**INTI INTERNATIONAL UNIVERSITY**

**MASTER OF BUSINESS ADMINISTRATION**

**JOB HOPPING BEHAVIOUR AMONG GENERATION Y IN THE RETAIL INDUSTRY OF MALAYSIA**

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# **DECLARATION**

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# **ABSTRACT**

The research of job hopping behaviour among generation Y in the retail industry of Malaysia is important because majority of Malaysia’s employees are from generation Y and this generation Y tend to job hop frequently compared to other generations. There are three factors in this research which are income level, job satisfaction, and work condition. Besides that, a moderator of gender been added in the framework of this research to differentiate this research with the previous researches. The geographic focus of the research is in retail industry of Malaysia, and the unit analysis of this research is generation Y employees in retail industry of Malaysia. This research is a cross-sectional study using quantitative methods based on descriptive research. The questionnaires been distributed by online and using hardcopy to the respondents and there are 309 usable respondents collected could be used for further analysis. Convenience sampling been used in the research and the questionnaires been adapted from the previous researches.

Based on the findings, the results showed that there were three variables being tested which were income level, job satisfaction, and work condition. Two of these factors been supported which are income level and working condition while job satisfaction not supported in the research. Besides that, it is also found that gender has no moderating effect on job hopping behaviour among generation Y in the retail industry of Malaysia. Thus, in the future the employers need to focus on income level and work condition to reduce the job-hopping behaviour among generation Y in the retail industry of Malaysia.

**Paper type: Research Paper**

**Key Words: Employee job hopping behaviour, generation Y, income level, job satisfaction, work condition**

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**CHAPTER 1**

# **1.0 OVERVIEW**

This chapter mainly introduces the background of job-hopping behaviour in the global context. Afterwards, the problem statement, research objectives and research questions will be explained. The scope of study will be focus on the job-hopping behaviour among Generation Y in Retail Industry of Malaysia context. Next, the significance and limitation of the study will be discussed to give a better understanding to the readers. Subsequently, the operational definition will be stated to ensure all the important terms in this research well explained with right terms and meanings. Lastly, the organisation chapters will be included to give basic views of this study.

# **1.1 BACKGROUND OF THE STUDY**

Job hopping has been distinguished as a typical between the employees and this example has been influencing various organizations to revise the human resource procedure to lower the cost involving in high turnover and able to keep their staffs in the company (Jules, Ghazali and Othman, 2017). However, the current trend of job hopping already been discussed by Ghiselli (1974) who called the phenomenon as “hobo-syndrome” that can be explained as the workers changing employment for a quite often.

There are many costs wasted such as the hiring costs and the cost of training that been used to the employees become the main concern of the employers when many peoples decide to job hop (Jules, et al., 2017). This statement also been supported by Bhatla and Pandey (2014) the expenses in training is huge and that is why losing the great workers are expensive. This fact is agreed by Tziner, Ben-David, and Oren et al, (2014) that the substitution expenses cannot be ignored as the costs inclusive of two parts which are the separation cost and training expenses that need to invest on new employees which means the company that have lower turnover financially outperform.

Currently, younger generation become the focus of hiring and retaining for all employers globally and the attempt to find out what this generation needed at the workplace that needs to be done (Chung and Fitzsimons, 2013). Based on research by Steenackers and Guerry (2016) Generation Y will at least change their job once for average years of service are 4.8 years while the baby boomers are 30.6 years, and this shows a huge difference level of loyalty between generations. Based on Department of Statistics Malaysia (2016), there are 51% of generation Y in the current workforce which is the highest compared to the other generations. Generation Y is a threat to current workforce as been confirmed by a study that this generation has high turnover (Cogin, 2012).

Based on the feedback of the study by Daming and Xiaoyun (2010), the main reason why the workers tend to change the employment frequently because the employees have not yet found a satisfying company to remain. The meaning of satisfying company is a company that can give a better income, able to use the current skills, and gives a possibility of good relational connections (Saleem and Qamar, 2017). However, this phenomenon makes the employers become confused on either they should invest the money to train the current employees and lost the investment when the employee tends to leave the company after working in the company for short period (Juhdi, Pa'wan and Hansaram, 2013).

Subsequently, the human resource managers in retail industry need to face the problem by training the new staffs continuously as the staffs tend to remain in the organization for a brief period and this process will be time consuming and financially wasted. The employers in the retail industry need to come out with various methods to reduce the issues as keeping the current employees is more challenging than hiring (Sultana, 2014). By diminishing expenses related with enrolling and training, and by conveying better incentive to clients, companies in the retail industry are better preparing to contend in an exceptionally aggressive commercial centre. To accomplish lessening in hiring and development costs and decrease worker turnover, employers must see how to fabricate legitimate positions of worker occupation fulfilment and to urge the representatives to remain in retail vocations (Chung, Rutherford and Park, 2012).

Thus, it is relevant to study this topic as the human resource manager need to know what the policy changes are needed in order to reduce the job-hopping phenomenon among generation Y employees, especially in the retail industry of Malaysia.

# **1.2 PROBLEM STATEMENT**

Based on Kerlinger and Lee (2000), the investigation of the research problem is "the most challenging and essential piece of the entire research process".

Current employment patterns demonstrate that staffs below 40 years old just remain about 18 months to three years of employment to a company (Ibrahim, 2012). The high number of job hoppers suggest that employers will confront new difficulties on how to restrain the current employees from left their current job and become loyal to their organization (Steenackers et al., 2016). In average, the employers need 42 days to find a new employee and the cost to hire an entry level employee is somewhere in the range of 30 and 50 percent of yearly compensation and will up to 400 percent of yearly pay for replace specialized employees (Saleem and Qamar, 2017). Many costs need to be used in order to replace and accepting new staff and this action will be time consuming and influence the company achievement and development (Chung et al., 2013). The issue of job hopping by employees’ results misfortunes for bosses and when the specialists left the company, their reasons must be questioned, and the outcomes to reduce the activity should be actualized (Saleem and Qamar, 2017).

The dominant generation in the current workforce is generation Y and from a research by Queiri, Wan Yusoff and Dwaikat (2015), this generation change employment every now and again because of their disappointment with current pay, other benefits and presence of various alternative employments. Generation Y worker’s turnover turns out more problematic with regards to Malaysia, as the nation is experiencing the issue of insufficient of workers (Downe, Loke, Ho and Taiwo, 2012). A few studies revealed that Generation Y workers in the Asian Pacific district have the briefest job term contrasted to workers from other generation (Queiri et al., 2015). The statement also been supported by Lee (2012), whereby studies had proved that Gen Y tend to have shorter tenure in the employment. Generally, worldwide companies are encountering problematic issues on attracting and retaining skilled employees, especially those in Generation Y, and attempting to solve the insufficient employee’s issues (Cogin, 2012). If an endeavour is not made to comprehend the working environment, the splendid future and capability of this generation will be tarnished (Chung et al., 2013).

Wholesale and retail industry are the main contributor of the economy in Malaysia, thus this sector provides many job and business opportunities (Malaysia Productivity Corporation, 2017). Based on study by Tay (2011), the author said that retail industry in Malaysia has dedicated thirteen percent of the nation’s gross domestic product (GDP) with RM 334 billion in sales and the retail industry been acknowledged as one of the primary economies in this country.

Based on previous research, there had a been a lot of studies conducted on workers’ job satisfaction, however there are only few materials available on the job-hopping behaviour (Jules et al., 2017). This view also been supported by Steenackers et al., (2016) that study on job turnover has gotten extensive consideration while the issues on job mobility and job hopping being underexplored in the study.

Therefore, the researcher interested to study the job-hopping behaviour among Generation Y in the retail industry of Malaysia as there is insufficient studies been conducted on this topic. This study will contribute useful solutions to this issue for human resource managers in order to reduce the job-hopping phenomenon among generation Y employees (Steenackers et al., 2016).

# **1.3 RESEARCH OBJECTIVES**

Based on Abramson (2015), the research objectives are needed to establish a theory or concept that related with the chosen topic.

The main phenomenon of this study is the job-hopping behaviour among generation Y in the retail industry of Malaysia. The objective of the study is to examine the contribution of income levels, job satisfaction, working conditions and job-hopping behaviour among generation Y in the retail industry of Malaysia. Therefore, the sub objectives of this research are:

1. Investigation on the income level’s contribution to job hopping behaviour among generation Y in the retail industry of Malaysia.
2. Investigation on the job satisfaction’s contribution to job hopping behaviour among generation Y in the retail industry of Malaysia.
3. Investigation on the work condition’s contribution to job hopping behaviour among generation Y in the retail industry of Malaysia.
4. Investigation on whether gender moderates the relationship between the independent variables and the dependent variable to job hopping behaviour among generation Y in the retail industry of Malaysia.

The stated research objectives will be as the guide to this research and these objectives will be transformed to the research questions as stated on the next section.

# **1.4 RESEARCH QUESTIONS**

Even though in rare occasion it is okay to have one questions, to make it proper a research paper at least need to have three questions and all these questions must be inclusive from one another (Abramson, 2015).

The following research questions as a key point to guide whole study toward a right direction and align with the research objectives. Following are the research questions of the research:

1. Will the income levels influence on the generation Y job hopping behaviour among generation Y in the retail industry of Malaysia?
2. Will the job satisfaction influence on the generation Y job hopping behaviour among generation Y in the retail industry of Malaysia?
3. Will the work condition influence on the generation Y job hopping behaviour among generation Y in the retail industry of Malaysia?
4. Will the gender influence the relationship between the independent variables and the dependent variable on the job-hopping behaviour among generation Y in the retail industry of Malaysia?

# **1.5 SCOPE OF STUDY**

The study will focus on the relationship of job hopping behaviour among generation Y in retail industry of Malaysia and what is the determinants that make the employees to change their employment. The output of this study will be aiming to find the suitable solutions that able to reduce the number of job-hoppers and hiring costs for the employers. This is a quantitative study whereby the samples will be from generation Y employees working in retail industry.

# **1.6 SIGNIFICANCE OF STUDY**

Significance of this study is the study on the reason of job-hopping of the employees in the retail industry (Aziz, 2010). By the end of this study, the employers able to get initiatives that able to decrease the turnover rate in term of the job-hopping phenomenon (Salleh, Nair, and Harun, 2012). The output of the study able to be used by the human resource experts to solve the issues in the retail industry of Malaysia (Kurnia, Choudrie, and Mahbubur et al., 2015).

The researcher expects that the outcome of this study will aid the human resources department on how to develop human resource policy or program that will avoid the current employees to leave the company to another and enhance the retention rates (Steenackers et al., 2016). Frequent job hopping not just seriously affects business efficiency, however underlines requests for associations to raise salary, enhance working conditions, and take better responsibility (Saleem and Qamar, 2017).

# **1.7 LIMITATIONS**

# **1.7.1 Scope Limitation**

The analysis of this study been conducted at Malaysia and because of the nation specific factors is different with others, turnover figures among nations are likewise ventured to contrast, which may constrain the generalizability of this study (Steenackers et al., 2016).

# **1.7.2 Data Collection Limitation**

The target samples are only the limit of approximately 400 generation Y labours ranking in various employment levels and coming from different backgrounds in the retail industry in Malaysia. The findings or results from this small samples may not represent the truth feedback from all the generation Y workers in the retail industry. Other than that, getting respondents that willing to participate in this research was a difficult part, as not many employees have enough interests on this survey to spend their time to fill online and hard-copy questionnaire about employee job hopping.

# **1.7.3 Time Limitation**

The time given to complete this research is insufficient, which means researcher has to work under tight time-schedule to accomplish all the four sections within the limited time. Apart from that, another limitation in common of the given time frame was presented to the researcher. Thus, there may be a bias and skewness as for the findings because of the time constrain.

# **1.8 OPERATIONAL DEFINITION**

# **1.8.1 Job Hopping Behaviour (Dependent Variable)**

Job hopping is an action of a person who stay working in an organization for a brief tenure by changing the employment frequently (Jules et al., 2017). Job-hopping also indicate to continually making voluntary transfer a workplace to another (Steenackers et al.,2016). This term also been defined by Ghiselli (1974) as a person moving from a job to another with uncertain reason disregarding whether able to secure another job or not.

# **1.8.2 Income Level (Independent Variable)**

Income may be gained by contributing the services or energy to the employer and received the reward which is usually in the monetary form as the return (Hernandez and Guarana, 2011). There are three level of income which are top, middle and lower income (Mui and Ghafar, 2003). The words income, pay, compensation and remuneration have been used alternately.

# **1.8.3 Job Satisfaction (Independent Variable)**

Job satisfaction can be explained as the contentment sense coming from the job involvement and also a sign that individual standards for their work setting been fulfilled (Tziner et al.,2014). Locke (1976) also explained the job satisfaction as “an entertaining or positive feeling come out from the evaluation of each job or job experiences”. It is important to employees to be satisfied with the given position as the satisfaction will improve the workers’ efficiency and productivity in the company (Jules et al., 2017). The words satisfaction and fulfilment have been used alternately.

# **1.8.4 Working Condition (Independent Variable)**

Work condition is associated with the company’s situations and environment as the harmful workplace will influence the safety of the employees (Rahim, Biggs and Boots, 2014). The current effective work condition is the office that allow the employees to have flexible time in their policy. The words working condition and working environment have been used alternately.

# **1.8.5 Generation Y (Context)**

The most common definition of generation Y is the person who were born from 1980 to 2000 (Hess and Jepsen, 2009). As for now this generation aged in their 20s and 30s (Chung et al., 2013).

# **1.9 ORGANISATION CHAPTERS**

***Chapter 1 - Introduction & Background***

This chapter focuses on the overview of job hopping behaviour, analysis from a global perspective to a focus point which provide an overview of this job-hopping behaviour among generation Y in the retail industry of Malaysia. Moreover, summarizes the main purpose and objectives, stated the research problem, research purpose, research scope and limitations of this study, definition of the key terms at the end of this chapter.

***Chapter 2 - Literature Review***

The chapter 2 analyses the previous literature, involving a series of job hopping behaviour trend and why this behaviour being associate with generation Y. Researching the gap of existing literatures and defines the theoretical framework and research hypotheses of this study in the end.

***Chapter 3 – Research Methodology***

The chapter 3 provide structures of the research methodology by analysing the study approach and sampling techniques which including the time horizon, unit of analysis, research instrument and method of collecting data. In general, the objective of the chapter is to present a detailed approach to the whole study that make the following research can be carried smoothly.

