

JOB-HOPPING BEHAVIOUR AMONG GENERATION Y: THE CASE FOR POSTGRADUATE STUDENTS IN ARSHAD AYUB GRADUATE BUSINESS SCHOOL

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1. INTRODUCTION

Ghiselli (1974) stated job-hopping is also known as a hobo syndrome. Hobe syndrome is an attitude of an employee who will look for a different job, perhaps because of an itch, but hobo also evaluates whether their current job or a new alternative one is more beneficial, which is a rational decision. According to Henrik (2015), employees from Generation Y tend to change positions frequently, and it has been acknowledged that Generation Y turnover intentions result in overt and covert losses such as lost inventions, skills, abilities, and organizational money. Henrik (2015) also stated that the rate of turnover among Generation Y is two times that of Generation X and 4.5 times that of baby boomers and their predecessors, according to research (Lyons et al., 2015). The situation is crucial and needs to be highlighted by stakeholders such as the Ministry of Human Resources, the private sector, and the public. Human Resource Management must recognize the need of hiring and retaining qualified Generation Y personnel to preserve the company's performance.

2. METHODOLOGY

The study has adopted a correlational study to determine the relationship between the dependent variable (behaviour of job hopper) and independent variables (self-fulfillment needs, psychological needs, and primary needs). The unit of analysis is the level of the aggregation of the data collected during subsequent data analysis. The unit of study must be made on the individual. The data were collected from the Postgraduates Students in Arshad Ayub Graduate Business School response as an individual source of data (Sekaran,2013). This research was conducted at Arshad Ayub Graduate Business School, then the sample size was 269 that was determined based on the total population of Arshad Ayub Graduate Business School is 1041 (Krejchie & Morgan, 1970)

Next, the technique that the researcher used was Convenient Sampling and followed by a simple random sampling technique. The data in this study were analysed with SPSS Version 26.0. The statistical techniques descriptive technique, Cronbach coefficient, Pearson correlation, and multiple regression analysis were employed to address the research questions.

3. RESULTS AND DISCUSSION

Table 1: Cronbach's Alpha Reliability

Variables	N	Cronbach's Alpha	Number of Items
The Behaviour of Job Hopping	269	0.710	4
Self-fulfillment Needs	269	0.929	5
Psychological Needs	269	0.750	6
Basic Needs	269	0.860	5

All the scale scores had Cronbach's alpha values above 0.6 in which indicating good reliability. The reliabilities of all constructed items in the variables were found above 0.6 and it is acceptable as the questionnaire is free of bias and error.

Table 2: Reliability Test

No.	Variables	N	No. of Items	Cronbach's Alpha
1	The Behaviour of Job Hopping	269	3	0.676
2	Self-fulfillment	269	5	0.929
3	Psychological Needs	269	5	0.652

It indicates that all items for each variable were reliable as the value of Cronbach's Alpha was more than <0.6 after several items have been removed due to the cross-loading in the factor analysis.

Table 3: Distribution of Variables and Test of Normality

No.	Variables	Skewness +/- 2.0	Kurtosis +/- 2.0	Kolmogorov- Smirnov
1	The behaviour of Job Hopping	0.149	0.296	Normal ($p < 0.05$)
2	Self-fulfillment Needs	0.149	0.296	Normal ($p < 0.05$)
3	Psychological Needs	0.149	0.296	Normal ($p < 0.05$)
4	Basic Needs	0.149	0.296	Normal ($p < 0.05$)

The data showed all variables were normally distributed as the value of skewness and Kurtosis was between the ranges of -2.0 to +2.0.

Table 4: Self-Fulfilment Needs and Behaviours of Job Hopping among Postgraduates Graduate Business School

	Pearson Correlation	Significant Value
The Behaviour of Job Hopping	0.637***	0.000
Self-fulfillment Needs	0.637***	0.000

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

This is proven by the value; p is 0.000 which can be said the relationship is significant when $p < 0.05$. While, the Pearson correlation value, r is 0.637 which shows that there is a good relationship between self-fulfillment and the behaviour of job-hopping among selected Postgraduates in Arshad Ayub Graduate Business School.

Table 5: Psychological Needs and Behaviours of Job Hopping among Postgraduates Graduate Business School

	Pearson Correlation	Significant Value
The Behaviour of Job Hopping	0.524***	0.000
Psychological Needs	0.524***	0.000

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

This is proven by the value; p is 0.000 which can be assumed the relationship is significant when $p < 0.05$. While, the Pearson correlation value, r is 0.524 which indicates that there is a moderate association between psychological needs and the behaviour of job-hopping among selected Postgraduates in Arshad Ayub Graduate Business School.

Table 6: Basic Needs and Behaviours of Job Hopping among Postgraduates Graduate Business School

	Pearson Correlation	Significant Value
The Behaviour of Job Hopping	0.502**	0.000
Basic Needs	0.502**	0.000

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

This is proven by the value; p is 0.000 which can be said the relationship is significant when $p < 0.05$. While, the Pearson correlation value, r is 0.502 which indicates that there is a moderate relationship between basic needs and the behaviour of job-hopping.

