

Job Hopping In Software Industry With Reference To Select Software Companies: A Study

Bura Naresh¹, Prof. B. Venkat Rathnam²

¹Ph.D Research Scholar, Department of Commerce & Business Management, University College of Commerce & Business management, Kakatiya University, Warangal

²Department of Commerce & Business Management, University College of Commerce & Business management, Kakatiya University, Warangal

Abstract—The research paper mainly deals with presenting the scenario of job hopping which was found as one of the emerging problems which has been creating problems for software industry. As human resources was treated as assets for organization's productivity, the problem of job hopping making its affect on organization's policies and programs. In view of the importance, the present research based paper critically examines the job hopping scenario in select software companies. Job hopping which is an advanced term used for employee attrition, the present paper provides comparative analysis on the attrition rate. Further, the study also investigates the problem of job hopping by taking into consideration of 7 select dimensions. The study provides the field survey results obtained from the software employees of 3 select companies.

Keywords—attrition rate, change management, job hopping, job satisfaction, retention, role conflict, turnover

I. INTRODUCTION

Human resources are the most vital part of the organization's productivity. Effective utilization of human capital will result in optimum achievement of organization's objectives. Some of the key performance indicators for human resources including the Employee's clarity on role, responsibility and expectation, development of qualitative staff, tracking and measuring the performance, assessment of promotion criteria and process, ensuring the outline internal capability and identify gaps on skills competencies and behavioral aspects and developing KPI's for each department & employee's strategic objective for organization's growth. According to L.F. Urwick, "Business houses are made or broken in the long run not by markets or capital, patents or equipment but by men. "Of all the resources, manpower is the only resource which does not depreciate with the passage of time.

Job literally gives the meaning of 'a paid position of regular employment'. Further, it is the task or piece of work, especially one that is paid for.

Job hopping literally refers to changing jobs frequently or moving from one job to another and between organizations. It is the practice of changing jobs frequently, especially as a means of quick financial gain or career advancement. Job hopping earlier used in different terms such as employee mobility, employee skipping is considered as brain drain in software industry. According to the Wall Street Journal report on Job Hopping poll, it was assumed that job hopping as 'migrating more frequently from one job to another job between organizations'. The term job hopping has global importance in the present globalized environment due to its adverse affects on organization's and consequently to the industry's growth.

The definition of job hopping behaviour varies from one country to another [Khatari et al. (1999)]. From the previous researches being done two types of job hopping behaviors have been identified. The first is when individuals because of their strong personal desire for fun change their jobs. The second type describes a turnover culture that is motivated by some social support.

Job hopping has become the most worrying problem in the modern day organization's context. Employee mobility through job hopping is creating huge disturbance for organization's day to day activities and the employee's commitment to organization's vision and mission. From the employees' point of view, the job hopping has created the new opportunity to excel in the career including financially but from the organization's point of view, the frequent job hopping is creating huge burden to replace the employee pool at right time. In today's corporate world, hiring, preserving and maintaining human resources have reached paramount importance. Increasing expectations of human resources regarding salaries and perks, work pattern, designation, importance of their role and decision making attitudes are often creating them to look in the broader perspective of hopping from one organization to another organization.

Job-hopping Researchers have used interchangeably the terms like job hopping, turnover, attrition, quitting, worker mobility (Rousseau et al., 2003), "protean career" (Hall, 1976); job shift; "willingness to change companies" (Finegold et al., 2003); work flows (Burgess et al., 2000; as cited in Saxena, 2012). Viewed from a broad perspective of Mobley et al. (1978), the process of job hopping commences with the dissatisfaction experienced by an individual with his present job (Griffeth et al. 2000, as cited in Boswell et al., 2005), followed by his search for alternatives, followed by a

comparison of those options with his current job using an expected-value-like decision process, and, finally, the decision to leave if any of the alternatives is adjudged to be preferable than his current situation or position. Job hopping may be linked to broadly two parameters- extrinsic and intrinsic. The former include factors like pervasive job dissatisfaction, distrust and disengagement (Pfeffer, 2007). Mitchell et al. (2001) indicated that, job search and the consequent turnover intention, is not related to the employee dissatisfaction, as it is linked to job. It may be pertinent to note here that scholars have distinguished between "job searching" from "leverage-seeking search" in the sense that the former is linked to change of the jobs, the latter is indicative of available job alternatives as a leverage against the present employer such that his/her present organization shall strive to make a better counter-offer and make efforts to retain him/her (Boswell et al., 2004).

