Impact of Career Growth on Employee Job Hopping with Moderating Role of Job Security

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Abstract

This study investigates the impact and connection between Career Growth (CG) and Job Hopping (JH) in banking industry. Quantitative research is conducted through a 28 items questionnaire. 300 employees from banking industry are taken as sample out of which 290 replied completely to the questionnaire. Correlation and Regression are measured to assess the collected data. This research also shows the moderation impact of employee Job Security between Career Growth and Job Hopping. We used Job Security (JS) as a moderating variable along with its two different dimension i.e. Affective Job Security (AJS) and Cognitive Job Security (CJS) in the assembly of Career Growth and Job Hopping as independent and dependent variables respectively. The results indicate that CG has direct positive impact on JH as our first hypothesis has been accepted. AJS moderated more as compared to CJS. It proved that JS's both dimensions play vital role. It has been sorted out that in order to reduce the JH in companies, CG must be dealt with full attention by HR department with a moderating role of employee's AJS and CJS as well. Statistical Package for Social Sciences (SPSS) is used for data analysis.

Key Words :*CG-Career Growth; CGP-Career Growth Progress; PAD-Professional Ability Development; ORG-Organizational Reward and Growth; JH-Job Hopping; JS-Job Security; AJS-Affective Job Security; CJS-Cognitive Job Security.*

Introduction and Literature Review

A Workers like Anna who forego the traditional career-ladder climb, and instead jump from role to role, have often been stigmatized; job hopping was likened to vagrancy and branded 'Hobo Syndrome' by industrial psychologists ALex Christian (22nd July, 2022). In a tight labour market and an environment where companies show less and less loyalty to workers, many of those who job hop are reaping the rewards, gaining sizable pay rises and greatly accelerating their career progression. Leidner and Smith (2013) gave a view point that markets with a huge velocity are demanding advanced level of labor with the huge capacity level of work created an environment in which employees cannot spend their whole life in single Job. It was practice in past that employees start a Job and spend whole life in same Job and get retirement from same Job but today's fact paced environment is demanding more and more work performance from employees which as a result pinched the employees to leave the Job frequently.

The objective of the research is to lower the Job-Hopping rate in banking industry. Frequent Job Hopping is hampering the overall performance of banking industry. This practice can be reduced by adding a moderating impact of two dimension of Job security (AJS and CJS). Through these dimensions we can reduce the Job Hopping by understanding the employees more accurately and by keeping them satisfied.

Trend of Job Hopping is like a scary dream for come true by book HR in ASIA (16th March, 2022). Universally accepted myth is that non availability of tuned and skilled labor is the reason for which employees have developed bad behaviors and wined to blackmail the managements of many organizations in shape of extra salary rise or speedy promotions. Fan & De Varo (2015) gave a unique concept about Job Hopping as employee having experience across different jobs, bears a broadened skill set and understanding of work; valuable labor market skill set that can enhance careers and later lambasting employers for such experience to get extra benefits.

Available studies that relate Career Growth to Job Hopping, are quiet few one, and some of them are the studies are by Wang and Hu (2009) along with other researchers in later years i.e. Wang and McElroy (2012), Nouri and Parker (2013), Wang and Karavardar, (2014), Weng et. al. (2014}. Employees who see a low chance for proficient improvement may tend to show low job satisfaction and low organizational commitment and pursue better job opportunities elsewhere, Ng et al.(2016). As per year 2015, worldwide compensation report published by the recruitment expert Robert Walters, events of getting higher salary incredibly increased in China when workers change businesses.

Due to Job Hopping, organizations have to suffer from costs like re-recruiting, re-hiring, training, retaining, losing productivity during replacement, losing high performers etc. Job-Hopping resonates with negative connotations such as disloyalty, impatience, a short attention span, less productivity and a high possibility for turnover Fan & De Varo, (2015).

Job Security has been studied from Vilde et al. (2017). Various examinations on a wide variety of antagonistic responses to JS have been published. Probst, Jiang, and Benson, (2018), for a review Job Security is expressed as an individual's assumptions regarding progression in a working environment.

After analyzing these studies of Job Security or Job Insecurity and seeing its importance we have also studied Job security in its both dimensions:

Cognitive Job Security
Affective Job Security

Cognitive Job Security can be considered as the actual danger to the continuity of employee job as well as environment for job e.g., breakdown of working conditions; Shoss, (2017).
Affective Job Security is the enthusiastic experience of being stressed or naturally upset over the possible misfortunes. Affective Job Security can be characterized as the enthusiastic responses to the apparent danger to one's work e.g., concern, stress, uneasiness, dread; Huang, Lee, Ashford, Chen, and Ren, (2010).