Table 7: Multiple Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.087	0.390		5.350	0.000
Self- Fulfilment	0.526	0.083	0.654	6.316	0.000
Psychological Needs	-0.073	0.130	-0.050	-0.050	0.572
Basic Needs	0.035	0.081	0.032	0.032	0.666

The finding shows that the correlation between the dependent variable and the linear combination of independent variables was 0.638. The value of R^2 , which was 0.407, showed that 40.7% of the behaviour of job-hopping change is caused by a change between the independent variables such as self-fulfillment, psychological needs, and basic needs. R_2 shows almost 40.7% of Postgraduates of Arshad Ayub Graduate Business Schools captured into the study. The R_2 statistical indicated that it shows a good model. The 40.7% means the equation by using 3 variables able to explain 40.7% that support the behaviour of job hoppers. The data has captured more than 40% and it is considered good. The remaining 59.3% of change cannot be predicted as it may be caused by other variables not studied in this research. The result showed that there was a significant relationship between the behaviour of job hoppers between the independent variables (self-fulfillment needs, psychological needs, and basic needs) less than $p < .05$.

Table 7 shows the result of factors that influenced the behaviour of job-hopping is self-fulfillment needs. This is proven by the Beta value (β), self-fulfillment shows the highest β value is equal to 0.654 while the other two, which are psychological needs and basic needs, have β values of -0.050 and 0.032 respectively. The higher the Beta value, the higher the coefficient. In addition, the self-fulfillment needs have a significant value of 0.000 which is $p < 0.05$. It can be indicated that self-fulfillment needs are the most influential factor toward the behaviour of job-hopping among selected respondents of Postgraduates in Arshad Ayub Graduate Business School.

The relationship of the type of generation in mediates effect on the behaviour of job-hopping among Post-Graduates in Arshad Ayub Business School was the fifth objective that was investigated in this study. According to the findings of this study, there is a relationship between the type of generation that mediates the effect of all variables (self-fulfillment needs, psychological needs, and basic needs) on the behaviour of job-hopping among Postgraduates in Arshad Ayub Business School. The findings discovered there was a mediation effect at $p < 0.05$ in the Sobel test as the finding stated that the significant value is less than ($p < 0.05$). The finding reveals that there was a significant and positive correlation between all variables (self-fulfillment needs, psychological needs, and basic needs) and the behaviour of job-hopping. This variable is considered to change the effect to the behaviour of job-hopping when there is a different generation. This shows that different generations show different perspectives about job satisfaction and motivation in the workplace.

4. CONCLUSION

In conclusion, the factors, self-fulfillment needs, psychological needs, and basic needs are determinants of job-hopping among generation Y at the Postgraduates in Arshad Ayub Business School. Emphasizes work value. Managers should understand that Generation-Y employees have realistic expectations; the availability of status work-values, such as extrinsic rewards, is not high on their priority list, and their decisions to leave are unaffected by the availability of such status work-values (i.e., more authority and rapid advancement).

Perceived Work-Life Balance Availability: Other data suggests that Generation-Y employees are not materialistic, except their preferences for extrinsic rewards and their impact on the desire to resign if such work ideals are not adequately met. Instead, they place a high value on other parts of the job, or they require other aspects in addition to extrinsic rewards

Provide Job Satisfaction: The importance of job happiness in improving staff productivity and efficiency in organizational activities has been underlined. Job satisfaction is seen as vital, and it is an important tool for improving organizational performance.

Hence, the first recommendation that can be highlighted by the government is regarding a pleasant working environment. Several essential factors contribute to job satisfaction and retention, including behavior, salary, work environment, WLB, and management system. a decade There will be two out of every three workers who will be moving forward by the end of 2020, while only 16% of millennials want to see themselves with their current employers later. The optimum strategy to dealing with Human Resources Management is the aspect of job happiness as the government may introduce soft Human Resources Management. Soft Human Resources Management methods aid in the prevention and resolution of labour and skill shortages, as well as the restoration of employee work satisfaction and retention. Future research should look into how to better manage employees and how this relates to employee retention

(Ashton, 2018). This study examines the favourable association between Soft Human Resources Management and Generation Y employee retention using data from previous studies.

Second, the government also needs to focus on generation Y's work-life balance and retention. There is evidence by the research on Generation Y retention and multiple empirical investigations, which there is a considerable link between work and family. Work-life balance is still one of the most important components in resolving leadership and retention issues in the workplace. Lastly, the proper amount of care should be supplied by policies, and management should boost and maintain employee job satisfaction to increase staff efficiency and productivity (Ahmed & Uddin, 2012). The leader's role in making an employee feel appreciated and pleased has the potential to improve job satisfaction and retention.

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