II. FACTORS AFFECTING JOB HOPPING

Various studies made by earlier researchers has given foundation for analyzing the various factors affecting job hopping for the present study. From the analysis on the influencing factors for job hopping, it is observed that, job satisfaction, employee turnover, psychological factors, role conflict and welfare measures were found as the significant factors affecting job hopping especially in India.

A) ROLE OF JOB SATISFACTION AND EMPLOYEE TURNOVER

Job satisfaction has been defined as "an employee's affective reactions to a job based on comparing desired outcomes with actual outcomes (Egan et al., 2004, Pg. 5)." To an extent, employee job satisfaction is a reflection of how well an employee's expectations of a job are aligned with the reality of their work (Lund, 2003). Employees assess job satisfaction based on intrinsic job elements, such as feelings of purpose at work, and extrinsic job elements, such as compensation. The level of employee job satisfaction reflects the cumulative level of fulfilled job expectations.

B) PSYCHOLOGICAL FACTORS AFFECTING THE EMPLOYEE BEHAVIOUR TOWARDS JOB HOPPING

Psychological factors are part of integral part of behaviour of a human being. These include all the internal factors including motivation, personality, perception, attitude, learning and values. The way an employee performs in the organization results in productivity of the organization. And further, employee performance is the successful completion of tasks by selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resources with in a changing environment. Employee performance is directly associated with the balance of psychological factors.

C) ROLE CONFLICT AND EMPLOYEE WELFARE MEASURES

Role conflict will generally takes it roots from when workers are given two different and incompatible roles at the same time, or their role overlaps with another worker or work group.

The greater the role conflict, the higher the likelihood of an employee experiencing occupational stress. The severity of role conflict will result in employee dissatisfaction towards the organization and ultimately results in job hopping.

The welfare measures need not be in monetary terms only but in any Kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relation and insurance against disease, accident and unemployment for the workers and their families. Administration of welfare facilities involves decision on (1) welfare policy (2) organs of welfare (3) assessment of effectiveness. The first step in welfare Administration is to have a clear defined policy towards it and the willingness of management to providing it.

III. REVIEW OF LITERATURE

Several publications in the journals, projects, magazines and news papers were considered for the purpose of analyzing the research problem about 'Job hopping in select software companies'. Some of the important observations are presented here.

Charles Koeber (2005), in his article has made key observations on corporate restructuring, downsizing and the middle class through a conceptualized view. The article described the developments of corporate downsizing and the experience of employee displacement as a process of work and employment change that occurs within the context of structural changes in the economy, large firms and labor market. According to Lee and Rwigema (2005), job satisfaction, affective commitment and withdrawal intention together predict employee's decision to stay or leave. Moving on with the argument on why people leave, 'burnout preventions' as a tool for employee retention.

Leigh Branham (2005) in his book , " The Seven Hidden Reasons Employees Leave" has delineated the following reasons of job hopping;1) the job or work place not living up to expectations, 2) mismatch between job and person, 3) too little coaching or feedback, 4) too few growth and advancement opportunities, 5) feeling not valued and unrecognized including pay, 6) stress from overwork and work life imbalance, 7) loss of trust and confidence in senior leaders. Bruce Fallick et al. (2006) et al in the paper titled 'Job-hopping in Silicon Valley: some evidence concerning the micro foundation of a high-technology cluster" has made analysis on the mobility of employees at work place. The authors have argued that job hopping is important in computer clusters because it facilitates the reallocation of talent and resources toward firms with superior innovations. Further, the paper has provided the findings which include that job hopping between the companies; however, also increase the likelihood that knowledge acquired in one firm is employed in another. Desheng Dash Wu and Yong Zhou (2006) in the edited book on Risk Management have opined about Job hopping. The authors have opined that, the effect that boundary less career and protean career could make on the tendency of job hopping, or the impact that the organization career management could bring to the probability of job hopping in the age of boundary less career.