Methods

This is a quantitative survey research and it is having the design of non-probability sampling technique. non-probability sampling technique was used to get the required research data. This study focuses in banking sector and unit of analysis are the employees of banking sector ranging from Grade - IV to Grade AVP level having level at least graduation or above. Questionnaire was distributed physically among the samples of study for data collection and result were generated accordingly. Convenient non-probability sampling technique was used for data collection.

The tool used for measurement of Career Growth is developed by Wang et al. (2012). The above scale was used in below article "Organizational Career Growth and subsequent voice behavior: The role of affective commitment and gender" by Qian Wang et. al (2014). There are many other studies of Career Growth in which this tool has been used. Dimension wise Alpha's vales are .86, .90 and .87, respectively.

Job-hopping scale was developed by Naresh Khatri et. al. (1999) and used in below articles. Reliability values are given accordingly.

Statistical Package for Social Sciences (SPSS) software is used to analyze the data. Correlation and Regression analysis is done.

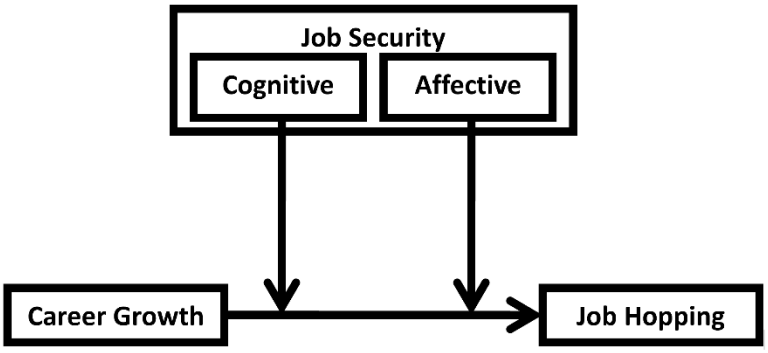

*Figure. 1***:** Complete Model Design

H1: Career Growth has direct effect on Job Hopping.
H2: Cognitive Job Security moderate relationship between Career Growth and Job Hopping.
H3: Affective Job Security moderate relationship between Career Growth and Job Hopping.

Table 1

Demographics Frequencies Results

Statistics	**Gender**	**Education**	**Age**	**Designation**	**Experience**
Valid	290	290	290	290	290
Missing	0	0	0	0	0

We have used total five demographics of total 300 populations in our research having 290 valid responses. Missing Values are not at all interpreted in overall all results of od samples. The actual interpreted data sample size is 290 because 10 samples were incomplete in any respect. Missing values are mentioned to tell that we have taken 300 sample size out of which 10 samples are incomplete and only 290 samples are taken into account.

Table 2
Complete Model Correlation

Coloration Descriptive Statistics	**N**	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
Career Growth	290	1	4	3.31	.717
Job-hopping	290	1	5	2.23	.846
Cognitive JS	290	1	7	4.84	.928
Affective JS	290	1	7	2.92	1.390
Valid N (list wise)	290				

We have four variables under study. Independent variable is Career Growth measured on Likert scale from 1 to 5 whose means value if 3.31, which means most of the population have responded neutrally but tend to have agreed to career growth questions. Dependent variable is Job Hopping also measured on Likert scale from 1 to 3, having 2.23 mean value which shows that overall population either remained neutral of tend to agree the questions of Job Hopping.

Cognitive Job Security (CJS) and Affective Job Security (AJS) are also measured on Likert scale from 1 to 7. These both variables are playing moderating role. Their means values show that CJS is population answered more agreeing manner to questions whereas AJS population disagreed toward questions having means values of 4.84 and 2.92 respectively.

Table 3
Correlation Results

		Career Growth	Job Hopping	Cognitive JS	Affective JS
Career Growth	Pearson Correlation	1	.230**	.304**	.040
	Sig. (2-tailed)		.000	.000	.497
	N	290	290	290	290
Job Hopping	Pearson Correlation	.230**	1	.311**	.543**
	Sig. (2-tailed)	.000		.000	.000
	N	290	290	290	290
Cognitive JS	Pearson Correlation	.304**	.311**	1	.360**
	Sig. (2-tailed)	.000	.000		.000
	N	290	290	290	290
Affective JS	Pearson Correlation	.040	.543**	.360**	1
	Sig. (2-tailed)	.497	.000	.000	
	N	290	290	290	290

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

Correlation is significant at the p-value 0.01. The lower values of correlation level indicate that variables are soberly significant correlated with each other. However, there is strong correlation between AJS and Job Hopping. CG which is 0.543, worth here to mention which depicts that Job Hoping is caused more by the Affective Job Security.