***Chapter 4 – Research Finding***

This chapter will analyse and explains the detail results depending on the information and data which been collected from survey. Summarizing the results and using SPSS to do several tests for the survey, then testing the hypotheses and propositions whether can be accept or not.

***Chapter 5 – Conclusion***

The last chapter 5 will summarize the whole report and conclude the research findings, giving the recommendations to the society or employer as well as give direct suggestions to the future research or studies, finally doing self-reflection in the end of the research.

**CHAPTER 2**

**2.0 OVERVIEW**

This chapter is mainly to analyse the current literature’s that relevant with the topic and to create a theoretical framework. Firstly, the author will explain the global and local perspectives on this phenomenon and will be followed by the description of the main influencing factors of the topic that author found from the previous literature. Next, the clarification on how the independent variables and moderating variable influence the dependent variable. Subsequently, the discussion of which grounded theory will suitable with this research. Last part of this chapter will be about the conceptual framework, hypotheses and the conclusions of this chapter.

**2.1 JOB HOPPING BEHAVIOUR**

There are numerous articles on newspapers regarding on the job-hopping phenomenon particularly related with generation Y as one of the articles was written by Ibrahim (2012) said that the younger generation tend to switch their job frequently compared to the previous generation that able to remain in an organization for eight to ten years as the younger generation has different expectations on what job is. The other article by Aruna (2012) mentioned that the younger generation tend to quit whenever they faced a problem in the workplace as they realized that their parents able to support them even though they do not have any job offer for that time being.

The high statistics of job hopping behaviour become a challenge to the human resource managers on how to retain the current employee in the company (Steenackers et al., 2016). The employers need to make a research on this issue to help the company by having a good human resource plan (Saleem and Qamar, 2017). Thus, it is essential to do research in this area to understand what are the factors that make the employees to job hop from one employer to another.

# **2.1.1 Global Perspectives**

Various countries give a diverse of meanings to the job-hopping phenomenon (Myers and Sadaghiani, 2010). Generally, the continuous job-hopping behaviour will lead to lower productivity in employees (Idris, 2014). Job-hopping issues been reviewed by various researchers in the journals and the research will be examined the phenomenon behaviour focused on an industry or between various generations in a workplace (Yuen, 2016).

The job-hopping phenomenon been discussed by Ghiselli (1974), that called the phenomenon as hobo syndrome which means the internal problem in current employment urge the employees to find any other available jobs. This statement been agreed by Saleem and Qamar (2017), which is based on the study at Pakistan the employees tend to leave the company whenever there is a feeling of disengagement and dissatisfaction and this phenomenon will give negative impacts to the company on the productivity and urge the employer to alter the company’s policy for example, increment compensation, upgrade working conditions and assume more prominent liability.

Besides that, the company also need to incur huge cost to train and hire the new employees as the cost will be almost twice of the annual compensation of previous employees and the intangible costs that affected by the phenomenon as the knowledge of the company loses together with the previous employee (Tziner et al., 2014).

Tragically, high job-hopping behaviour lead to huge expenses for the two parties which are employees and companies (Tziner et al., 2014). As job-hopping expectations increase, the likelihood of leaving employments builds (Griffeth, Hom, and Gaertner et al., 2000). Organization with workers with higher job hop aims are probably going to have work evasion practices, for example, non-appearance and lateness, and are additionally more averse to participate in authoritative citizenship practices (Hom, Mitchell and Lee et al., 2012). To keep the negative outcomes from job-hopping behaviour, the analysts must look for new factors that foresee the turnover expectations of organization employees (Kim and Park, 2017).

Belgium is one of a country that faced the job-hopping phenomenon as from statistics the Belgian staffs tend to have 6.4 careers in different company throughout their working period (Steenackers et al., 2016). There is also a study based in Singapore that shows the statistics that there are 510 executive job-hopping events within 18 years which is from 1993 to 2011(Gao, Luo and Tang, 2015). The employer in Pakistan also emphasized that the job-hopping issue in the country is an alarming aspect (Saleem and Qamar, 2017).

Different researchers or authors suggested that the young generation is a job-hopping generation as this generation do not have any intention to remain in an organization for more than two years and this generation do not care with others perception on this issue (Yuen, 2016).

Young generation tend to change their job frequently to find a good match for the career that leads the theory of the workers change jobs frequently during the early time of the careers (Steenackers et al., 2016). There are many cases of executives tend to job hop in order to take the new position at the other company that offers high salary and better position (Gao et al., 2015).

Other than that, the phenomenon also been faced by the employers in the United Kingdom (UK) as based on survey in 2008, 80 percent of them were experiencing retention issues as the employees tend to job hop regularly that also giving negative impact on the company performance (Tziner et al., 2014). The employee’s statistics in United States (U.S) also showed that, there are 3.1 million of employees voluntarily quits the job in one-month period analysis which is on September 2016 and the figures is showing the increment of 9.3 percent from July 2016 (Memon, Salleh and Baharom, 2017).

The outcomes of previous research that been done by the expertise from various countries on this phenomenon are the consequences of frequently job hopping to the employees have pro and cons, the cost of this phenomenon is high such as training cost and advertisement costs and the employers must record the cost precisely, and there is positive side of this phenomenon which is the employees that remain in the office able to be promoted and get the increment in salary (Thwala et al., 2012).

Unfortunately, based on Salleh et al., (2012), this phenomenon gives negative impacts to the company because give bad financial impact, need to spend more expenses on new employees, the performance of company become low due to the insufficient manpower, and because all of these impacts, the human resource managers and employers need to find a better solution to avoid the job-hopping phenomenon become norms in the company. This is important because employees are the most important and valuable assets in every company (Hayati et al., 2015). Hence, job hopping is an important phenomenon to be studied.

**2.1.2 Job Hopping Behaviour in Malaysia**

Jules et al. (2017) cited in the study paper that younger generation has progressively assumed control over the workforce right now changes work as often as possible because of their disappointment with current salary and the other benefits, looking for a work that match the lifestyle and availability of alternative jobs.

Chung et al. (2013) also mentioned that the employees would like to move from one employer to another rather than spend their time working in a single company. In this research, an absence of faithfulness and readiness to make a vocation sense of duty regarding the firm was found among this pool of youthful and accomplished administration experts (Downe et al., 2012). There are two main concerns of the employers afterward the generation Y of workers begin to start the career which are job hopping and staff turnover (Daud, 2016). Losing skilled workers can contrarily influence a company’s competitive advantage since it would prompt decrease in profitability and efficiency (Juhdi et al., 2013).

This phenomenon become a problem to the employer especially the human resource managers as replacing and recruiting new staff need high costs, time-consuming and affects both organisational success and growth (Chung et al.,2013). Job hopping phenomenon become increasing during generation Y start entering the workforce and this action become problematic to the company efficiency and also the monetary and non-monetary costs that affected with the phenomenon, however more imperatively, representing a risk to the financial development of the nation in a few diverse ways (Queiri et al., 2015). What the employers are facing today is an indication of a conceivably stressing future pattern where workers progressively tend to job hop, and this exhibits an undeniable cost that affected on organizations, in recruitment as well as through coming about internal disagreement and wasteful aspects (Wong, 2012).

Tee (2013) stated that Gen Y’s level of job satisfaction has grown throughout the years due to the level of maturity, experience as well as job hopping that has helped them to achieve higher job satisfaction (Daud, 2016). As such they look for jobs that are not beyond their capabilities but jobs that could help them fulfil their demands (Wee, 2014).

It is generally accepted that many social problems along with lower productivity in workers will be resulted from the continual behaviour of changing jobs (Idris, 2014). Job-hopping’s behind reasons is consist of the hope to search for better jobs with competitive salary, company’s reputation, higher ranks of job and chance to work in changing fields (Nair, 2014). Many people link seeking job with higher salary, bonuses and welfare than the present company providing, which are reasons for them to change jobs (Yusoff, 2013).

As per the discovering, 58% of right now working grown-ups have been become employees for three organizations in the previous five years, and this beat example will hold on with 23% demonstrating that they expect to switch their present employment within the following two years (Zainol, 2015). The phenomenon in Malaysia will increment as a larger part of the nation's employment changes a normal of three employments in five years because of low occupation fulfilment that has additionally pinpointed the high employment turnover in Malaysia to association that neglecting to recognize the necessities of the younger generation workforce (Ong, 2014). Be that as it may, 74% of the nation's young generation workers said they changed bosses in the course of recent years, with 39% aiming to switch employment again within the following two years (Zainol, 2015).

Feeble representative connections will bring about much higher turnover rates among workers, making a cycle of exceptional business rivalry among similar laborers removing employments from fresh graduates (Wong, 2012). This will constrain the nation's fresh graduates to acknowledge the lower positions that will at last urge them to change employments frequently or abandon them with the option of staying jobless for a broadened period (Priya, 2015).

All of the initiatives such as the training and other improvement will be wasted, if the employees keep left the company (Juhdi, et al., 2013). The retail industry is among the industries that always faced the issue of job hopping phenomenon in both category of workers either the management or sales workers that will influence the profit and productivity of the company (Salleh et al., 2012).

Besides that, the employer in Malaysia also faced another problem which is employee leave the company and country to work abroad and this issue affected the talent pool in this country that make the government to revise the economic policy to develop human capital and able to realize the year 2020 goal which is to be a high-income economy (Juhdi et al., 2013). Based on the literature reviews, the researcher finds there are gaps in the study and it is relevant to the researcher to study in job hopping behaviour among generation Y in retail industry of Malaysia.

**2.2 INFLUENCING FACTORS**

Past research concluded that the main reasons why the employees job hop are the remuneration or income level, job satisfaction and working condition and based on research the researchers believed that if the managers and employers focus on these factors, the turnover rate will be low (Juhdi et al., 2013).

This recommends all the qualities such as management style, administration support, a fun work environment, adaptability, having sufficient assets, feel comfortable with the team, having a supportive office mate, the chance to grow new skills and advancement prospects, are vital highlights of worker retention (George, 2015).

The employees will repay all the benefits that been received during the employment such as a fair salary, training provided and the good support by the management with a good quality of job and do the tasks efficiently (Juhdi et al., 2013).

Thus, the influencing factors that will be discussed in this research are income level, job satisfaction, and work condition.

**2.2.1 Income Level**

Income is viewed as the most persuasive traits of propelling the employees to work harder, and the amount of month to month monetary compensations can be characterized as pay level and the scale is changed for various countries (Lu, 2014). Therefore, one of common criteria to retain and recruit the talented employees with excellent traits in an organization is remuneration (Lankard, 2015). The employers should consider remuneration is the most effective factor to get the better outputs from employees (Wren, 2014).

Hassan et al. (2012) mention the perspective as indicated by the human capital hypothesis that workers possess a high propensity to exchange their present occupations to the ones giving extremely higher compensation if the other criteria stay constant. This is due to the inflation rate that makes the cost of living high and the current employment cannot offer the increment makes the employees changing the employment (Wren, 2014).

It is undeniable that the main factor for employee leave the current employment is due to there is another offer that able to pay high salary to them and it is also for the career growth and betterment (Juhdi et al., 2013). Based on the respondents from a research organized by Sallehet al. (2012), the employee does not satisfy with the current pay and this reason become significantly influence the employee to find another workplace and the researchers also suggest that the company should revise the current salary scheme to abstain the issues occur.

Experimental confirmation demonstrates that compensation is among the most vital builds connected to positive working environment practices, for example, work inspiration and occupation fulfilment, and worker retention (Juhdi et al., 2013). Then again, disappointment with one's compensation is a main purpose behind people to discover work somewhere else. Along these lines, the level of compensation must be satisfactory if high amounts of engagement are needed (Memon et al., 2017).

However, this issues not only affected the lower rank employees but also the higher rank employees that really looking forward to the compensation given by employer that make the monetary reward is a relevant factor to attract and reduce the job-hopping phenomenon in the company (Juhdi et al., 2013). These data been concluded by a recent study that indicate the strongest intention when someone searching for a job is to find a good pay (Hays, 2017).

The problems become more complex when the employees are doing research or survey on how much the salary of the same position with them at the other companies that make them really updated and become demotivated when the salary lower than the others (Salleh et al., 2012). Anitha (2014) discovered that attractive compensation will affect more to the employees that work at smaller companies.

In order to become competitive, the employer need to do a salary review by comparing the salary figure with the other organizations to get a reasonable figure that can attract and reduce the job-hopping phenomenon in the company (Salleh et al., 2012). The fair pay is essential to all employees as the salary will be used to purchase all the necessities and all the employees in these countries (China, United Kingdom, and Japan) really looking forward with this factor when finding a job (Memon et al., 2017).

Another suggestion been suggested by Salleh et al., (2012), which is the employer able to come out with one policy that encourage the employees to do their best such as if employee able to reach certain target they able to receive monetary reward and this policy need to be known by everyone in the company. By given a fair amount of income to the employees, the employers able to expect that the employees will give more attention to the tasks given and become more productive and efficient (Memon et al., 2017).

However, as been discussed before, the fair income alone may not sufficient to reduce the job-hopping behaviour among employees because without a good environment and other benefits will make the workers change their employment due to the workers feel that there is no benefit of staying in the current company (Juhdi et al., 2013). Thus, income level is one of the factors in the research.

# **2.2.2 Job Satisfaction**

Job satisfaction is characterized as the likeable enthusiastic position because of the general assessment of one's activity or employment encounters and is a factor of the degree to which singular demands are met in the work environment (Tziner et al., 2014). Occupation satisfaction is a standout amongst the most vital and all around examined regions of study. With the goal for workers to be fruitful employer should consistently guarantee the fulfilment of their workers (Daud, 2016). Besides that, the job satisfaction can be explained as a feeling that staff feel when received the appraisal from the task done or the feeling satisfied with the overall job environment (Bakan and Buyukbese, 2013). Contended by the author, the mistake and following surrender of their job prompt the quantitative components, which are dissected including regardless of whether the worker is happy with this kind of work, whether the activity influences them to feel appreciate, and whether they have the pleasure and development (Salleh et al., 2012). Job satisfaction is one of the necessities and well-studied areas as in order to become a successful company, the employer need to know on how to make the staffs satisfied with the work (Daud, 2016).