According to MaFoi Ranstad Work monitor survey (2008), it was shown that job hopping in India is climbing at a rapid speed and India has received the highest Global mobility Index score of 141 which indicates that India has crossed the countries like China and Mexico in terms of employee mobility. Taufic I. Shaikh (2008) in his research paper on “Job hopping and attrition rate” has made analysis on the magnitude and impact of attrition rate. Further, the author has opined that improper working hours, lack of growth opportunities, pursuit of salary increments and monotony of the job are some of the reasons for rising job hopping in software industry. The survey presented by “Beyond(2011)”, an independent research agency on a network of more than 15,000 online niche career communities polled its members on what factors encouraged and how long they have been working in a company. The survey results have shown that, only 36.8% of the respondents have opined that they are working in the same company. Whereas 42.59% of the employees have opined that they have changed two to three companies. And further, 11.64% of them have opined that they have been working from the last 5 years. 8.97% of the respondents have opined that they have changed more than five companies.

Kelly Global Workforce Index(2012) on ‘The autonomous and Empowered Workforce’ revealed that, 52% of Indian employees feel it is important to change jobs, almost three-fourths of the work force(73%) is confident that if they were to change jobs, they are in a good bargaining position to secure a similar or even better position. Further, the report has analyzed the survey results from 1,70,000 people in 30 countries and discussed the severity of job hopping in IT/ITES industry where technological changes which can happen constantly and also results in job hopping. Survey made by Kelly Services India(2014) shown that, compensation, job satisfaction and better roles are among the main reasons for employees moving jobs in the engineering, IT, financial services, FMCG and pharmaceutical sectors. The survey concluded that, about 70 percent of the surveyed employees said that, compensation is the reason for changing jobs in engineering sector. About 15-20 percent of the candidates switched jobs to get exposure to a new area of work. Geeta Bansal(2014) in the article on Job hopping has conducted analysis on finding the reasons of job hopping at different levels of management in IT & Telecom industry in north India. A total of 237 executives from both public (151) and private(86) sector were part of the sample The results showed that the frequency of job hopping is less amongst the public sector executives as compared to the private sector. Deepti Pathak(2014) in the article titled “Job hopping and turnover intentions: An empirical study”, has concentrated on investigating the relationship between job hopping and turnover intentions and explore the mediating effect of employee engagement. The editorial column of Economic Times (2014) has presented the survey results made on Job hopping. From the observation on editorial column, it is noticed that, about 70 percent of the surveyed employees said that compensation is the reason for changing jobs. About 15-20 percent of the candidates switched jobs to get exposure to a new area of work, global workforce solutions firm Kelly

Services India’s ‘Understand the mind of an employee’ report said. It is further noticed that, compensation, job satisfaction and better roles are among the main reasons for employees moving jobs in the IT, financial services, FMCG and pharmaceutical sectors.

IV. OBJECTIVES OF THE STUDY

The study mainly makes an analytical study on analyzing the job hopping scenario in 3 select software companies and further investigates the problem of job hopping from point of view of perception of software employees by considering seven dimensions. These include impact of job satisfaction, psychological factors, employee retention role conflict, employee turnover intention, change management and advancement in technology

V. METHODOLOGY OF THE STUDY

Primary data is collected from software employees from 3 select software companies including Tata Consultancy Services, Infosys Technologies and Wipro Technologies. A total of 390 sample respondents is drawn through convenience sampling and administered through questionnaire and personal interview. Statistics on attrition rate and job hopping statistics are collected from annual reports of 3 companies and further web references, news from papers, articles, journals are also used for the study. The present article provides the field survey results and the research findings made as part of doctoral theses.

VI. FINDINGS OF THE STUDY

Summarized findings from the research study is presented in the following heads.

a) COMPARATIVE STUDY ON ATTRITION RATE IN THREE SELECT SOFTWARE COMPANIES

Examination is made by combining the attrition rate of 3 select software companies in a single table in order to estimate year wise highest and lowest in terms of attrition rate.

