the behavior of the Information Technology business in Sri Lanka through these research findings. Furthermore, new researchers can get a clear idea about job-hopping whether it is a challenge or an opportunity to do their future research from this study. It will help to improve their knowledge regarding job-hopping behavior in Information Technology in Sri Lanka.

5.4 Future Research Directions

This study was only base on the perception of the organization, therefore it will be more benefited that if the future researcher can conduct this study on the perception of job hoppers. Furthermore, the researcher would like to suggest that future researchers can conduct this study for other industries because this study only focused on the Information Technology industry.

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APPENDIX

Appendix A: Job hopping is a challenge (Coding 1)

Job hopping is a challenge

Open Coding	Axial Coding
Career development	Changing jobs to cope with working environment
Cope with technology	
Hopping jobs within a short period	
Marvels talent	Rare talented employees hop the jobs
Good performers hop the job	
Difficult to match skill certification	
Hiring cost	Cost of replacement for new employees
Time wasting	
Training	
Invest money for employees	
Have to give induction to newcomers	Have to spend time for adapt new employees for new environment
Adjust the culture	
Hopping the job for less amount of money	Job hoppers request more benefits and packages
Package and other benefits	

Appendix B: Job hopping is an opportunity (Coding 2)

Job hopping is an opportunity

Open coding	Axial coding
Easy to fill the IT vacancy	Sufficient knowledge pool in the job market
Job hopping is good when knowledge behind the position	
Skill certification	
Offer job for talented employees	
Ready for job-hopping	Succession plan for key positions
There is a backup person	
Backup plan	
Headhunting	
Plan to live with job-hopping	Infuse fresh blood to the organization
Fresh practices	
Different ideas	
Exposure	
Entrepreneur skill	
Fresh blood	Managing the employment cost
long period employee leave is an opportunity	
High allowances	
Have to increase the salary	

Job-hopping is good at least retain 2 years	Employee retain period should be less than two years
steady interval	
Good retention rate	

Appendix C: Interview Guide

Date		Interview Code	
Location		Time	
Name of Organization		Position	
Respondent name and code		Email address and Contact Number	

Interview Questions

1. What do you think about the generation gap?
2. Are millennials have special characteristics?
3. Millennials have a reputation for job-hopping. What do you think about it?
4. What do you think about Job hopping behavior of employees?
5. What extent do job-hopping happen in IT business?
6. What is the reason for job-hopping?
7. Which level employees are frequently hopping the jobs?
8. How about the executive level employees' job-hopping?
9. Is a job-hopping challenge for your company?
10. Do you get action to retain them?
11. Is a job-hopping opportunity for your company?
12. What is the recommendation of you about job hopping?

Appendix D: Transcription

Interview Code	- I01
Date	-05/06/2020
Time	-10.00am
Name of the company	-Arimac Lanka
Respondent's name and code	-Mrs.B.Y.R Perera
Position	-Human Resource Manger
The email address of the respondent	<u>-yashodhi@arimaclanka.com</u>
Contract number of the respondent	0775662671

Interviewer; I am conducting research about job hopping in IT sector.

Respondent; Usually according to the Arimac there is a low tendency to move out the founding workers. The founding workers who work within a start-up level tendency to retain in the company. Then new members like university students after one year tend to leave as our thinking because suddenly they get the opportunities and they don't like to fagnate .

Interviewer; Madam I am looking the job-hopping in organizational viewpoint

Respondent; ok

Interviewer; that means It good for the organization or not. There is a good side because if they retain a long time cost is high

Respondent; yes there are two sides. Actually, in this period it is good on the organization side that reducing recruitment like this pandemic situation like regression.mmm think now there are languages to code, I don't know much about the technical side. Then think specifically there is a person like valuable assets, if that talent difficult to find out, his leaves of the company can be an issue because sometimes it difficult to find mmm. There are two sides.it good for us as well as bad when talent goes to out. There is a cost to the advertisement, recruitment, find from recruitment

agency me it consumes the time but sometime if now someone leaves at this moment can get another person.

Interviewer; yes you can get the best people from other companies.

Respondent; Yes Yes but sometimes for specific job roles like they have fota there are disabilities but is not a big issue because its industry is vast. Then after leaving the experience person new person is not like him. We want to teach them, must be adjusted then it gets some time fit. There is like that case. But another side there is cost case.

Interviewer; madam I am doing this connecting the generations.

Respondent; Right

Interviewer; There are four generations. Then millennials are usually under 40 people.

Respondent; Yes

Interviewer; My question write according to them that most of the above 40 people retain in the organization.

Respondent; mm

Interviewer; Researchers found that a higher percentage of x generation people retain in the company.