The point of occupation fulfilment is significant as a result of its importance to the physical and mental prosperity of workers, and its suggestions for work linked practices, for example, efficiency, truant or job hop (Bakan et al., 2013). Attributes like job satisfaction among the focal ideas in authoritative psychology research and have solid pragmatic ramifications for HR administration (Saleem and Qamar, 2017).

According to Daud (2016), job satisfaction includes the level of a person’s opinions towards and fulfilment with current status of employment practices, the acchievements and commitments and in addition the status of a person’s fulfilment with all perspectives that straightforwardly or by implication identified with the present place of employment and occupation content. In other words, more satisfied staffs will more likely to stay with the organization. The condition where an employee has unhappiness and dissatisfaction can be described commonly that they have an unsatisfied job and it is stated that factors that able make employees feel satisfied including desirable incentive, stimulating job and helpful job support consist of the job satisfaction (Noor, 2012). Besides, the emotions and attitudes of workers in the circumstances of working are quite probable to form a kind of negative influence (Eslami, 2012). This implies what the workers pick up at work is imperative to influence them to feel commendable and spur them to keep working (Panatik, Rajab, Shaari and et al., 2012).

The worker fulfilment has turned out to be one of the fundamental corporate targets as of late and business likewise comprehended that affiliations can't achieve centred levels of significant worth, either at a thing level or a customer advantage level, if their employees don't feel satisfied or don't identify with the association (Bakan et al., 2013). Besides, expanded occupation fulfilment has been appeared to be associated with person qualities (Tziner et al., 2014). Individual connection may likewise be viewed as an individual trademark prone to connect with work fulfilment. In any case, little research thought has been given to the association between association style and employment fulfilment (Eslami, 2012).

These looks into depend on the certain suppositions that activity fulfilment is a probable determinant of truancy, turnover, efficiency, in-part work execution and additional part conduct. For example, various researches have built up work fulfilment as a critical indicator of worker turnover. One of the study dissected the presumption that the less fulfilled laborers have a tendency to leave while the more fulfilled ones have a tendency to stay in a vocation (Bakan et al., 2013).

Subsequently, this investigation is significant for the heads and additionally the strategy creators in understanding the most extreme significance of the practices that cultivates work fulfilment and authoritative duty, particularly because of profoundly productive workers (Saleem and Qamar, 2017). The researchers accordingly estimated that connection styles would connect to work fulfilment, so secure connection style partners with more elevated amounts of occupation fulfilment than avoidant and on edge styles (Tziner et al., 2014).

The limitations for the researches on job satisfaction are tiny as diversity of researches have been conducted and it also recommends the further knowledge on the intention to stay or quit job by the employee (Sakiru, 2013).

The specific plan needed in a company especially to the service-based industry when the workers depending on the knowledge and skills in order to make customer satisfaction and the output cannot be achieved when the employee not happy with the job and left the company after the company already expense the necessity trainings to the employee (Saleem and Qamar, 2017). Thus, it is relevant to include this factor in the research.

**2.2.3 Working Condition**

Work condition is one of the factors that influence the workers engagement and with right work condition, the workers able to be more energetic, showing high level of enthusiasm towards the job and efficiently doing the task (Gabel-Shemueli, Dolan and Suárez-Ceretti, 2017). Rahim et al. (2014) show the view that working condition is related positively with the objectives and attitudes toward job hop. Workers spend lots of time in common together in the office, therefore, Hassan et al (2012) made the comment that the working environment is quite significant for workers as they spend much time on the same workplace. As a result, the studies make a generalization of the factor including the objectives and attitudes of employees toward job hop determining the environment of an organization (Wahab, 2014). The younger generation like to have flexibility in the work condition (Daud, 2016).

It was also being regarded as parameters that workers do not enjoy the current job, become unwilling to stay at the same position then and reduce their productivity at last (Puteh, 2012). There is a developing assemblage of proof connecting the physical work environment with both fulfilment and productivity of workers (Rothe et al., 2012). Contrasts saw crosswise over ages recommend that the current generation of expert specialists request adaptable work routines which consider accomplishment in their own and also their expert life (George, 2015).

Next, seeing that the participants were decently happy with their task, there might be a requirement for the organization to look at updating the work itself for example, a less tedious work design can be implemented to make work more fascinating (Salleh et al., 2012). This study proposes that enhancing the working conditions by expanding the remunerating parts of work could be effective for expanding work fulfilment and decreasing the job-hopping behaviour, that lead to the key highlights of a favourable surrounding would have all the earmarks of being the accessibility of adequate assets to conduct the task given, adaptability and a lovely or fun work environment (George, 2015).

Based on research by Kotey (2017), the author mentioned that the government of Australia promote the managers to allow the employees to have the flexible working arrangements as long as the reason given is reasonable and acceptable as the practice able to reduce the absenteeism, turnover and increase the work satisfaction and efficiency. In the event of that employers can give a superior workplace and encourage amicable collaborator connections among employees, work fulfilment can be successfully improved (Lee, Huang and Zhao, 2012). Other than that, the new working conditions that been introduced are flexible start and end of the working time, able to work from home, and flexibility to choose the working shift with the intention that all of these efforts able to improve the employee productivity and reduce the job-hopping phenomenon (Kotey, 2017).

In order to abstain the employee having dissatisfaction, poor performance, frequent job hopping, stress and high levels of turnover, the employer must provide a good working condition to the employees (Gabel-Shemueli, Dolan and Suárez-Ceretti, 2017). A good working condition able to encourage the workers to be more productive and efficient that will boost the company competitiveness (Juhdi et al., 2013). Thus, working condition is one of the important factors to be analyse in the research based on literature reviews.

# **2.3 INFLUENCING FACTORS AND RELATIONSHIP WITH JOB HOPPING**

Huynh (2017) express that insufficient compensation is the significant reason of four (pay, working conditions, work improvement and training) that influence representatives to stop their employments.

The key components for retention can be believed to be at the level of the association, for example, compensation and benefits (pay and professional success), human resource works on (training and distributive equity), authoritative culture, socialization and parts of administration (George, 2015).

Among the reasons are low wages, insufficient advantages, absence of professional successes, absence of association portrayal, poor association with administration, poor comprehension of the tasks, absence of appropriate training and poor workplace, are the eight factors that been considered as critical to worker turnover, and more reasons were incorporate enlisting hones, administrative styles, absence of acknowledgment, absence of focused pay frameworks and lethal work environment situations (Thwala et al., 2012).

Generally, the discoveries have featured the significance of pay, advancement, work itself, supervision, and hierarchical duty in impacting turnover goal among the retail workers and these discoveries are valuable in featuring the requirement for the organization to create fitting methodologies and human resource policies so as to diminish its high worker turnover later on (Salleh et al., 2012).

In conjunction to this phenomenon, it is recommended for the organizations to provide better remuneration package, training, and a better working environment for the employees to remain loyal towards their organization and not quitting the job (Jules et al., 2017). Thus, the discoveries furnished exact help that fulfilment with pay, advancement, unrivalled, and the work itself impacts retention rate (Salleh et al., 2012).

The factors that make the employees make the decision to find another better work opportunity are receiving low income, having scarce opportunities to be promoted and having high level of stress in the workplace (Gabel-Shemueli, Dolan and Suárez-Ceretti, 2017).

**2.3.1 Income Level with Job Hopping**

In Asian setting, job hopping has turned into a typical trending in Malaysian's workforce as revealed by Human Resource Online (2015) where 83% of Malaysian picks better compensation as their best need when they are endeavouring to switch employment (Jules et al., 2017). Job hopping’s behind reasons is comprise of the would like to scan for better employments with quantitative pay, workplace with a good background, higher positions of employment and opportunity to work in evolving fields (Nair, 2014). The better pay is often being noted as the vital cause for an employee change the job frequently (Yuen, 2016).

Many people link seeking job with higher salary, bonuses and welfare than the present company providing, which are reasons for them to change jobs (Yusoff, 2013). Furthermore, a company compensation and pay strategy should likewise be composed with outrageous care. Measurements demonstrate that the normal raise, a worker can expect is 3 percent, interestingly, if a worker leaves the company, in any case, they can anticipate an expansion of 10-20 percent in their compensations. Subsequently, bosses must endeavour to develop a framework in which conferred workers are monetarily remunerated rather than the individuals who job hop frequently (Saleem and Qamar, 2017).

The supervisors expected that these specialists are inclined to resign particularly they discover higher pays somewhere else. This finding is equivalent to past research (Downe et al., 2012). Especially valid in Malaysia, Lee et al. (2012) agrees that outward rewards are better for generation Y. Outward rewards are the tangible remuneration, for example, compensation and other advantages (Queiri et al., 2015). The study noticed that the younger generation of employees are more materialistic or having a solid inspiration towards compensate framework, and they tend to jump from one occupation to the next for a couple of additional dollars (Downe et al., 2012). The employees will job hop to a much reputable and large organization as these organizations able to pay more compared to the small companies (Steenackers et al., 2016).

The effect of fulfilment with pay and incidental advantage has been the most persuasive factor, among others, to actuate the choice to stop for generation Y workers and such outcomes are a solid sign that generation Y workers emphatically favour extraneous prizes, and if these prizes are not adequately given, they will adverse effect workers' fulfilment, which at last pushes them away looking for employments with better outward rewards (Queiri et al., 2015).

Reward and remuneration are the types of substantial advantages and money related returns that a representative gets, anyway with the rising economy and the present workplace the rewards and acknowledgment take in various structures as these incorporate execution based prizes, worker acknowledgment, non-fiscal motivators, extrinsic rewards, and intrinsic rewards and execution based pay enhances worker execution notwithstanding propelling and connecting with representatives causing to enhance representative retention (Imna and Hassan, 2015).

Younger generation workers at present face difficulties to adapt with high than average cost for basic items, particularly since this generation has diverse examples of living and budgetary duties regarding satisfy that make along these lines, they keep on shifting starting with one employment then onto the next for better compensation and benefits (Queiri et al., 2015).

Note that reward and pay rehearses impacts representative retention and this is clear in numerous association (Imna and et al., 2015). Other study has discovered that 30 percent of changes starting with one association then onto the next incorporate downgrades, though 4 percent of occupation changes incorporate advancements (Queiri et al., 2015). It is hence certain that explanations behind job hopping starting with one occupation then onto the next employment past fiscal elements (Leidner and Smith, 2013). Of the 23 interviewed with employees, 19 prompted that getting additional cash for workers is a decent method to hold qualified staff (Huynh, 2017).

Beside these, salary, benefits, and remuneration package offered by the organization can be essential elements that can increase job satisfaction level (Daud, 2016). The researchers inspect how firms alter their remuneration plans for occupant officials in the wake of losing administrators to different organizations (Gao et al., 2015). Another path for the representatives to get work fulfilment is through what they see to be reasonable pay (Panatik et al., 2012).

The skilled employees decided to leave the company because the other companies offer much higher salary compared to the current employment and it being proved by an interview that 20 out of 23 participants agree with the statement (Huynh, 2017). The researcher underlines the significance of pay as a solid indicator of worker turnover referring to various studies (George, 2015).

Based on research by Gao et al. (2015), CEO of the company will be unlikely to job hop compared to the other level of employee because it is possible to the other level get promotion at the other company and with the promotion, the employee able to get a pay raise for 37 percent more than previous income. The above shows a clear link between income level and job hopping, whereby, the higher the income, the less likely to job hop.

**2.3.2 Job Satisfaction with Job Hopping**

This development had been emerged in Malaysian workforce since 2005 (The Sunday Daily) as per research led by universal firm Taylor Nelson Sofres (TNS) which expressed that greater part of the grown-up’s workforce (58%) job hop on a normal of no less than three occupations in five years because of their low employment satisfaction (Jules et al., 2017). Daud (2016) defined job satisfaction as an attitude towards work-related conditions. Thus, when an unsatisfied employee decided to leave the company, it is important to the employer to know what the reasons in order are to make the other employees left for the same reason (Saleem and Qamar, 2017). Losing competent workers will make the company lose the competitive advantage as the action lead to decreasing in productivity and quality (Juhdi et al., 2013).

As indicated by a research (Ong, 2014), job hopping in Malaysia will increment as majority of the nation's workforce switches a normal of three occupations in five years because of low employment fulfilment that has additionally pinpointed the high occupation turnover in Malaysia to companies neglecting to recognize the necessities of its younger generation employees. Based on Bhatla et al. (2014), the employee will remain in the company when they satisfied with the employer.

Low job satisfaction will lead employees to seek other job employment that will suit their satisfaction level (Jules et al., 2017). This research demonstrates that with regards to staff maintenance, even in creating nations, it isn't simply about cash; rather, the fulfilment that a man lands from the position itself or the earth, in which the worker works, can assume an extremely noteworthy part (Saleem and Qamar, 2017). Other researchers have found that employee job satisfaction would fundamentally affect work performance, truancy and turnover and worker relations (Daud, 2016).

Gen Y appreciates offering back to the society and volunteering and on the off chance that they have confidence in the association and feel the estimations of the work environment are in accordance with their own, they will be devoted, persevering and full drew in to indicate they truly believe they can and will have any sort of impact (Chung et al., 2013). In other words, more satisfied employees will more likely to remain with the organization.

In view of this, understanding the factors associated with job satisfaction is timely and valuable (Daud, 2016). Other than feeling disappointed with the tasks, workers have a tendency to create aim to job hop (Panatik et al., 2012). Poor employment fulfilment creates obnoxious emotions that spur the person to withdraw from this circumstance (Tziner et al., 2014). In the sake of attaining self-actualization, they will attempt to chase after another challenge from another company (Juhdi et al., 2013). It is important for employers to keep on looking for ways to enhance the level of job satisfaction among the new generation of employees in order to keep them in the organisations for a long time. (Daud, 2016).

It has been showed by studies that the employees having higher satisfaction with their career are likely to own more loyalty to the company compared with those who are dissatisfied with their career (Mansor, 2010). The employee’s job-hopping behaviour has connection with job satisfaction and their loyalty to company (Alam, 2010). However, job satisfaction occupies a small part even less than 15% in the whole real rate of turnover (Noordin, 2010).

The workers with lower satisfaction have higher tendency to act unfavourably when staying at company and to make the choice to change job finally, and the level of satisfaction is great impacted by the scope of job that executed by the employees (Juhdi et al., 2013). Consequently, work fulfilment ought to show a worker with turnover expectations which constitute behavioural goals that reflect disappointment with the company (Tziner et al., 2014).