Table 4

Correlation Analysis

	1	2	3	4
1-CG	1			
2-JH	.230	1		
3-CJS	.304	.311	1	
4-AJS	.040	.543	.360	1

Note: CG = Career Growth, JH = Job Hopping, CJS =Cognitive Job Security, Affective Job Security

The Values of the table shows that CG is positively correlated with JH (r=.230, p<.001), CJS (r=.230, p<.001) and AJS (r=.040m, p>.001). Similarly, Job Hopping also positively correlates with CJS (r=.311, p<.001) and AJS (r=0.543, p<.001). And when we look and correlation among

CJS and AJS, it is also positively correlated with value of correlation r-0.360. There is no negative correlation in overall analysis. As we can clearly see the non-significant level of p at .497 and correlation r - .040 of CG and AJS which shows weaker correlation and non-significant value.

Regression Analysis

Dependent Variable: Job Hopping
Predictors: (Constant), Career Growth
Table 5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.230[a]	.053	.050	.825

The model summary is having the R values as .230 which shows sober relation among dependent and independent variable. But if look at R-square vales which is .053 depicts that independent variable has very low impact on dependant variab

Moderation Analysis

A. Cognitive Moderation Analysis
Table 6

```
Model = 1
    Y = JH
    X = CG
    M = CJS

Sample size
        290

*************************************************************************
Outcome: JH

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .3938      .1551      .6115    10.8919     3.0000   286.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     2.1787      .0468    46.5576      .0000     2.0866     2.2708
CJS           .2820      .0649     4.3472      .0000      .1543      .4097
CG            .1875      .0713     2.6298      .0090      .0472      .3279
int_1         .2426      .0907     2.6746      .0079      .0641      .4212
```

Overall model summary is having significant value of p=.0000 which tell us that we can rely on results. The value of model fit is F=10.8919. R-square value is .1551. Effectiveness of CJS as

moderating variable is good as its value is .2820 The CG effect is also good as .1875.

B. Affective Moderation Analysis

Table 7

```
Model = 1
    Y = JH
    X = CG
    M = AJS

Sample size
        290

**************************************************************************
Outcome: JH

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5870      .3446      .4743    41.8090     3.0000   286.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant    2.2244      .0411    54.0769      .0000     2.1434     2.3054
AJS          .3102      .0325     9.5423      .0000      .2462      .3742
CG           .2476      .0661     3.7489      .0002      .1176      .3776
int_1        .0802      .0515     1.5556      .1209     -.0213      .1816
```

Overall model summary is having significant value of p=.0000 which tell us that we can rely on results. The value of model fit is F=41.8090 which tells us that AJS has higher impact as compared to CJS and impacts the moderation more. R-square value is .3446. Effectiveness of AJS as moderating variable is good as its value is .3102. The CG effect is also good as .2476.

Hypotheses Analysis and their results

H1: Career Growth has direct effect on Job Hopping.
As our correlation values show us that CG and JH have moderate correlation of 0.223 with significant P level. So it is proved that CG has direct effect on JH.

H2: Cognitive Job Security moderate relationship between Career Growth and Job Hopping
It is proved that CJS moderates the relationship of CG and JH by 15% significantly with a degree of free 3 as R-square value is 0.1572. The F value is 18.1156.

H3: Affective Job Security moderate relationship between Career Growth and Job Hopping
It is proved that AJS moderates the relationship of CG and JH by 35% significantly with a degree of freedom 3. The F value is 51.3091

Conclusion

In our hypothesis section, our first hypothesis has been accepted, so we can conclude that CG has direct positive impact on Job Hopping of employees. Organizations must spend on Career Growth of employees in order to retain employees and win their loyalties.

After analyzing impact of AJS and CJD separately, we conclude that moderation impact of AJS is higher that CJS and companies should focus on AJS more as compared to CJS in order to reduce Job Hopping rate of employees. Companies should listen to employees' voice closely and problems must be addressed and solved accordingly which will help them to keep employees longer and win their loyalties.While we see combined effect of CJS and AJS, they moderate more as compared to separate moderation values.

The moderate correlated value of .221 for CG and JH relationship tells us that there must be some other factor/variables in such relationship which must be studied in order to get strong correlation. Further this relationship is studied in post Corona epidemic and must studied after Corona Epidemic as banking sector played vital role during this epidemic and employees felt in very safe industry and as a result, variables will surely react differently.

Another important future research recommendation is that CG and JH must negatively correlate with each other as per available literature but as per our research it was positively correlated which must be studied again. This future research recommendation is given on the based on doing ethical research which I strongly followed and did not manipulated results and finding to ascertained results as per available literature.

Another future research recommendation is that during CJS moderating variable acted, there was weaker values ascertained through SPSS which hints to add some other variable while CJS moderates in the relationship between CG and JH.
Combined effect must be studied together along with some other variable for more and stronger value of moderation.

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