Table 1: Comparative study on attrition rates in 3 select software companies

S.No.	Year	Attrition rate in TCS	Attrition rate in Infosys	Attrition rate in Wipro Technologies
1	2007-08	12.78%	13.04%	18.5%
2	2008-09	11.24%	11.10%	13.2%
3	2009-10	11.87%	13.40%	13.6%
4	2010-11	14.38%	17.00%	24.1%
5	2011-12	12.19%	14.70%	19.5%
6	2012-13	10.54%	16.30%	13.7%
7	2013-14	11.30%	18.7%	15.4%

Average attrition rate	12.05%	14.89%	16.85%
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Source: annual reports of 3 software companies

From the year wise comparison for the period 2007-08, it is observed that, Wipro Technologies has recorded highest percentage of attrition rate. TCS has recorded lowest with 12.78%. For the period 2008-09, it is observed that, again Wipro Technologies has recorded highest attrition rate in comparison with the lowest at 11.10% for Infosys Company. For the period 2009-10, it is clearly shown that, Wipro Technologies has recorded highest with 24% and TCS has recorded lowest with 14.38%. All the three software companies have shown highest attrition rate for the period 2010-11 period. For the period 2011-12, highest attrition rate was achieved by Wipro Technologies and the lowest is achieved by TCS with 12.19%. For the period 2012-13, it is clearly shown that, TCS has recorded lowest with 10.54% and the highest was achieved in Infosys Technologies Company. For the period 2013-14, TCS has achieved the lowest attrition rate with 11.30% and the highest was achieved by Infosys Company with 18.7%. Overall, the figures clearly shows that, 2010-11 period has shown highest attrition rate for all the three software companies and the average attrition rate was shown highest for Wipro Technologies with 16.85% and Infosys has achieved 14.89% where as lowest attrition rate was achieved by TCS with 12.05%.

B) FIELD SURVEY RESULTS AND FINDINGS ON SELECT DIMENSIONS

Observations on the annual income of the software employees have revealed that, 48% of the employees are in the annual income range of less 3.5 lakh per annum. Further, 32% of the sample respondents are in the income range of 3.5-5 lakh. 19% of the sample respondents are found in the income range of 5-7 lakh and only 1% of the sample respondents are in the income range of more than 7 lakh per annum.

From the survey, it is clear that, majority of the sample respondents are in the income range of less than 3.5 lakh per annum. Since, majority of the sample respondents are working under Project mode, it is clearly found that, majority of the sample respondents are in the income range of less than 3.5 lakh. Further, analysis on the commuting time of sample respondents has shown that, majority of the sample respondents have the commuting time of more than 1 hour.

1. Analysis on employees rating towards job generosity dimension has revealed that, highest weighed average has been found for the 'employee getting assistance in executing the tasks. Further, skills and abilities are matching to the requirements of job including the encouragement from the work place for new and better ways of doing things. Whereas lowest rating has been achieved for 'employee right to choose the task, making independent decisions, liberal to schedule and completing the tasks and opportunity to consult the client to know direct feedback.
2. Analysis on employees rating on Job passion and evaluation has revealed that, weighted average found negative to the statements including 'management's

preference to employee for suggestions, reward for the quality of efforts of the employee. Highest weighted average has been achieved for 'employee remaining positive to the company and solving client problems. The study has revealed that, despite not getting good satisfaction for the reward for the quality of efforts, employees have shown positive opinion towards solving the problems and overall satisfaction to the company.

3. Perception of employees towards various forms of organizational commitments has revealed that, majority of the software employees opined 'disagree' to commitment to spend whole career for the software company, continuity in the organization till retirement and better working conditions. Whereas software employees opined 'agree' to loyalty towards the profession, strong sense of social obligation for continuity. Overall, the analysis is clearly proven that for most of the cases, the employees are well committed to the organization despite the draw back in satisfaction over salary and perks.
4. Factor analysis has proven that, nine variables viz; Satisfaction about the job, Satisfaction on the receiving at work place, Information sharing about the works, Satisfaction over the leisure hours during the work, Satisfaction over work/skill recognition, Satisfaction over learning while working and so on are loaded on the three components. These components have labeled as Satisfaction levels.
5. From the observation on weighted scores achieved for 9 parameters of statutory welfare measures, it is observed that, for the facilities on 'first aid appliances, canteens, rest rooms & Lunch rooms, Housing facilities, transportation and working equipments, the weighted score found positive which indicates that, employees are satisfied with the facilities. Whereas for 'refresh rooms', Employee counseling centers and Convenience centers', weighted score found negative and this indicates that, employees found dissatisfactory for these facilities. With regard to non-statutory welfare measures, weighed score found positive for 'transport facilities' and 'housing facilities'.

Whereas for other non-statutory welfare measures including 'Educational facilities for higher education', conveyance & Medical facilities, advance for purchase of two wheelers, insurance and pension facilities', weighted score found negative which indicates that, employees are dissatisfied with these facilities.