The employee satisfaction also may have affected when the current co-workers tend to job hop and make the employee demotivated and less engagement with work and the worst scenario is when the employee that left the company is a high performer (Saleem and Qamar, 2017).

In general, the employee in small company tend to job hop to the bigger organization, in order to be promoted to higher level as the smaller company have a flatter organization and few vacancies that make the employees unable to be promoted easily and this promotion able to make the employees satisfied with the job given (Steenackers et al., 2016).

**2.3.3 Working Condition with Job Hopping**

Nowadays, the employees are requesting for a helpful working condition composed by some key parts including personal accessibility and contentment (Ariana, 2013). The above opinion is supported by current researches and studies conducted where workers would like to work in a harmless environment which also increase their working productivity (Hussain, 2014). There is an importance to emphasize that the working surroundings’ atmosphere including temperature, lighting and sounds are additional fabrics which are helpful to increase the satisfaction of jobs with proper providing (Ganguly, 2015). To this degree, the lighting and temperature should be regulated to a comfortable level for whole workers in the sake of a maximum performance in job. Besides, nowadays employees also would like to work in the company which is nearby their living places and the working condition should be tidy and convenient (Wakabayashi, 2014). Moreover, the employees have the expectations of modern and up-to-date equipment, technology, tools and products to use in their workplace (Teoh, 2012).

Through various researches, Chung et al. (2013) have discovered that Generation Y longs for workplaces that empower them to become specialists in their field, further the studies, work for a company that is respectable, and accomplish a feeling of fellowship with their peers. Research demonstrates that exceedingly fulfilled and very involved workers are more devoted to their company and energetically put extensive vitality so as to accomplish company objectives (Saleem and Qamar, 2017). Current patterns demonstrate shorter work residencies and continuous change occupation among Generation Y (Wieck et al, 2010). Based on company size, the job hop frequency are much higher in small company compared to the larger company (Steenackers et al., 2016). This younger generation require flexibility and if the company is not providing them with the work or life balance they are seeking, they will change the employment accordingly (Chung et al., 2013). Gen Y prefers flexibility in getting the work done (Daud, 2016).

Attitudes like employment fulfilment and occupation association among the focal ideas in authoritative brain science and have solid practical ramifications for HR administration (Schultz and Schultz, 2015). Inside the hierarchical sciences, work fulfilment is likely the most widely recognized, and in addition the most established operationalization of working environment joy (Saleem and Qamar, 2017). Administration faces an expansive assignment since Generation Y has exclusive requirements from their administration group, for example, taking care of individual needs, sustaining and bolster, inspiration towards individual achievement, polished methodology, accessibility and great relationship building abilities (Wieck et al, 2010). Younger generation regard visionary pioneers who impart, spur, support staff interest, tune in to needs, express regard for singular exertion and accomplishment, and acclaim steadily (Chung et al., 2013).

Even though the situation in the office a bit rough, with the support from the manages and colleagues, the employee able to be satisfied and able to give positive outcome to the company (Saleem and Qamar, 2017). Connection amongst supervisors and representatives is another imperative part in deciding the job satisfaction level for a person (Crossman and Abou-Zaki, 2003). The author said frail worker connections will bring about significantly higher turnover rates among workers, making a cycle of extraordinary business rivalry among similar laborers removing employments from new graduates (Wong, 2012). This thus will compel the nation's new graduates to acknowledge lower entry positions that will influence them to change employments for multiple times or abandon them with the option of staying jobless for an expanded period (Priya, 2015).

Neglecting to give the essential needs will result in poor result and low efficiency (Daud, 2016). According to Martin (2005), because of headway in innovation and the transparency of a portion of the new and cutting edge associations, Gen Y wants to telecommute and conduct meetings through video conferencing.

Conditions of working include the parameters about work such as lighting, temperature, comfortable workplace and larger office space (Taha, 2015). What is more, health and safety hazards existing in workplace that probably lead to mental and physical harm, can hurt the workers as well as the others (Ivancevidh and Konopaske, 2013).

Older employees have a various of work experience compared to younger employees who need to have a stable job and income for their household consumption (Tan, 2013). However, young employees need to job hop to learn skills, accumulate work experience, and improve their income (Zaremohzzabieh, 2014).

Thus, based on the literature reviews, it is relevant to study the relationship of job hopping behaviour with income level, job satisfaction and working condition.

**2.4 MODERATING INFLUENCE OF GENDER**

Based on few studies, the researchers demonstrate that age is adversely identified with the frequent job-hopping phenomenon. Thus, gender moderates the relationship (Ryan, 2011). In this way, the examination supports the view that young women tend to job hop basically more than youthful colleagues, anyway as they age, women are on a very basic level more likely than men to remain inside a same association (Steenackers et al., 2016).

Nevertheless, while thinking about the purposes behind turnover, huge gender contrasts are uncovered. As ladies bear the fundamental duty regarding bringing up kids and invest more energy directing family work than men (Hook, 2010), the women will probably switch occupations for family linked purposes than men.

Be that as it may, most ladies look to consolidate their vocations and family, without organizing one over another (Ryan, 2011). These ladies are accordingly looking for an ideal work-life adjust and since the duty of bringing up youngsters diminishes as the kids grow up, turnover rates for ladies are higher amid the main years of their professions however tend to diminish as they age (Steenackers et al., 2016).

Some working mothers plan the schedule based on the family needs in order to be dedicated in both places as office and home and the mothers aware that is importance to have balance life between family and working (George, 2015).

Other than that, some researchers also said that the male employees tend to change the job frequently (Ryan, 2011). According by Murray and Atkinson (1981), based on the planning of male job, decent compensation, fresh working environment, many factors lead to higher turnover than women. The employer believe that man tend to job hop more frequent than woman because man tend to find a position that gives a high salary as the income needed to support the family (Pathak, 2014).

Towards the end of the research, the users will know which gender tend to job hop more and what is the reason of the action.

# **2.5 GROUNDED THEORY**

**2.5.1 Social Exchange Theory**

There are four persons that responsible in introducing and explaining the Social Exchange Theory (SET) which are George Homans, John Thibaut, Harold Kelley, and Peter Blau (Emerson,1976). SET is among the most persuasive theoretical standards to understand the working behaviour (Cropanzano and Mitchell, 2005). Ariani (2013) also mentioned SET is a strong theory to explain the workers’ engagement either towards the company or managers. SET explain on how to maintain the human relation and the foundation of social relationship empowers the workers to live up to his or her desires towards work (Osman et al., 2016). SET gives a hypothetical groundwork to disclose why workers become less interested with their job and company as the committed employees will truly focus in their job and always strive to enhance the performance (Ariani, 2013).

As for SET which was formulated by Homans (1961), the sociologist, been emphasized that human relationships are established using a subjective cost and benefit analysis and the comparison of various alternatives. By studying this theory, people understand self-interest and interdependence are its major properties. When two or more people have some valuable things to each other, and they have to decide whether to exchange and in what amounts, the social exchange theory is going to be applied (Reader, 2015).

SET is a groundwork to explain the workers practices and the main channel to treat workers with fairness, support and trust (Osman et al., 2016). This theory connotes that when an individual gives some help, the another individual need to return the favour later (Aryee, Bushwar, and Chen, 2002). In term of employment, in order to get the services from the employees, the employers need to provide the supports that are beneficial to the employees (Cole, Walter, and Bedeianet al., 2012). The company may introduce a good work condition to the staffs and as return the staffs will able to work efficiently and become loyal to the company (Yalabik, Rayton and Rapti, 2016). Other than that, the action of a manager giving advices and guidance towards the workers and become reliable whenever problems happened also will enhance the relationship among workers in the company (Osman et al., 2016).

The good action that been shown by one party will eventually make the other party doing their best to please the helper (Saleem and Qamar, 2017). This can be clarified by the social exchange theory that been defined by Blau (1964) which illustrates that the standard of correspondence among the parties associated with a decent exchange relationship will bring the sentiments of harmonious relationship, devotion and responsibility. SET draws in decency, faith, cooperation, support and management skills to boost the workplace ambiance and harmonisation between the workers and manager (Osman et al., 2016). Subsequently, whenever the employees doing the tasks, naturally will feel content with the environment and able to work committedly and the reaction of the employees that feel unsatisfied with the job will be vice versa such as cannot focus on the task given (Saleem and Qamar, 2017). Treating the workers nicely will improve the workers’ commitment, satisfaction and turnover (Osman et al., 2016). This statement also been supported by Malik, Abbas, and Kiyani et al. (2011) that the investment for employees will reduce the employees turnover rate.

Utilizing SET as a hypothetical basis, the specialist theorized that workers who feel that their place of working is giving a healthy environment will stay at the current workplace instead of changing the employment (Ariani, 2013). Previous literature demonstrates that exceptionally fulfilled and exceedingly included workers are more devoted to their associations and put significant effort with a specific end goal to accomplish company objectives (Saleem and Qamar, 2017).

Islam et al (2013) showed that the connection between social exchange and worker's practices are the indispensable parts for battling deliberately turnover among current workers and towards the end, the favourable result that employer wants are improving the turnover rate and the relationship among workers and manager.

According to Reader (2015), social exchange theory has been developed to demonstrate the processes through which people make correlations and maintain them and this theory has been fruitfully utilized to explain employee job hopping behaviour in workplace, social exchange theory also pointed that human, who oriented themselves to the world by the associations they own and depended on social interaction.

# **2.6 CONCEPTUAL FRAMEWORK**

**Figure 1: Conceptual Framework**

Income Level

**H1**

Job Hopping Behaviour Among Generation Y in Retail Industry of Malaysia.

Job Satisfaction

**H2**

Work Condition

**H3**

**H4**

Gender

**2.7 HYPOTHESES**

H1: There is a relationship between income level and job-hopping behaviour among generation Y in the retail industry of Malaysia.

H2: There is a relationship between job satisfaction and job-hopping behaviour among generation Y in the retail industry of Malaysia.

H3: There is a relationship between work condition and job-hopping behaviour among generation Y in the retail industry of Malaysia.

H4: Gender has moderating influence on the work condition, income level, and job satisfaction with job hopping behaviour.

**2.8 CHAPTER CONCLUSIONS**

This chapter reviews the existing literature on the job-hopping behaviour in the global and local contexts. This phenomenon happened due to the income level, job satisfaction and work condition. Towards the end of the chapter, there is stated the conceptual framework to explain the whole process of the research in this chapter and followed by the hypotheses. The subsequent chapter will explain the research method.

**CHAPTER 3**

**3.0 OVERVIEW**

This chapter discussed the research methodology utilized in exploring the relationship between job hopping behaviour and generation Y employees in the context of retail industry in Malaysia. This research will use quantitative method which is using the survey questionnaires for data collection. Then, a brief description of measurements that will be used in the analysis and this chapter able to provide a better understanding of how this study is being conduct.

**3.1 RESEARCH DESIGN**

The definition of research design is the structure of the research to find the solution of a specific issue and without sufficient design, the result of the research will be incapable (Davis, 2005). Based on Zikmund, Babin, Carr and Griffin (2013), there is no best research outline on the world for any research, however a complete research configuration must have the capacity to decide the strategies and procedures for the information accumulation and research process. In this research, the researcher will plan a diagram information gathering process utilize quantitative approach, portray how to break down the information and clarify the outcomes, and also list the issues to be associated with the survey.

**3.1.1 Nature of research**

The researcher has chosen quantitative study because the method develops numerical data for the research. The reason of quantitative research is to explain or forecast, construct and analyse the theory (Cooper and Schindler, 2014). The study is a formal study which is descriptive in nature in order to look the relationship between the variables (Sekaran and Bougie, 2016). Descriptive able to be used in this research as it is relevant to study the relationship between income level, job satisfaction, and work condition with job hopping behaviour (Mertler, 2016). However, it is also being considered as a verification study which is to verify the previous studies and whether can be applied to different context (Saunders and Smalley, 2012).

# **3.1.2 Research environment – non-contrive**

This is a standard correlation design in establishing the relationship between the variables. The extent of the researcher’s interference is minimum because the researcher is studying the phenomenon as it occurs in a natural setting (Sekaran and Bougie, 2016). The other reason is the researcher is not interfering in the research process, the study setting is non-contrived (Zikmund, et al., 2013).

**3.1.3 Extent of research interference**

The extent of research interference will be minimum because this research will not bother or manipulate the respondents’ daily or working life after filled out the survey questionnaire, therefore, the interference will be minimum. As the co-relational study stands on the basis of a natural environment of the workplace with minimal interference brought from the researcher in a very common work flow（Shan, 2012). The research design is to describe the phenomena and to determine whether relationships exist between the variables (Diego, 2011). Therefore, the data collection is thru questionnaire or survey and the data is collected once only (Cooper and Schindler, 2014). As a result, this is known as a cross sectional study (Zikmund, et al., 2013).

**3.2 SAMPLING DESIGN**

**3.2.1 Research population**

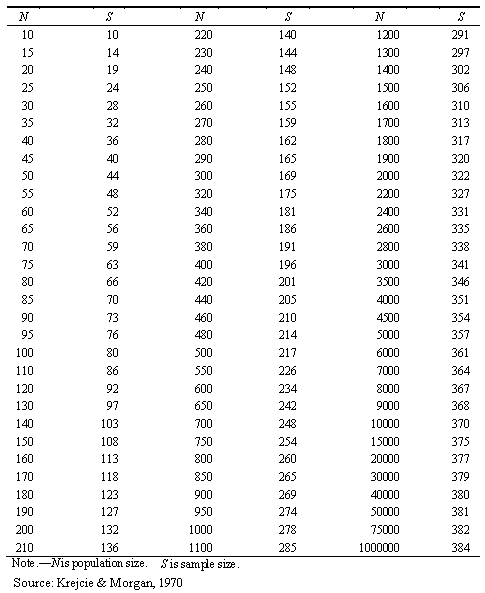
Based on Department of Statistics Malaysia (2018), the total employees in the workforce as January 2018 is 14,670,500. The total generation Y employees already exceed half of the total employees (Queiri et al., 2016). Thus, based on current total population, approximately the total of generation Y employees is 7,335,250 peoples.