Respondent; Yes it high. It is correct most of the time old people like x generation. I just say not degrade people that qualifications they have and they did not have today opportunities. Then now they comfortable and they don't like to move out. Some people haven't qualifications they have the experience. They think that they now working for this organization for 20 years and stay at this. There is something like that. Meeee but as you say actually in our company there are few people above 40. That means count is low. Most of the people meeee...what .. Twenties people. Most of them

Interviewer; Madam I have 12 questions. Can I ask?

Respondent; ok ask

Interviewer; Frist question is what do you think about the generation gap in the IT sector?

Respondent; IT sector. Actually mm. I can't exactly tell because I nearly join the IT sector. I have to work in Arimac for 1 year. mmeee. The gap means aaaa...What aspect do you want from the culture or attitude or towards work? How you want?

Interviewer; that means can you see the difference between millennials and the other generations.

Respondent; definitely can be seen there is different. As we think mee. Millennials you said that nowadays below 40? It can't be told as millennials. I am actually 28 years old. Then I am 28 in my career my sense of responsibility and I want to work, however, get help from others and work but from 24, 22-year children I can't expect that because responsibility is not a big thing for them. Our minds have job security. We want to work, however. We think that new candidates do not care about them. They want money if they get 50000 from here others give 55 000 they like to go. They have like attitudes. Overall it understands that they haven't responded. mee mee not all in general commitment is not there. Definitely, there is a gap in everything. Their thinking pattern change, they want trending thing. Let see in my case I want to sign a document, there are procedures.then they don't like it. Always an easy way out. There is like that case. If I give old member they understand and sign, they did the work. These people mee... it is not for IT it generation gap in general .

Interviewer; Madam second question are millennials have special characteristics?

Respondent; millennials have special characteristics. What type?

Interviewer; that means researchers found they have a trend to job-hopping.

Respondent; ahh characteristics mm job hopping can be said. It can be in millennials. When looks like the shape it's yes. There is different you can say yes.

Interviewer; millennials have a reputation for job-hopping. What do you think about it?

Respondent; a reputation for job-hopping Yes Yes

Interviewer; Madam next question .what do you think about job-hopping behavior of employees

Respondent; what do I think. It's like this. It's very subjective. You can't penalize a person you can do a thing, you can't say you are not loyal to us. It actually depends on

a person's think knoh! Let's say like this my friends she has to move out you know go for peruse better career. Most of them go for career advancement.so then that's found. It's very subjective. Some people option that they want to stay in at laest one place for 5 years.so it depends. yaa

Interviewer; Next one .what extend do job hopping happens in IT business?

Respondent; IT business aaaa

Interviewer; it industry

Respondent; what

Interviewer; like garment industry job-hopping ...

Respondent; definitely rapid.it rapid definitely

Interviewer; when compare the It sector with that

Respondent; definitely high .job hopping happens

Interviewer; what is the reason for job-hopping

Respondent; the reason I think definitely career advancement as I feel. Most of them more than career advancement, I think it's about salaries and packages they getting not only monetary vise. When it comes to let's see like you get a car some people get a car right maybe like fuel allowances that fuel allowances obviously monitory .other things issuances like that. Yes

Interviewer; which level employees frequently hopping the job?

Respondent; executive level. Mostly executive level and aaa ...our company hasn't assistants we have interns and then you get straightway to executive me mee. There are no people below the executive level.so most of the associates go when take the software engineers SE, associate software engineers they are junior level me mee. Means of the normally become executive just what do you call software engineer. They are seniors.so it did like that.

Interviewer; How about the executive level employees job-hopping?

Respondent; executive level. That's the same knoh! I told you.

Interviewer; Researchers found that most of the executives hopping the jobs.

Respondent; it's right. They are the ones who go. Manager level people, they want to stay. Executive-level people go.

Interviewer; Madam why most of the executive people go?

Respondent; I think executive people go in general they want, it depends. They can work a minimum of 5 years in one place.so this is what I feel executive people can quickly go adjusting salary with negotiation. That means I told you before 55000 is a big amount for them then 50-60 is big. If you take the assistant manager they don't think the difference of Rs.10000.At least they look Rs 20000 different even when it comes to promotion or something. That's what I think. I think It easy to get their attention on their side.

Interviewer; Is job hopping a challenge for your organization?

Respondent; job hopping you can't say actually. In our that what I feel, it's like rare and marvel talent then it's challenging. If not so there are when compare to the others it easy to get people for IT companies. Some so many boys done the CA, POT. .it easy but it actually depends on things. Think that want to take chief technical officer, that's going to be a challenge suddenly if he says I am leaving in a month. Definitely position like that yes.it depends on the position.