C) SURVEY RESULTS ON PERCEPTION OF SOFTWARE EMPLOYEES ON PSYCHOLOGICAL FACTORS RESULTING IN JOB HOPPING

With regard to the study on hours of time spent for the family life by the software employees, it is observed that, on an aggregate of 40 % Software Employees from all the selected Software Companies belongs to 3 select companies have perceived that they spend 5-8 hours a day with their families. Whereas on an aggregate of 34% of sample respondents have

spent 2-5 hours a day followed by 13% on an aggregate of sample respondents have spent 1-2 hours and more than 8 hours a day each. Majority of the Software Employees have opined that they share their emotions/experiences with friends/peers while working in the companies. The percentages remained 55% in Wipro, 47% in TCS and 26% in Infosys. Further, 26% of respondents among three Software Companies have shown emotions/experiences with their life partner. Perception of software employees with reference to opinion on facing of harassment at work place result in job hopping has clearly proven that, 59% of the Software Employees from all the three Software Companies have opined that they do not have belief that harassment at work place will result in employee decision on job hopping. Study on motivational aspects of software employees at work place has revealed that, Guaranteed salary enhancement, more growth than other companies, Job Security, financial assistance, grievances settlement occupies the first 5 positions. These statements proved that the main influencing factor that employees give importance is enhancing the job security with salary growth. Perception of software employees on various problems that will have impact on employees' decision on job hopping has revealed that, Delay in salary payment, unfriendly working conditions and payment less than industry norms are the most pressing problems followed by failure in payment of salary & perks, less number of days of work and ensuring regularity in work and time are the most influencing problems that will have an impact on employees' decision on job hopping.

D) ANALYSIS ON PERCEPTION OF SAMPLE RESPONDENTS ON EMPLOYEE RETENTION

Study on occupational statistics of software employees of 3 software employees has revealed that, majority of the sample respondents selected for the present study has found working for software development and project based assignments. Further, F-test has proven that, there is a significant difference in the sample respondents on the basis of type of work they have been engaged. Majority of the sample respondents (68%) from all the three selected Software Companies have the same opinion that, job which they have been engaged have matched to their talent and worth. Software Company wise data are almost on the same lines to that of aggregate.

Rating on employees level of satisfaction on various attributes of employee retention has revealed that, software employees have given highest rating to 'communication by the company to its employees', where as weighted averages has found negative to the statements including 'employee free to create time at outside during work hours' and 'employee motivation to accept the task by the management'.

With regard to perception of software employees towards challenge of retaining key employees, it is observed that, employees are very much confident and agreed to the fact that, 'retaining key talent, i.e., retaining well performed employee is very vital for the organization', further, sample respondents have agreed that, substantial number of key employees are searching for better job and this will result costly to the

company's perspective. Chi-square test result has shown that, there is a significant association between various aspects of 'retaining key talent' with reference to the rating given by the software employees.

E) PERCEPTION OF SOFTWARE EMPLOYEES ON ROLE CONFLICT IN SOFTWARE COMPANY

Majority of the employees have shown positive intent towards the problems of rumors, criticizing the employees at meetings, disturbance at work place and the problem of external influence and also short term orientation. With regard to the results on the statements on role conflict dimension, it is observed that, highest weight was achieved for the statement, i.e., employee shifted from one project to another platform results in conflict. Further, it is also observed that, employees have opined that, target based hike and incentives results in conflicts. Results on the statements on task conflict clearly revealed that, highest weight was achieved for the statement, i.e., allocation of responsibilities and decisions are made one way, this indicates that, there is no uniformity or according to the worth of the employee when the company assigns the responsibilities. Study on perceptions of software employees towards various measures that are to be strengthened to overcome role conflict, it is observed that, highest rating was achieved for the perception of software employees, i.e., training will enable strong resilience for new projects and counseling for people experiencing distress from sources both in and outside of the work place. Further, employees have give next best rating to 'holding regular team meetings will enable employees to discuss any potential role conflict.

F) EMPLOYEES PERCEPTION ON TURNOVER INTENTION

With regard to perception of software employees on reasons for employee turnover intention from software job, it is shown evidence that, Majority of the sample respondents have given 'Strongly Disagree' rating to the statements including software employees have reached the age of super annuation, workloads are too heavy, Conflicts or problems with immediate supervisor, lack of empowerment or influence on the job and another job closer to home or easier commute. , employees are keen for the dissatisfaction with job or work responsibility which may encourage them for turnover intention.