**3.2.2 Sampling plan**

The research will be focused on generation Y employees that work in retail industry. Saunders et al. (2012) categorized sampling techniques into two types including sampling with probability and sampling with non-probability. The convenience sampling will be use in the research as this is a nonprobability sampling. This method able to collect a huge number of respondents in short time with a low cost and the other methods seem impractical (Sekaran and Bougie, 2016). This method been used to get a quicker response and a cheaper way to get the preliminary information related to the topic (Zikmund, et al., 2013). Based on Davis (2005) the convenience sampling often been used in exploratory and descriptive research where time and money are critical constraints. Hence, this nonprobability sampling technique is considered as an appropriate method for this study.

**3.2.3 Sample size and number of surveys**

**Table 1: Table for Determining Sample Size for a Finite Population**



The table as above been introduced by Krejcie and Morgan (1970) which indicates the right sample size needed for the total population that more than 1000000 is 384 samples. However, the researcher will distribute 400 questionnaires as according to Heir, Anderson, Black and Lethem (2013), in order to do the statistical validity and significance the researcher need to at least have 250 collected replies of survey. Therefore, a survey ought to be carried out within one month on 400 employees who have been working in the retail companies in Malaysia. The researcher will use online questionnaire as this will be much easier and faster (Iii, 2014). This further supported by Davis (2005) that stated the survey approach, been widely used in the research because they enable the researchers to study large population faster and at low cost.

**3.2.4 Unit of analysis**

One of the important factor in a research study is the unit of analysis that refers to who or what should provide research data in the whole research process that can be relate to this research as the number of survey needed is 400 respondents despite the demographic factor and the unit of analysis is considered as an individual not the group or organization (Zikmund et al., 2013). Crossman (2016), stated that individual is the most commonly used unit in the research of social science, researchers can describe and analyse the behaviour of the whole society or group depending on studying the behaviour and language of an individual.

As for this research, the 400 generation Y respondents that working in retail industry will be selected randomly in Malaysia, and the online questionnaires will be distributed to the employees for data collection (Ganco, 2015). Hence, the unit of analysis is the individual of job hopping behaviour among generation Y Malaysians in retail industry (Tambe, 2010). Besides, the results of the questionnaire from various participants are expected to be varied as they are working in different retail companies within Malaysia (Nzukuma, 2011).

**3.3 DATA COLLECTION**

**3.3.1 Data collection for correlation study**

In this research, quantitative methods are used as the main data collection method. To be more specific, it will involve survey with questionnaires. As a definition, questionnaire is a tool designed with several questions related to the research title (Nieswiadomy, 2011). Generally, questionnaire will be typed in electronic form and will be sent via email or URL link. It is expected that the people who receives the questionnaire could firstly investigate the questions and answer the questions according to their own situation or preference (Willett, 2012). The method of doing questionnaire as one form of quantitative data collection shares some advantages, especially low time-consuming, low cost, wide in spreading area and convenience (Englander, 2012).

According to the previous survey outcomes and design philosophy, it is decided that this research is going to explore 2 parts which involve the actual demands of employees’ information and their job-hopping behaviours (Incel, 2012). In the first stage, it is going to investigate the basic employees’ information regarding to their major emphasis on participants’ general background information, such as gender, race and education to determine if the respondents are suitable to continue the questionnaire (Aguinis, 2014).

Secondly, it is going to explore the employees’ job-hopping behaviour, which will contain information such as their demand towards appropriate adjustment with the intention(McClellan,2014). Personally, only by the collection of these related data, and then through the data analysis, in order to initially determine and get the retail industry job-hopping behaviour in Malaysia.

**3.3.2 Questionnaire design**

The researcher divides the survey questionnaires into three sections, as A, B and C. Based on Rowley (2018) the section A ought to be the demographic profile of the respondents, for example, the gender, level education and race. In the section A will be on demographic profile by using ordinal scale and nominal scale to design these questions. However, based on suggestion by Adiguzel and Wedel (2013) the section B and C should use the Likert scale to easily measure the information. Thus, in Section B and C, Likert scale format of five-point is used to measure all the constructs, the range from “strongly disagree” (1) and “strongly agree” (5). Interval scale is applied to design the five-point Likert scale format. Respondents should give their answers to the questions about the independent variables in Section B that are income level, job satisfaction, and work condition. In Section C, respondents are required to answer questions about the dependent variable which is on job hopping behaviour.

|  |  |  |  |
| --- | --- | --- | --- |
| Section | Variable | Items | Source |
| A | Demographic | 3 | Milman (2003); Hooi (2007) |
|  | Profile |  |  |
| B | Income level | 5 | Duncan and Petersen (2001) |
| (Independent |  |  | Amiel and Cowell (1992) |
| Variables) |  |  |  |
|  | Job Satisfaction | 5 | Turkyilmaz, et al. (2011) and Antoncic and Antoncic (2011) |
|  | Work Condition | 5 | Turkyilmaz, et al. (2011) |
|  |  |  | Antoncic (2011) |
| C (Dependent | Job Hopping | 5 | Kalbers and Cenker (2007); Nouri |
| Variable) | Behavior |  | and Parker (2013); Khoo (2014); |
|  |  |  | Robinson et. al. (2014) |

**Table 2: Summary Table of Questionnaire**

As per Sekaran and Bougie (2016) the researcher may discover a previous survey questionnaire, and this will help the researcher to quantify the factors associated with the research. Zikmund et al., (2013) says there are two methods where the instrument can be utilized as a part of the research and it is called as adopting and adapting. The primary way is adopting where the questionnaire is not being modified at all and the other way is adapting where the researcher does some changes to the questionnaires (Saunders et al., 2012).

In this research, the researcher will adapt the questionnaire as this method is convenient and been approved in the previous study (Zikmund et al., 2013). This also been supported by Saunders et al., (2012) adapting the questionnaire will be an excellent choice as this will save the researcher time by only do the few changes of the questionnaire to fit the current research.

**3.4 MEASUREMENTS**

Measurement in this chapter means the researcher using some tools or methods to test or examine whether the data and information which respondents given is reliable, useful or align, and test the relationship between all relevant factors to help researcher finding useful information to support the study.

**3.4.1 Pilot test**

Since the questionnaire of this research was adapted based on some previous studies, pilot test was conducted to assure that the adapted questions are relevant for this research. According to Johnson (2014), the appropriate sample size from pilot study is within 10% and 20%. Therefore, based on the statement, a total of 40 respondents who are working in Malaysia retail industry were chosen to answer the proposed questionnaire for pilot test. Pilot test was done by examining the factor analysis and reliability test. Three methods been used under factor analysis which are KMO Bartlett, factor loading and eigenvalue. The Cronbach alpha is being used to analyse the outcome from the reliability test.

**3.4.2 Preliminary tests**

**3.4.2.1 Factor Analysis**

Factor analysis is a method that commonly used in SPSS of data reduction, it is found by looking at potential unobserved, as well as reflected in the observed variables (Chetty and Datt, 2015). This test is important to analyse which independent variables is relevant in the research (Sekaran and Bougie, 2016). This examination expected to distinguish a decreased number of elements from a bigger number of estimated factor (Hair et al, 2014). The reason of why factor analysis needs to be done before the reliability tests because to ensure that any items that not fulfil the rule of thumb able to be removed before any further analysis taking place (Zikmund et. al., 2013).

**KMO Bartlett**

Kaiser-Meyer-Olkin (KMO) test is an estimation of how appropriated the data is for factor investigation and the test examining ampleness for each factor in the model and for the entire model (Cerny and Kaiser, 1977). The estimation is a measure of the degree of distinction among factors that might be essential change as the lower the degree, the more appropriated the data is to factor analysis (Keiser, 1974). The value of the test needs to be more than 0.6 as at least one variable needs to be eliminated when the value cannot achieve the 0.6 (Cerny and Kaiser, 1977).

**Factor loading / communalities**

Factor loading signify how robustly a calculated variable is correspond with a factor (Zikmund et. al., 2013). These correlation coefficients also been named as loadings (Cooper and Schindler, 2014). The rule of thumb for loadings is needing to be more than 0.7 (Hair et. al., 2014). However, the commonalities of the factor analysis done in SPSS software should be more than 0.6 and the items that have commonalities values of less than 0.6 should be deleted in order to continue the analysis (Field, 2005).

**Eigenvalue**

The definition of eigenvalue analysis is the variables that consider all the common factors that are measured by adding squared factors in the loadings (Saad, 2012). Eigenvalue needed to calculate and used in deciding how many factors to extract in the overall factor analysis (Brown, 2001). Based on Davis (2005), the common rule that being used to determine which factor should be choose is that if a factor has an eigenvalue more than 1.

**3.4.2.2 Reliability test**

The reliability test is conducted to attain the objective to make the decisions on measurement stability, internal consistency and underlying error of measurement where the terms of reliability is assessed by Cronbach’s alpha (Sekaran and Bougie, 2016).

**Cronbach Alpha**

Cronbach's alpha is a test of inside consistency, that is, the means by which strongly linked an adjustment of things are as a collecting and it is thinking about to be an evaluate of scale reliability (Zikmund et. al., 2013). The reliability coefficient of 0.70or higher is viewed as satisfactory in most sociology investigate circumstances (Sekaran and Bougie, 2016).

# **3.4.3 Hypotheses Testing**

# **3.4.3.1 Multiple regression**

Simple multiple regression analysis is used to the construction of equation in guessing the self-weighting which signify the values for a dependent variable out of the values of independent variables (Cooper and Schindler, 2014). The purpose of this test is to explain variance in the dependent variable by using multiple independent variables and this analysis frequently been used in business research (Sekaran and Bougie, 2016). The coefficient is ranging from +1 to -1 and the symbol of “+” and “- “represents the direction of the relationship whereas the number indicates the strength of the relationship in which higher number of coefficients indicates greater link (Saunders et al., 2012). The significance of p<0.05 is a level of conventionalized by society and accepted in general (Sekaran and Bougie, 2016).

Other than that, the coefficient of determinant shows the data about how the regression model is excellent to fit and determine the percentage of change in the reliable variables explained by the change in independent variables (Saunders et. al., 2012). The regression model will able to explain most changes in dependent variable when the data is close to 1 (Sekaran and Bougie, 2016). Usually, the other researchers also used the simple multiple regression analysis in employee behaviour researches (Nawab and Bhatti, 2011).

# **3.4.3.2 ANOVA**

Analysis of variance (ANOVA) is a gathering of measurable models to test if there exists a noteworthy distinction between means as the analysis tests whether the methods for different groups are equivalent or not (Zikmund et. al., 2013). ANOVA method is used to differentiate the mean differences for both groups (Sekaran and Bougie, 2016). When the p-value is less than 0.05, the equality of variance assumption cannot be assumed (French et. al., 2015). If the p-value of the Robust ANOVA Test of Equality Means is less than 0.05, it shows that there is a difference between genders against job hopping (Saunders et. al., 2012). ANOVA test is also used by other researchers in examining the mean differences for two or more groups against dependent variable (Nirmala, 2014).

**3.4.3.3 Hierarchical regression**

Hierarchical regression is an approach to appear if factors of your interest clarify a statistically significant amount of variance in your Dependent Variable (DV) after accounting for all other variables (Zikmund et. al., 2013). Numerical dependent variable is required by the linear regression while the independent variables might be categorical or numeric (Ryu and Han, 2010).

**3.5 CONCLUSION**

Overall, this study used survey questionnaires which is qualitative based research. The collection of data will use the sample of generation Y employees in Malaysia. Findings of the research will be analysed and describe in chapter 4.

# **CHAPTER 4**

# **4.0 OVERVIEW**

This chapter concentrate on presenting data analysis outputs to verify the research hypothesis suggested in Chapter 2. It primarily consists of the demographic characteristics, preliminary data analysis, hypotheses testing. Towards the end of this chapter, the researcher will summarize the findings in this chapter.

# **4.1 PILOT TEST**

The capacity of the pilot test is to improve the reliability and validity of the questionnaires item and this test should be led before dispersing the surveys to the entire sample size that been required of 384 respondents based on Krejcie and Morgan (1970).The function of the pilot test is to enhance the reliability and validity of the questions and this test need to be conducted before distributing the survey questionnaires to the whole sample size needed that amount of 384 respondents based on Krejcie and Morgan (1970). According to Johnson (2014), the appropriate sample size from pilot study is within 10% and 20%. Therefore, based on the statement, a total of 40 respondents who are working in Malaysia retail industry were chosen to answer the proposed questionnaire for pilot test. Pilot test was done by examining the factor analysis and reliability test. Three methods been used under factor analysis which are KMO Bartlett, factor loading and eigenvalue. The Cronbach alpha is being used to analyse the outcome from the reliability test.

# **4.1.1 Factor Analysis**

**Table 3: KMO and Bartlett's Test (Dependent Variable)**

|  |  |
| --- | --- |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .874  156.440  10  .000 |
| Approx. Chi-Square  Bartlett’s Test of Sphericity df  Sig. |

**Table 4: Communalities (Dependent Variable)**

|  |  |  |
| --- | --- | --- |
|  | Initial | Extraction |
| 1. I rarely think about quitting my job.  2. I am unlikely to look for different organization to work in the short term.  3. I feel engaged in this organization.  4. I did not intend to quit my job within the next year or short term.  5. I hope to have a long future with this company. | 1.000  1.000  1.000  1.000  1.000 | .816  .727  .809  .836  .768 |

**Table 5: Total Variance Explained (Dependent Variable)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
| Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1  2  3  4  5 | 3.956  .359  .340  .207  .138 | 79.127  7.176  6.810  4.131  2.756 | 79.127  86.303  93.112  97.244  100.000 | 3.956 | 79.127 | 79.127 |

The above tables show the results of the dependent variable of the pilot test. And according to the above tables the researcher can know that the KMO value of the dependent variable is 0.874, which is obviously greater than 0.50, thus this result verifies that the job-hopping behaviour can be used as the dependent variable for the factor determination. Moreover, the Bartlett’s test result shows 0.000, which is obviously below 0.01%, thus there is a positive connection with job hopping behaviour being the dependent variable.