Interviewer; Madam Do you get actions to retain them?

Respondent; yes we try yes yes .so what we do first when obviously someone tell then we talk it out and what's their reason and all, we figure out and yes we talk and if management is ok and method yes we will. If not so some people what we say and what we offer they want to leave.That not in our control.

Interviewer; Madam Is a job-hopping opportunity for your company?

Respondent; yes definitely some so many people want to join with as well.In that way that also yes.

Interviewer; Madam last question. What is the recommendation of you about job hopping?

Respondent; recommendation.so that I told you. I can't just say its a bad thing. It is actually subjective as I told. It depends .there are people who go as well as come us as

you before the question. That can be something. It's natural. On this side go and the other side comes.

Interviewer; ah madam.in my research I am searching for job-hopping is an opportunity or a thread. I want to exactly identify it.

Respondent; ah

Interviewer; There is a good side and bad side according to the research.

Respondent; yes

Interviewer; what madam think about?

Respondent; about job hopping?

Interviewer; yes what do you think about executive people hopping the jobs. Is it good or bad?

Respondent; it's not much worse. We can put it as good. What is your other thing? Opportunity or thread?

Interviewer; challenge

Respondent; ah it's an opportunity because of executive people, think if we want interns there is a given set of people who passed out from university.so no problem. It's an opportunity.

Interviewer; madam thank you so much.

Respondent; it's ok no problem.

Appendix E: Generation Gap

1. What do you think about the generation gap?

	There is a generation gap	There is no generation gap	Others
Count of respondents	8	2	2

According to appendix E, most of the respondents accepted that there is a generation gap in the organization. Then it can be concluded that there is a generation gap that can be seen in the IT businesses in Sri Lanka.

Appendix F: Millennials characteristics

2. Are Millennials have special characteristics?

Characteristics	Respondents
Job hopping	3
Less technical background	1
Active	1
Do things fast	1
Aggressive	1
Accept challenges	1
Going with new technology	3
Prefer freedom	1
Prefer a flexible working environment	1
Commitment	1
Independent	1

According to appendix F, several characteristics can be identified as millennials. Most of the respondents accepted that millennials have job-hopping attitudes and they are like new technology. Then it can be concluded that the main characteristics can be seen in millennials as job-hopping behavior and going with new technology.

Appendix G: Millennials reputation for job hopping

3. Millennials have a reputation for job-hopping. What do you think about it?

	Millennials have a reputation for job-hopping	Others
Respondents	10	2

According to appendix G, most of the respondents agreed that millennials have a reputation for job-hopping. Then it can be concluded that millennials popular as job hoppers.

Appendix H: Extent of Job Hopping

4. What extent do job-hopping happen in IT business?

	A high extent of job-hopping happen in IT business	A low extent of job-hopping happen in IT business
Respondents	9	3

According to appendix H, there is a high extent of job-hopping can be seen in the IT business in Sri Lanka. Then it can be concluded that the high extent of job-hopping can be seen in the IT business in Sri Lanka.

Appendix I: Reasons for Job Hopping

5. What is the reason for job-hopping?

Reasons	Respondents
Career development	3
Salary	7
Monetary and non-monetary benefits	2
Organizational culture	2
Location	1
New technology	2
Work environment	1
Personal needs and wants	1
Job requirement	1

Migrate	2
Changing the career	2
Not happy with supervisors	1
Improve skills	1
Building networks	1
High demand in the job market	1

According to appendix I, there are several reasons for job-hopping. From that main reason is job-hopping is salary. After that employees hop the jobs for career development. Similarly, respondents agreed for the reason that monetary and non-monetary benefits, organizational culture, new technology, migrate, and changing the career. Then it can be concluded that the main reason for job-hopping is the salary in the IT business in Sri Lanka.

Appendix J: Level of Employees hop the jobs

6. Which level employees are frequently hopping the jobs?

	Executive level employees mostly hop the jobs	Beginners trend to job-hopping	Other level employees hop the jobs.
Respondents	7	3	2

According to appendix J, 7 out of 11 respondents explained that most of the executive level employees hop the jobs in the IT business in Sri Lanka. Then it can be concluded that most of the job hoppers are executives in the IT business in Sri Lanka.

Appendix K: Time Framework

Month	Month 1				Month 2				Month 3				Month 4				Month 5				Month 6			
Activity \ Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Study Background of the research	■	■	■																					
Problem Identification				■	■	■																		
Introduction							■	■	■															
Review the literature	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
Research Methodology										■	■	■	■											
Data Collection														■	■									
Data Analysis															■	■	■							
Finding and Conclusion																■	■							
Reviewing and Editing																		■	■					
Finalizing and Submission																					■	■		