2. Perception of software employees towards awareness on employee turnover rate of the company has shown that, 59% of the software employees are unaware about the employee turnover rate of their respective company. 61% of the software employees from TCS and 58% of the software employees from Wipro Company have opined that, they don't have awareness about the employee turnover rate of their respective company.

G) ANALYSIS ON ROLE OF CHANGE IN MANAGEMENT & TECHNOLOGY ON JOB HOPPING

From the survey results on change management practices of TCS, it is observed that, TCS has initiative change management in the areas of strategy alignment, organizational change, customer experience management, business process

excellence, enterprise solutions, and industry and business transformation.

The study on change management implementation in Infosys has shown that, Infosys has designed, developed, tested and successfully deployed this modularized OCM solution, which can be customized to meet the needs of each of the client's unique sourcing requirements. To address the requirement of software employees towards establishing change, it has created a change team supported by senior leadership, proactively developing, implementing, communicating, and initiating the training programs that the comprehensive and consistently delivered across the organization and providing good communication. With regard to the study on change management by Wipro Technologies, it is understood that, Wipro has been focused on delivering business benefits from complex change programs, shortening time-to-value through maximum user adoption and building internal change management capabilities for the clients.

From the study on the perception of employees towards change in the technology, it is observed that, 65% of the employees from Infosys have opined 'yes' which indicates that they are ready to adopt to change according to the technology developments. 62% of the employees from TCS, 62% of the employees from Wipro Technologies have also opined that, they are ready to change according to the technology developments. Overall, 63% of them have opined positive as they perceived that they are ready to change according to the developments in technology. Software employees drawn for sample study have given their positive intent to change and adopt for new technology, organizational policies, but whereas with regard to pay structure, position and designation, uninformed changes and additional responsibility, employees have shown their disagree ness.

VII. SUGGESTIONS OF THE STUDY

From the study on 'job hopping in software industry with reference to select software companies: A study', the following suggestions are recommended for the betterment of the 3 software companies in order to reduce the problem of job hopping.

1. Software industry is one of the core industries which have given significant contribution to India's GDP. As the growth of industry benefits the nation as well as the company's employees, managing the employees efficiently, identifying the root causes for job hopping and reducing the impact of job hopping on the employee productivity is the focal point of success for software companies.
2. With regard to job hopping scenario in TCS, it is observed that, there is a consistent marginal decrease in the attrition rate, which is a good sign for the company. Further, another significant factor which has given less impact to TCS is, the lessening of attrition rate benefited the company, as the financial growth of the company increased in the last 4 years. With regard to Infosys, the attrition rate has found consistently high for the last 3 financial years. Further, it is observed that, the company has reported 14.89% which is higher than the TCS. Whereas, Wipro has shown consistent decline in the attrition rate in the last 3 years. Further, the attrition rate has shown slightly high in comparison with the other 3 companies despite there is a steady decrease in the attrition rate. This shows the evidence that, Wipro technologies has been focused to reduce its attrition rate better than the other two companies.
3. With regard to profile of sample respondents and the job hopping scenario among the sample respondents, it is clearly observed that, majority of the sample respondents found working in Junior level cadre and having the majority of the age group lies between 30-40 years, further, With regard to shifting of jobs, it is observed that, junior level is more prone to shift from jobs, there is a clear evidence that, job hopping rate has found high in Junior Level. As majority of them were found working under Project mode, the software companies must need to reformulate the recruitment policy especially for project mode. As the project mode is based on the limited time period, companies need to make HR policy that should suit to better performer to continue with new projects. This will reduce the attrition rate especially in junior level.
4. From the survey, it is observed that, majority of the software employees were found in the income range of below 3.5 lakh per annum, the survey result has proven that, income range was found as one of the most influencing factor effective the employees intention on job hopping for better opportunity. Further, the commuting time of the software employees was shown more than 1 hour. Hence, it is to recommend to the 3 software companies that, commuting factor has to be considered as one of the important parameters while making the schedule for shift system for employees. This will help both the company and employee to use the appropriate time for the company.
5. The activities which need to improvement are Benefits of incentives, in- time delivery of salary & perks, work site facilities, work available at better salary & perks and less work are next five positions followed by financial assistance and pleasant working conditions. If the employees has remained at the same salary for two or more years, that could be a major deterrent against staying with the company. HR representative may be asked to review the salary and provide a log of accomplishments, talents and potential or other compensation benefits. These activities are indicating as the main criterions for software employees. The impact of less work and pleasant working conditions will motivate in both ways. In order to ensure getting motivated, the employers and superiors of the company must ensure that the Software Employees work with freedom concentrating on satisfying the facilities and salary & perks for the work done in the company.
6. Software Employees today are well aware that they need to continually update their skills. Especially in view of rising demands of new projects, better technology upgrading, employees see great value in