**Table 6: KMO and Bartlett’s Test (Independent Variables)**

|  |  |
| --- | --- |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .833  539.270  105  .000 |
| Approx. Chi-Square  Bartlett’s Test of Sphericity df  Sig. |

**Table 7: Communalities (Independent Variables)**

|  |  |  |
| --- | --- | --- |
|  | Initial | Extraction |
| 1. I am satisfied with my current salary.  2. I think my current wage/ salary is comparable to the standard income in this industry.  3. I think that my hard work is proportional to my income.  4. I believe that my income is appropriate to my position and qualification.  5. I think that the annual salary increment is acceptable when compared to other companies in the industry.  6. I am contented with this type of work.  7. I am enjoying this job.  8. I able to develop my career through this job.  9. I feel I am important when I do this work.  10. I think my job is very interesting and satisfying.  11. The physical working condition of my workplace is very good.  12. The method of evaluation is reasonable in my workplace.  13. I am satisfied with my working time and privileges offered.  14. My company is always moving toward to improve ways of doing things.  15. My company is always utilizing new technologies to work. | 1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000 | .745  .702  .738  .841  .799  .670  .845  .874  .729  .861  .846  .758  .684  .820  .705 |

**Table 8: Total Variance Explained (Independent Variables)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
| Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1  2  3  4  5  6  7  8  9  10  11  12  13  14  15 | 8.369  2.196  1.053  .760  .567  .442  .416  .329  .243  .162  .142  .129  .087  .059  .047 | 55.794  14.640  7.018  5.068  3.779  2.948  2.772  2.195  1.620  1.078  .945  .860  .577  .394  .312 | 55.794  70.434  77.452  82.520  86.229  89.247  92.019  94.214  95.835  96.912  97.857  98.717  99.294  99.688  100.000 | 8.369  2.196  1.053 | 55.794  14.640  7.018 | 55.794  70.434  77.452 |

The above tables show the results of the independent variables of the pilot test. And according to the above tables the researcher can know that the KMO value is 0.833, which is greater than 0.50, thus this result verifies that factors such as income level, job satisfaction and working condition (independent variables) can be used in factor or experimental evaluation.

Moreover, the Bartlett test results showed 0.000, which is clearly less than 0.01%. Furthermore, the researcher can see that the load of all scale items in the survey questionnaire is greater than 0.6. Therefore, the constructs can be considered powerful and suitable for further survey use.

The Eigenvalue of the IVs showed that three factors are >1 for extraction, hence, indicating that the three factors of independent factors able to be use, review and analyse the relationship with job hopping behaviour among generation Y in the retail industry of Malaysia.

# **4.1.2 Reliability Test**

Reliability testing can be used to test the consistency and stability of measurement scores (Maloney et al., 1988, Elsayed, 2012). In other words, it determines whether researcher can consistently obtain the same results from different groups of participants.

**Table 9: Case Processing Summary (Job Hopping Behaviour)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | N | % |
| Cases | Valid  Excludeda  Total | 40  0  40 | 100.0  .0  100.0 |

1. Listwise deletion based on all variables in the procedure.

**Table 10: Reliability Statistics (Job Hopping Behaviour)**

|  |  |  |
| --- | --- | --- |
| Cronbach’s Alpha | Cronbach’s Alpha Based on Standardized Items | N of Items |
| .932 | .934 | 5 |

**Table 11: Case Processing Summary (Income Level)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | N | % |
| Cases | Valid  Excludeda  Total | 40  0  40 | 100.0  .0  100.0 |

1. Listwise deletion based on all variables in the procedure.

**Table 12: Reliability Statistics (Income Level)**

|  |  |  |
| --- | --- | --- |
| Cronbach’s Alpha | Cronbach’s Alpha Based on Standardized Items | N of Items |
| .913 | .915 | 5 |

**Table 13: Case Processing Summary (Job Satisfaction)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | N | % |
| Cases | Valid  Excludeda  Total | 40  0  40 | 100.0  .0  100.0 |

1. Listwise deletion based on all variables in the procedure.

**Table 14: Reliability Statistics (Job Satisfaction)**

|  |  |  |
| --- | --- | --- |
| Cronbach’s Alpha | Cronbach’s Alpha Based on Standardized Items | N of Items |
| .914 | .913 | 5 |

**Table 15: Case Processing Summary (Working Condition)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | N | % |
| Cases | Valid  Excludeda  Total | 40  0  40 | 100.0  .0  100.0 |

1. Listwise deletion based on all variables in the procedure.

**Table 16: Reliability Statistics (Working Condition)**

|  |  |  |
| --- | --- | --- |
| Cronbach’s Alpha | Cronbach’s Alpha Based on Standardized Items | N of Items |
| .887 | .891 | 5 |

According to the rule of thumb, Cronbach's Alpha of 0.7 to <0.8 is very reliable and 0.8 to <0.9 is very good (Tyler, 2010). All independent variables are highly reliable because of Cronbach's Alpha exceeds 0.70. Therefore, the entire questionnaire is reliable due to all variables fall under better range of reliability scores.

Researcher can perform data collection since pilot tests show positive signals for further data collection.

# **4.1.3 Correlation Matrix Analysis**

**Table 17: Correlations**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | Income Level | Job Satisfaction | Working Condition |
| Income Level  Job Satisfaction  Working Condition | Pearson Correlation  Sig. (2-tailed)  N  Pearson Correlation  Sig. (2-tailed)  N  Pearson Correlation  Sig. (2-tailed)  N | 1  309  .794\*\*  .000  309  .494\*\*  .000  309 | .794\*\*  .000  309  1  309  .642\*\*  .000  309 | .494\*\*  .000  309  .642\*\*  .000  309  1  309 |

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

The correlation matrix shows that all the items within the questionnaire are inter-correlated with each other. Consequently, according to Zikmund et. al (2013), when the inter-item correlation is more than 80% (0.8), therefore, the issue of multicollinearity will occur. When there is high multicollinearity, the discriminant validity is weak, hence, the results of the study might be skewed.

A high multicollinearity could result in the emergence of Type 1 error where there is an acceptance of the Alternative Hypotheses when in reality, the Null Hypothesis should be accepted instead. There is also possibility of high rejection of the hypotheses in the research.

However, as time is of constrain and this is a project and not a researched dissertation, the multicollinearity will not be treated.

# **4.2 DEMOGRAPHIC CHARACTERISTICS**

The questionnaire for this study was distributed by using online and hard copy. The sample size of this study was designed to be 384, and 319 responses were received, thus the response rate was 83%. In these responses, 309 valid questionnaires were used for data analysis after removing invalid and incomplete questionnaires.

The demographic data collected include gender, marital status, and educational level as summarized below:

**Table 18: Gender**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid Male  Female  Total | 139  170  309 | 45.0  55.0  100.0 | 45.0  55.0  100.0 | 45.0  100.0 |

Table 18 shows the gender percentage of respondents. Gender balance has been a key consideration and a hot topic in this study. And among the respondents (N = 309), 139 respondents (45%) are male and 170 respondents (55%) are female, thus the overall dispersion of respondents was fairly average.

**Table 19: Marital Status**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid Single  Married  Total | 205  104  309 | 66.3  33.7  100.0 | 66.3  33.7  100.0 | 66.3  100.0 |

Table 19 shows the marital status percentage of respondents. Among the respondents (N = 309), 205 respondents (66.3%) are single and 104 respondents (33.7%) are married. From this study, the researcher finds that majority of respondents are single.

**Table 20: Education Level**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid Diploma  Bachelor Degree  Master Degree  Doctoral Degree  Total | 53  182  67  7  309 | 17.2  58.9  21.7  2.3  100.0 | 17.2  58.9  21.7  2.3  100.0 | 17.2  76.1  97.7  100.0 |

Table 20 shows the education level percentage of respondents. Among the respondents (N = 309), 53 respondents (17.2%) are diploma holders, 182 respondents (58.9%) are bachelor degree holders, 67 respondents (21.7%) are master degree holders, and 7 respondents (2.3%) are doctoral degree holders. From this study, the researcher finds that majority of respondents are bachelor degree holders.

# **4.3 PRELIMINARY DATA ANALYSIS**

# **4.3.1 Factor Analysis**

**Table 21: KMO and Bartlett’s Test (Dependent Variable)**

|  |  |
| --- | --- |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .876  1319.299  10  .000 |
| Approx. Chi-Square  Bartlett’s Test of Sphericity df  Sig. |

**Table 22: Communalities (Dependent Variable)**

|  |  |  |
| --- | --- | --- |
|  | Initial | Extraction |
| 1. I rarely think about quitting my job.  2. I am unlikely to look for different organization to work in the short term.  3. I feel engaged in this organization.  4. I did intend to quit my job within the next year or short term.  5. I hope to have a long future with this company. | 1.000  1.000  1.000  1.000  1.000 | .818  .750  .806  .831  .766 |

**Table 23: Total Variance Explained (Dependent Variable)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
| Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1  2  3  4  5 | 3.971  .367  .313  .209  .140 | 79.428  7.336  6.254  4.190  2.792 | 79.428  86.765  93.019  97.208  100.000 | 3.971 | 79.428 | 79.428 |

Extraction Method: Principal Component Analysis.

The above tables show the results of the dependent variable of the preliminary data analysis. And according to the tables above, the KMO value of the dependent variable is 0.876, which is obviously greater than 0.50, thus this result verifies that the job-hopping behaviour can be used as the dependent variable for the factor determination. Moreover, the Bartlett’s test result shows 0.000, which is obviously below 0.01%, thus there is a positive connection with job hopping behaviour being the dependent variable. Furthermore, the researcher can see that the load of all scale items in the survey questionnaire is greater than 0.6. Therefore, the constructs can be considered powerful and suitable for further survey use. The Eigenvalue of the DV showed that one factor is >1 for extraction, hence, indicating that the one factor of DV.

**Table 24: KMO and Bartlett’s Test (Independent Variable)**

|  |  |
| --- | --- |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .834  4939.306  105  .000 |
| Approx. Chi-Square  Bartlett’s Test of Sphericity df  Sig. |

***Table 25*: Communalities (Independent Variable)**

|  |  |  |
| --- | --- | --- |
|  | Initial | Extraction |
| 1. I am satisfied with my current salary.  2. I think my current wage/ salary is comparable to the standard income in this industry.  3. I think that my hard work is proportional to my income.  4. I believe that my income is appropriate to my position and qualification.  5. I think that the annual salary increment is acceptable when compared to other companies in the industry.  6. I am contented with this type of work.  7. I am enjoying this job.  8. I able to develop my career through this job.  9. I feel I am important when I do this work.  10. I think my job is very interesting and satisfying.  11. The physical working condition of my workplace is very good.  12. The method of evaluation is reasonable in my workplace.  13. I am satisfied with my working time and privileges offered.  14. My company is always moving toward to improve ways of doing things.  15. My company is always utilizing new technologies to work. | 1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000  1.000 | .747  .705  .741  .839  .808  .679  .846  .871  .731  .865  .844  .751  .688  .819  .698 |

**Table 26: Total Variance Explained (Independent Variable)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
| Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1  2  3  4  5  6  7  8  9  10  11  12  13  14  15 | 8.390  2.187  1.056  .772  .566  .434  .409  .330  .239  .157  .139  .128  .087  .059  .047 | 55.936  14.579  7.038  5.144  3.772  2.894  2.730  2.201  1.592  1.048  .928  .853  .582  .391  .312 | 55.936  70.515  77.553  82.697  86.469  89.363  92.093  94.294  95.886  96.394  97.862  98.714  99.297  99.688  100.000 | 8.390  2.187  1.056 | 55.936  14.579  7.038 | 55.936  70.515  77.553 |

The above tables show the results of the independent variables of the preliminary data analysis. And according to the above tables the researcher can know that the KMO value is 0.834, which is greater than 0.50, thus this result verifies that factors such as income level, job satisfaction and working condition (independent variables) can be used in factor or experimental evaluation.

Moreover, the Bartlett test results showed 0.000, which is clearly less than 0.01%. Furthermore, the researcher can see that the load of all scale items in the survey questionnaire is greater than 0.6. Therefore, the constructs can be considered powerful and suitable for further survey use.

The Eigenvalue of the IVs showed that three factors are >1 for extraction, hence, indicating that the three factors of independent factors able to be use, review and analyse the relationship with job hopping behaviour among generation Y in the retail industry of Malaysia.

# **4.3.2 Reliability Test**

**Table 27: Case Processing Summary (Job Hopping Behaviour)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | N | % |
| Cases | Valid  Excludeda  Total | 309  0  309 | 100.0  .0  100.0 |

1. Listwise deletion based on all variables in the procedure.

**Table 28: Reliability Statistics (Job Hopping Behaviour)**

|  |  |  |
| --- | --- | --- |
| Cronbach’s Alpha | Cronbach’s Alpha Based on Standardized Items | N of Items |
| .934 | .935 | 5 |

**Table 29: Case Processing Summary (Income Level)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | N | % |
| Cases | Valid  Excludeda  Total | 309  0  309 | 100.0  .0  100.0 |

1. Listwise deletion based on all variables in the procedure.

**Table 30: Reliability Statistics (Income Level)**

|  |  |  |
| --- | --- | --- |
| Cronbach’s Alpha | Cronbach’s Alpha Based on Standardized Items | N of Items |
| .913 | .916 | 5 |

**Table 31: Case Processing Summary (Job Satisfaction)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | N | % |
| Cases | Valid  Excludeda  Total | 309  0  309 | 100.0  .0  100.0 |

1. Listwise deletion based on all variables in the procedure.

**Table 32: Reliability Statistics (Job Satisfaction)**

|  |  |  |
| --- | --- | --- |
| Cronbach’s Alpha | Cronbach’s Alpha Based on Standardized Items | N of Items |
| .913 | .912 | 5 |

**Table 33: Case Processing Summary (Working Condition)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | N | % |
| Cases | Valid  Excludeda  Total | 309  0  309 | 100.0  .0  100.0 |

1. Listwise deletion based on all variables in the procedure.

**Table 34: Reliability Statistics (Working Condition)**

|  |  |  |
| --- | --- | --- |
| Cronbach’s Alpha | Cronbach’s Alpha Based on Standardized Items | N of Items |
| .884 | .888 | 5 |

According to the rule of thumb, Cronbach's Alpha of 0.7 to <0.8 is very reliable and 0.8 to <0.9 is very good (Tyler, 2010). Two of the independent variables are highly reliable because of Cronbach's Alpha exceeds 0.90 which are income level and job satisfaction. Therefore, the entire questionnaire is reliable due to all variables fall under better range of reliability scores. Researcher can perform data collection since pilot tests show positive signals for further data collection.