training that allows them to attain their goals. Training is a “win-win” situation for the employee and the employer. Employees get to increase their knowledge and skills, and employers have highly trained and motivated employees working toward the company goals.

7. Considering the personal needs of employees, the practices should be a flexible shift system that facilitates employees to work in different shifts. Flexible time schedule should be initiated by the employees and approved by management to meet business commitment while supporting personal life.

Company need to consider the factors including child/parent care, health situation, maternity, formal education which flexi time is allowed to an employee.

1. With regard to psychological factors affecting the software employees towards job hopping, it is clearly found evident that, work life balance, and adequate time for family were found as most influencing factors. Introduction of the programs including ‘get to gather with families’, special provisions for employees in case of children/old parents, giving priority in shifts in case of family problems will increase the satisfaction of the employees towards the job. With regard to motivational aspects, it is observed that, salary enhancement, job security and better grievance settlement were found as the important factors.
2. Providing the employee, the realistic job preview at the recruitment stage. Reducing the raising expectations, encouraging better reward system for work, Maximize opportunities for individual employees to develop their skills and move on in their careers will provide better scope for employee retention.
3. To improve employee retention to tackle job hopping, companies need to ensure wherever possible that employees have a ‘voice through consultative bodies, regular appraisals, and attitude surveys and grievance systems. Further, the software companies need to make efforts for possible accommodates individual preferences on working hours. Be as flexible as possible in the allocation of shifts.
4. Software job involves extreme concentration of technical aspects. In view of the complexity in analyzing the various programs and projects, employees are often expected to face lot of stress created either through job or the role that they have been playing in the organization. At the organizational level, conducting frequent periodical meets with an aim to make the employees understand clearly about the role that they have to play and further the management needs to organize periodical campaigns to minimize the effect of work-related stressors on employee’s health.
5. Implementing a performance feedback system, talent recognition management, developing active work environment, preparing an organizational chart that gives a clear view of the company’s structure and communication channels will play an important role in reducing role conflict.

6. All the 3 software companies need to adopt monitoring committee especially to reduce the problem of rumors, misguiding and spreading personal issues of software employees. Further, the transfer system must be impartial and according to the capability of the employee. Change in the platform that employee is not capable will result in poor performance of the employee there by declining growth in the company’s productivity.
7. The field survey results clearly shown that, inadequate use of the talent, work-life balance issues, job-insecurity, lack of promotional opportunities, lack of training and development have shown as key factors for employee turnover intention. Effective mechanism with regard to training and development for newly recruited professionals as well as experienced professional to tackle with new platforms will help the employees. Companies need to concentrate on ensuring better Financial growth and better future prospects in current working area to encourage the employees to get less impact on employee turnover intention.
8. The study on the initiatives of TCS, Infosys and Wipro Technologies has revealed that, all the 3 companies have been adopting the common practices of all types of employees in the select branches. It may not give fruitful results as the requirements, problems and the needs of software employees of different cadres will not match with others.
9. As the field survey results clearly shown evidence, that employees are keen to adopt to change in technologies, organizational policies, companies need to encourage the change by giving due weightage to the employees who shows improvement in the performance according to change in management and technology. Further, creating sense of job security, understanding the employees about the need for change in organizational structure, reducing the impact of demotivating factors will really help the software employees to not get into the intention of job hopping.

Finally, companies need to take into account of creating maximum job satisfaction to the employees by effectively understanding the problems they have been facing, further, creating better satisfaction towards psychological factors, creating positive intention for getting maximum employee retention, reducing the impact of role conflict, effectively tackling the employee turnover intention and employee resistance to change in management and technology will help the employee as well as software companies to reduce the employee attrition rate which means getting success in reducing the job hopping.

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