# **4.4 HYPOTHESES TESTING**

Based on the above data analysis results, researcher know that the data collected is reliable, accurate and suitable for hypothesis testing (Barr et al., 2013). Thus, the four hypotheses tests previously proposed will be tested using SPSS in this section.

# **4.4.1 Multiple Regression**

**Table 35: Model Summary**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .635a | .403 | .397 | .80679 |

1. Predictors: (Constant), Income Level, Job Satisfaction, Working Condition.

The above analysis shows that R Square is 0.403, which means 40.3% of the variance influencing the dependent variable can be explained by this model. According to Sekaran and Bougie (2016), in order for the model to fit, the R square must be more than 0.5. Therefore, this clearly shows that this model does not fit.

**Table 36: ANOVAa**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression  Residual  Total | 133.915  198.530  332.445 | 3  305  308 | 44.638  .651 | 68.578 | .000b |

1. Dependent Variable: Job Hopping Behaviour
2. Predictors: (Constant), Income Level, Job Satisfaction, Working Condition.

**Table 37: Coefficientsa**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant)  Income Level  Job Satisfaction  Working Condition | .784  .649  .051  .205 | .245  .092  .112  .079 | .514  .038  .149 | 3.203  7.055  .461  2.586 | .002  .000  .645  .010 |

1. Dependent Variable: Job Hopping Behaviour

The independent variables will be supported in this model when the value is less than 0.05. Based on the coefficients table, there are two independent variables that less than 0.05, which means these two independent variables are supported in this model. However, income level is the only independent variable that are strong supported because the significance value is 0.000 and based on the beta coefficient the value is high. The working condition is weak supported because the significant value is 0.010 while the beta coefficients value is 0.149. While the job satisfaction is not supported because the value is more than 0.05 which is 0.645 and the beta coefficients value also shows that the value is far from 0.1 which is 0.038. So, that is why the model does not fit based on R square.

# **4.4.2 Hierarchical regression (MV)**

**Table 38: Coefficientsa**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | | Sig. |
| B | Std. Error | Beta | t |
| 1 | (Constant)  Income Level  Job Satisfaction  Working Condition  Gender | 1.109  .638  .051  .195  -.162 | .308  .092  .111  .079  .094 | .505  .038  .142  .078 | 3.602  6.930  .462  2.458  -1.731 | .000  .000  .644  .015  .085 |

1. Dependent Variable: Job Hopping Behaviour

Based on the table above, the beta coefficients of income level and working condition has been weaken in the hierarchical regression test compared to multiple regression test. Hierarchical regression test is including the gender as the moderator. The income level beta coefficient has been weakened from .514 to .505. However, because it is still relatively high beta coefficient, therefore the significant level still high. On the other hand, for the working condition the beta coefficient originally from 0.149, with the moderator, value has weakened to 0.142. Although this means that moderating variable weaken the relationship that shows some influence in gender, but it is not sufficiently significant to make the gender as the moderator. Therefore, the significant level of gender is only 0.085 which is more than 0.05. However, for the job satisfaction, the beta coefficient remains unchanged which means gender does not show any influence. So, the situation is very clear that gender also does not influence the job satisfaction.

The data as above is the result of hierarchical multiple regression. Based on Ryu and Han (2010), the researcher can run either the hierarchical linear or multiple regression in the research. The hierarchical multiple regression being used in the research as the result of the analysis able to be compared with the results of the previous analysis which is multiple regression analysis (Kim, 2016). The analysis able to show either the added variable which is gender have influences to other independent variables towards the dependent variable in the research. Therefore, there is no need to run separate hierarchical regression.

# **4.5 SUMMARY OF FINDINGS**

# **4.5.1 Hypotheses Summary**

As shown in the hypothesis test results, two independent variables of this study are supported which are income level and work condition, while job satisfaction and gender are not supported. The hypotheses are summarized in the table below.

**Table 39: Hypotheses Summary**

|  |  |  |
| --- | --- | --- |
| Hypotheses | Finding | Conclusion |
| H1: There is a relationship between income level and job-hopping behavior among generation Y in the retail industry of Malaysia. | T-value = 7.055  P-value =0.000  Significant | Supported |
| H2: There is a relationship between job satisfaction and job-hopping behavior among generation Y in the retail industry of Malaysia. | T-value = .462  P-value =.644  Not Significant | Not Supported |
| H3: There is a relationship between work condition and job-hopping behavior among generation Y in the retail industry of Malaysia. | T-value = 2.458  P-value =0.015  Significant | Weakly Supported |
| H4: Gender has moderating influence on the work condition, income level, and job satisfaction with job hopping behavior among generation Y in the retail industry of Malaysia. | T-value = -1.731  P-value =0.085  Not Significant | Not Supported |

# **4.6 CHAPTER SUMMARY**

This chapter elaborates on the four hypotheses proposed through data analysis in the form of tables, charts and graphs. In addition, this chapter also systematically describes the findings under the guidance of research questions.

# **CHAPTER 5**

# **5.0 OVERVIEW**

In the beginning of the chapter, researcher will explain the contributions of the study to academic and industry. Other than that, the limitation of the research also being discussed in this chapter together with the suggestion to the future research in order to minimize the limitations. Next, the researcher will discuss on personal reflection based on the researcher personal research experiences. Towards the end of this chapter, researcher will conclude and give some recommendations.

# **5.1 CONTRIBUTION**

# **5.1.1 Contribution to Literature / Academic**

The research on job hopping behavior especially among generation Y is very limited in the literature. Therefore, by undertaking the research, the effective data will be added to the existing database about the relationship between job hopping behavior among generation Y and the three factors which are income level, job satisfaction and work condition along with gender as the moderating variable, especially from Malaysian view. The research provides a small data and example for future research. According to Ayupp (2011), the research that been conducted able to reduce the gap in the literature and enhance the knowledge on generation Y employees job hopping in Malaysia specifically in retail industry.

# **5.1.2 Contribution to Industry**

The research will help managers to recognize the various factors that influence generation Y to job hop in the retail industry of Malaysia. Based on the research, income level and working condition will influence generation Y to job hop. Thus, the managers able to focus on these factors to reduce job hop among generation Y. Generation Y is the majority employees in the workforce (Department of Statistics Malaysia, 2016) and that is why, it is essential to employers know the demand of the generation. This will save the cost of employer to hire new employees because based on Deloitte (2013), employers need to spend high cost to hire new employees.

# **5.2 LIMITATIONS OF THE RESEARCH**

# **5.2.1 Scope Limitation**

The respondents of the research are working in Klang Valley area and the results of the study might be differ with different sets of respondents that are working in different settings. The job-hopping behavior in smaller cities might be lower compare to the big cities. The research has reached finding and implication among the retail sector that the main cause that affect job hopping behavior of generation Y are income level and work condition. So, there is possibility that the results from the research does not fit to the retail sectors in other cities of Malaysia (Kurnia, 2015).

# **5.2.2 Data Collection Limitation**

The process of data collection through online become much easier as the setting of questions in the survey able to be set up as compulsory and able to notify the respondents if the questions not been answered correctly. However, the hard copy questionnaires tend to have the problems as the respondents did not answered the survey completely and correctly such as tick two answers for each question.

Another challenge that been faced in order to get the respondents answered the survey are persuading the respondents and need to remind the respondents either the survey been filled in or not.

# **5.2.3 Time Limitation**

The limited time frame of the study outputs to the number of respondents in the research is 309 instead of 384. It was obvious that the sample size is not enough to be representative of employees in retail sector at Malaysia, and it was believed that the higher number of respondents in these kinds of studies can have a higher opportunity to provide a better picture (Ahmed, 2010).

# **5.3 FUTURE DIRECTION OF RESEARCH**

The current research been focused on the three factors that influence the job-hopping behavior among generation Y which are income level, job satisfaction, and work condition (Juhdi et al., 2013). However, based on the research the strong supported factor that influence job hopping behavior among generation Y is income level and weak supported for work condition. The job satisfaction factor is not supported in the research. So, in the future research, the researcher recommends that potential study in future can extend the research into other industries or regional area (Aziz, 2010).

Other than that, it is possible to carry the future research by using different factors that influence the job-hopping behavior among generation Y such as compensation, training and flexibility in work. Future researchers are encouraging to develop more by include variety of variables that originated from different dimensions (Tan, 2012).

On top of that, the research also studies the moderating effect by gender, potential researches in future can expand the study for moderating effect by other affecting factors on the relationship among factors and job-hopping behavior of employee (Hazlina, 2012).

Lastly, potential researcher in future can include both quantitative and qualitative when doing data collection (Asiah, 2011). The mix of both quantitative and qualitative approach can maximize the variety of tools likes questionnaires or develop to focus groups, so that vast information and data on job satisfaction of employee may be gathered for future study (Haque, 2012).

# **5.4 PERSONAL REFLECTION**

Throughout the research, the researcher able to learn many things and improve the skills. The important element of every research is to has a good set of updated relevant literatures to include in the research and become the references in the research. It is important to know which medium that able to produce such references and this situation allows me to build the connection with friends from other universities that able to share the literature database in order to get the relevant references in the study. By having a good database, it is also important to know the correct keywords that able to be used in order to get the relevant literatures. My supervisor also does teach on how to choose an article or journal that will help in the research. Every journal that been chosen must be summarized correctly and the citation of the journals must be done correctly as been emphasized by the supervisor as the researcher need to follow the 22 rules. During the process, the researcher learnt that the plagiarism is a serious offence to the researchers and citation is one of the ways that shows the appreciation of the researches idea.

Other than that, the most important part during the research is following the time frame. The researcher needs to have proper time management to finish the research in given period. Everyday, the researcher needs to make sure the research does have some progress. Hence, the researcher has created a timetable by allocating the parts that should be done each day.

The researcher also learnt to ask the respondents for permission in a proper way so that they are more willing to answer the questionnaire. This is a challenging task because many of the retail employees are very busy and will ignore and reject to complete the questionnaires. Hence, it is important to distribute the surveys at the right time. I have also learnt to be patient in answering questions asked by the respondents to make sure that they understand the questionnaires thoroughly.

Furthermore, I have also learnt many types of analyses to attain the research objectives of this research. It is important to interpret the data correctly so this study able to provide better insight for future research. Hence, I have to understand the functions of the analyses in order to interpret the data correctly and discuss about the findings interestingly.

# **5.5 CONCLUSION AND RECOMMENDATION**

The research has five chapters, there are introduction, literature review, research methodology, findings of research followed by conclusion and limitations (Ayupp, 2010). With the reason of finding for factor that influence most and build the most model among the job-hopping behavior of employee who work in retail industry at Malaysia (Vesel, 2010). This research is being run to investigate on the relationships of factors between job-hopping and employees (Suki, 2014). By identify these factors listed, the managers can understand and help to improve job hopping behavior of employee (Barnes, 2010). It was an indicator to drive the performance in retail industry at Malaysia, and it is not denied that number of researches has been done to study the factors affect the job-hopping behavior of employee, but it was argued that there were unclear elements among the factors (Aminu, 2013). So, there has a calling to study the related topic in Malaysia since the environment of retail industries in different countries might different. Among the retail industry at Malaysia, this study hopefully can minimize the gap on literature which linked to job hopping behavior of employee (Chinomona, 2013).

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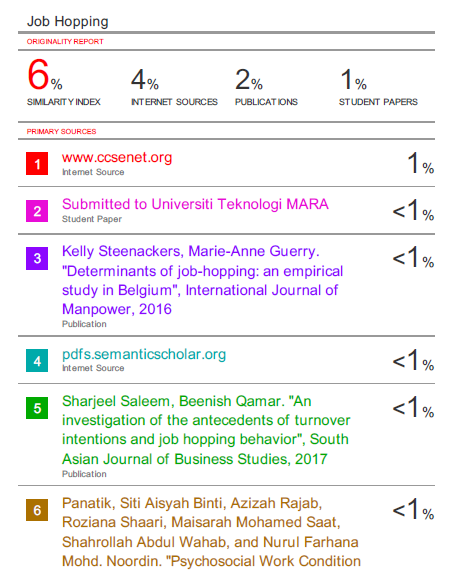
# **APPENDIX A. INITIAL RESEARCH PROPOSAL**

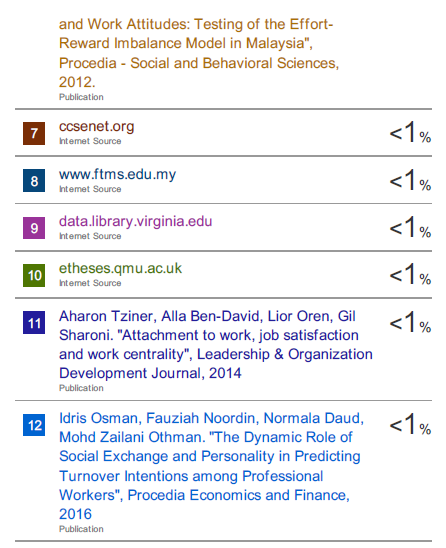
|  |  |
| --- | --- |
| Student Name & ID No. | Tengku Fatihah Binti Tengku Hassim  I18014799 |
| Broad Area | Human Resource Management |
| Concise Title | Job hopping behaviour among generation Y in the retail industry of Malaysia |
| Problem  Definition | The dominant generation in the current workforce is generation Y and from a research by Queiri, Wan Yusoff and Dwaikat (2015), this generation change employment every now and again because of their disappointment with current pay, other benefits and presence of various alternative employments. Generation Y worker’s turnover turns out more problematic with regards to Malaysia, as the nation is experiencing the issue of insufficient of workers (Downe, Loke, Ho and Taiwo, 2012). The statement also been supported by Lee (2012), whereby studies had proved that Gen Y tend to have shorter tenure in the employment. Generally, worldwide companies are encountering problematic issues on attracting and retaining skilled employees, especially those in Generation Y, and attempting to solve the insufficient employee’s issues (Cogin, 2012). Based on previous research, there had a been a lot of studies conducted on workers’ job satisfaction, however there are only few materials available on the job-hopping behaviour (Jules et al., 2017). This view also been supported by Steenackers et al., (2016) that study on job turnover has gotten extensive consideration while the issues on job mobility and job hopping being underexplored in the study.  Therefore, the researcher interested to study the job-hopping behaviour among Generation Y in the retail industry of Malaysia as there is insufficient studies been conducted on this topic. This study will contribute useful solutions to this issue for human resource managers to reduce the job-hopping phenomenon among generation Y employees (Steenackers et al., 2016). |

|  |  |
| --- | --- |
| Research  Objective | The objective of the study is to examine the contribution of income levels, job satisfaction, working conditions and job-hopping behaviour among generation Y in the retail industry of Malaysia. Therefore, the sub objectives of this research are:   1. Investigation on the income level’s contribution to job hopping behaviour among generation Y in the retail industry of Malaysia. 2. Investigation on the job satisfaction’s contribution to job hopping behaviour among generation Y in the retail industry of Malaysia. 3. Investigation on the work condition’s contribution to job hopping behaviour among generation Y in the retail industry of Malaysia. 4. Investigation on whether gender moderates the relationship between the independent variables and the dependent variable to job hopping behaviour among generation Y in the retail industry of Malaysia. |
| Research  Questions | The following research questions as a key point to guide whole study toward a right direction and align with the research objectives. Following are the research questions of the research:   1. Will the income levels influence on the generation Y job hopping behaviour among generation Y in the retail industry of Malaysia? 2. Will the job satisfaction influence on the generation Y job hopping behaviour among generation Y in the retail industry of Malaysia? 3. Will the work condition influence on the generation Y job hopping behaviour among generation Y in the retail industry of Malaysia? 4. Will the gender influence the relationship between the independent variables and the dependent variable on the job-hopping behaviour among generation Y in the retail industry of Malaysia? |
| Scope of study | The study will focus on the relationship of job hopping behaviour among generation Y in retail industry of Malaysia and what is the determinants that make the employees to change their employment. The output of this study will be aiming to find the suitable solutions that able to reduce the number of job-hoppers and hiring costs for the employers. This is a quantitative study whereby the samples will be from generation Y employees working in retail industry. |
| Significant of Research | Significance of this study is the study on the reason of job-hopping of the employees in the retail industry (Aziz, 2010). By the end of this study, the employers able to get initiatives that able to decrease the turnover rate in term of the job-hopping phenomenon (Salleh, Nair, and Harun, 2012). The output of the study able to be used by the human resource experts to solve the issues in the retail industry of Malaysia (Kurnia, Choudrie, and Mahbubur et al., 2015).  The researcher expects that the outcome of this study will aid the human resources department on how to develop human resource policy or program that will avoid the current employees to leave the company to another and enhance the retention rates (Steenackers et al., 2016). Frequent job hopping not just seriously affects business efficiency, however underlines requests for associations to increase salary, improve working conditions, and take greater responsibility (Saleem and Qamar, 2017). |

|  |  |
| --- | --- |
| Literature  Reviews | **Job Hopping:** Job hopping is an action of a person who stay working in a company for a short period of time by changing the employment frequently (Jules et al., 2017). Job-hopping also indicate to continually making voluntary transfer a workplace to another (Steenackers et al.,2016). This term also been defined by Ghiselli (1974) as a person moving from a job to another with uncertain reason disregarding whether able to secure another job or not. |
| **Income Level:** Income may be gained by contributing the services or energy to the employer and received the reward which is usually in the monetary form as the return (Hernandez and Guarana, 2011). There are three level of income which are top, middle and lower income (Mui and Ghafar, 2003). The words income, pay, compensation and remuneration have been used alternately. |
| **Job Satisfaction:** Job satisfaction can be defined as the contentment feeling coming from the job involvement and also a sign that individual standards for their work setting been fulfilled (Tziner et al.,2014). Locke (1976) also defined the job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. It is important to employees to be satisfied with the given position as the satisfaction will improve the workers’ efficiency and productivity in the company (Jules et al., 2017). The words satisfaction and fulfilment have been used alternately. |
| **Working condition:** Work condition is associated with the company’s situations and environment as the harmful workplace will influence the safety of the employees (Rahim, Biggs and Boots, 2014). The current effective work condition is the office that allow the employees to have flexible time in their policy. The words working condition and working environment have been used alternately. |
|  | **Generation Y:** The most common definition of generation Y is the person who were born from 1980 to 2000 (Hess and Jepsen, 2009). As for now this generation aged in their 20s and 30s (Chung et al., 2013). |
| Research  Methodology | **Research Research Design:** This research is a cross-sectional study methodology using quantitative methods based on descriptive research.  **Unit of analysis:** Job hopping behaviour of generation Y employees in the retail industry of Malaysia.  **Sample size:** The right sample size needed for the total population that more than 1000000 is 384 samples.  **Data Collection Method:** Both primary and secondary data. Online questionnaire will be used to obtain primary data for this research study. In this research, secondary data are gathered through Google Scholar, published journal articles, published survey results and newspaper and other media.  **Sampling Technique:** Convenience sampling (Non- probability sampling)  **Questionnaire Design:** The survey questionnaire is divided into three sections, which are Section A, B, and C. Questions in Section A is demographic profile. In Section B and C, all of the constructs will be measured using five-point Likert scale format, ranging from “strongly disagree” (1) and “strongly agree” (5). In Section B, respondents will be asked to answer questions regarding the independent variables which are income level, job satisfaction and work condition. In Section C, respondents are required to answer questions about the dependent variable which is job hopping behaviour.  **Analysis Methodology:** In this research, data will be analysed by using Statistical Package for the Social Sciences, which is also known as SPSS. SPSS is used to do statistical data analysis, including descriptive statistics such as plots, frequencies, charts, and lists, as well as sophisticated inferential and multivariate statistical procedures like analysis of variance (ANOVA) and factor analysis (Sekaran and Bougie, 2010). Later, these tests could be separated into three stages which are preliminary tests and hypothesis testing (Sekaran and Bougie, 2010) |

# **APPENDIX B. TURNITIN RESULTS**





# **APPENDIX C. SURVEY QUESTIONNAIRE**



**Survey Questionnaire**

Thank you for agreeing to respond to this questionnaire; I am a student of INTI international university, Nilai. I am required to conduct a research to analyse the topic of “Job Hopping Behaviour Among Generation Y in Retail Industry of Malaysia” as a requirement to complete of my degree of Master in Business Administration (MBA).

The purpose of my final project is to identify the factors that lead to employee job hopping, and to determine the factor that has the greatest influence on generation Y employee job hopping in the retail industry in Malaysia. This will enhance the knowledge, skills and competencies of the students to better relate theories with real situation in the industry.

The questions in this survey are designed for the requirement of my Assignment only. The questionnaire will just take about five or ten minutes of your time and your name will not be recorded or disclosed in any manner throughout the assignment and the report. All answers will be kept confidential. All answers will be used for study of my assignment research only, and it will not be revealed in any extent or to a third party. Respondents have a right to reject to participate in this survey and may withdraw from answering any time if they feel uncomfortable about the questions.

Thank you very much. Your participation is highly appreciated.

Yours sincerely,

Fatihah Hassim.

This survey is carried out on voluntary basis. Please tick the following and proceed with questionnaire if you agree to take this survey.

I Agree ( )

**Part A. Respondents profiles**

*Instruction: please tick* *(✓) at the appropriate box.*

1. Gender

🞎 Male 🞎 Female

2. Race

🞎 Chinese 🞎 Malay

🞎 Indian 🞎 Others, please specify\_\_\_\_\_\_\_\_

3. What is your highest education level?

🞎 High school/Diploma 🞎 Bachelor degree 🞎 Master

🞎 PhD 🞎 Others, please specify\_\_\_\_\_\_\_

**SECTION B**

**The scale is given below:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **1** | **2** | **3** | **4** | **5** |
| **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** |

**I – Job Hopping**

Listed below are the series of statements that represents feelings that you may have about your **intention to job hopping**. There are no right or wrong answers. Your responses will be treated as strictly confidential.

*Instruction: Please tick (√) in the box with relevant information.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **1** | **2** | **3** | **4** | **5** |
| B1.  I rarely think about quitting my job. |  |  |  |  |  |
| B2.  I am unlikely to look for different organization to work in in the short term. |  |  |  |  |  |
| B3.  I feel engaged in this organization. |  |  |  |  |  |
| B4  I did not intend to quit my job within the next year/short term. |  |  |  |  |  |
| B5.  I do hope to have a long future with this company. |  |  |  |  |  |

**SECTION C**

**II – Job Hopping Factors**

Listed below are the series of statements that represents feelings that you may have about **income level, job satisfaction,** and **working condition**. There are no right or wrong answers and it will be treated as strictly confidential.

*Instruction: Please tick (√) in the box with relevant information.*

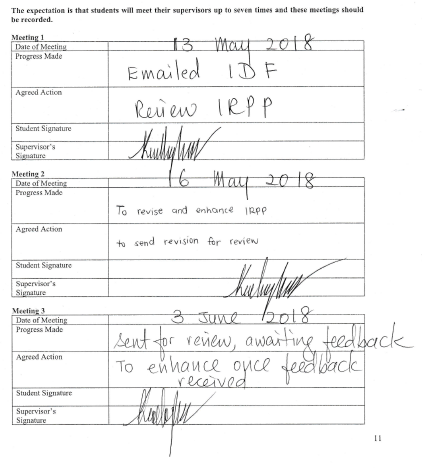
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| --- | --- | --- | --- | --- | --- |
| **Statement** | **1** | **2** | **3** | **4** | **5** |
| C1.1  I am satisfied with my current salary. |  |  |  |  |  |
| C1.2  I think my current wage/ salary is comparable to the standard income in this industry. |  |  |  |  |  |
| C1.3  I think that my hard work is proportional to my income. |  |  |  |  |  |
| C1.4  I believe that my income is appropriate to my position and qualification. |  |  |  |  |  |
| C1.5  I think that the annual salary increment is acceptable when compared to other companies in the industry |  |  |  |  |  |
| C2.1  I am contented with this type of work. |  |  |  |  |  |
| C2.2  I am enjoying this job. |  |  |  |  |  |
| C2.3  I can learn much and grow fast by doing this job. |  |  |  |  |  |
| C2.4  I feel I am important when I do this work. |  |  |  |  |  |
| C2.5  I think my job is very interesting and satisfying |  |  |  |  |  |
| C3.1  The physical working condition of my firm are very good. |  |  |  |  |  |
| C3.2  The method of work measurement is reasonable in my firm. |  |  |  |  |  |
| C3.3  I am satisfied with my working time and privileges offered. |  |  |  |  |  |
| C3.4  My company is always moving toward to improve ways of doing things. |  |  |  |  |  |
| C3.5  My organization is always utilizing new technologies to work. |  |  |  |  |  |

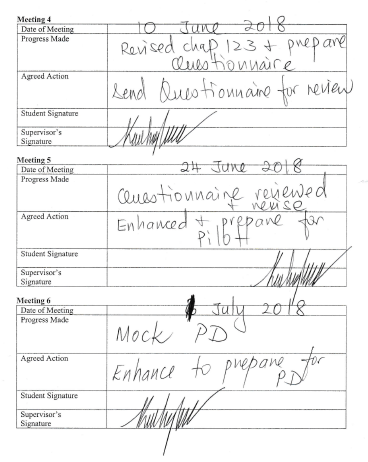
Thank you very much for reading this information and considering taking part in this study.

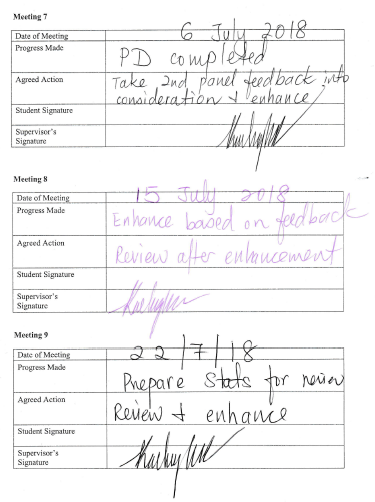
# **APPENDIX D. MBA PROJECT LOG**

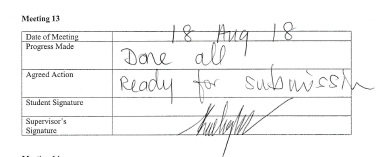
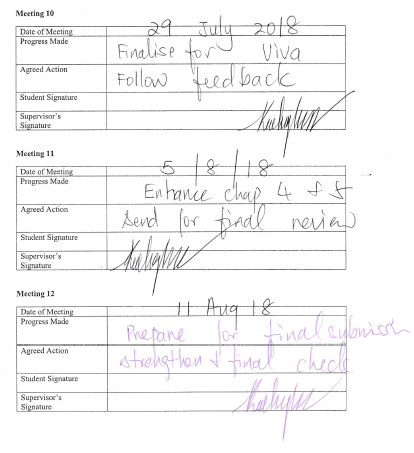
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| This is an important document, which is to be handed in with your dissertation. This log will be taken into consideration when awarding the final mark for the dissertation.   |  |  | | --- | --- | | **Student Name:** | **Tengku Fatihah Binti Tengku Hassim** | | **Supervisor’s Name:** | **Assoc. Prof. Dr. Lee Kar Ling** | | **Dissertation Topic:**  **Job Hopping Behaviour Among Generation Y in The Retail Industry of Malaysia** | |   **SECTION A. MONITORING STUDENT DISSERTATION PROCESS**  **The plan below is to be agreed between the student & supervisor and will be monitored against progress made at each session.**   |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | **Activity** |  | | **Milestone/Deliverable Date** | | | | | | | | | 7th May | 13th May | | 24th June | 6th July | 15th July | 22nd July | 29th July | 1st August | 17th August | | Finalize Chapter 1-3 |  |  | |  |  |  |  |  |  |  | | Send ethics form |  |  | |  |  |  |  |  |  |  | | Enhance Chapter 1 |  |  | |  |  |  |  |  |  |  | | Enhance Chapter 2 |  |  | |  |  |  |  |  |  |  | | Enhance Chapter 3 |  |  | |  |  |  |  |  |  |  | | Proposal Defense |  |  | |  |  |  |  |  |  |  | | Draft Chapter 4 |  |  | |  |  |  |  |  |  |  | | Draft Chapter 5 & Combine |  |  | |  |  |  |  |  |  |  | | All Chapters Completed |  |  | |  |  |  |  |  |  |  | | VIVA Presentation |  |  | |  |  |  |  |  |  |  | | Combine all chapter & appendix |  |  | |  |  |  |  |  |  |  | |

**SECTION B. RECORD OF MEETINGS**









**SECTION C. COMMENTS ON MANAGEMENT OF PROJECT**

