



JOB-HOPPING BEHAVIOR: THE IMPACT OF ORGANIZATIONAL CULTURE AND DUAL MOTIVATIONAL FACTORS ON EMPLOYEE CAREER TRANSITIONS

¹Dr.K.G.Senthilkumar, ²Ms.D.Alamelu, ³Ms. Suvitha S

¹Professor, KGiSL Institute of Technology, ²Assistant Professor, KGiSL Institute of Technology,

³ II Yr.MBA, KGiSL Institute of Technology, Coimbatore

¹drkgsenthilkumar@gmail.com, ²alamelupriyaa@gmail.com

Abstract— Employee retention has emerged as a pressing challenge across industries, with job-hopping behavior becoming increasingly prevalent among contemporary professionals. This study investigates how organizational culture (OC) and emotional exhaustion (EE) influence employees' tendencies to switch jobs frequently, and how advance motives (AMJH) and escape motives (EMJH) shape this relationship. Drawing on the Job Demands–Resources (JD–R) theoretical framework, primary data were collected from 251 respondents across diverse organizational settings using a structured Likert-scale questionnaire. Reliability analysis confirmed strong internal consistency (Cronbach's $\alpha = 0.903$). Findings underscore that job-hopping is not merely a reaction to workplace dissatisfaction but a multi-dimensional behavioral outcome driven by both organizational conditions and individual motivational orientations. The study offers practical insights for HR professionals and contributes to the growing body of literature on voluntary career transitions in emerging workforce contexts.

Index Terms— Advance motive, Emotional exhaustion, Employee retention, Job-hopping behavior.

I. INTRODUCTION

The contemporary workforce is witnessing a significant shift in employee career behavior. Unlike previous generations that prioritized long-term organizational loyalty, today's professionals particularly millennials and Generation Z are increasingly inclined to switch jobs within shorter tenures. This pattern,

commonly referred to as job-hopping, has drawn considerable scholarly and managerial attention owing to its implications for organizational productivity, talent management, and long-term workforce stability.

Job-hopping behavior is broadly defined as the voluntary and repeated act of changing employment within short intervals, typically spanning one to three years, and is driven by diverse motivations ranging from career advancement to workplace dissatisfaction[11]. While earlier research often viewed this phenomenon negatively associating it with instability or lack of commitment more recent perspectives acknowledge that job mobility can serve as a deliberate career strategy, enabling individuals to accumulate diverse skills, accelerate professional growth, and improve compensation outcomes[3].

Despite growing scholarly interest, the literature remains fragmented. Studies have typically examined organizational factors such as workplace culture [4], or psychological dimensions such as burnout and emotional depletion [9], in isolation without accounting for the motivational orientations that mediate or moderate these relationships. According to [8], two distinct motivational patterns underpin job-switching decisions: the advance motive, reflecting a proactive pursuit of better career prospects, and the escape motive, rooted in the desire to leave an unsatisfactory or stressful work environment.

The present study addresses this gap by adopting an integrative framework that simultaneously examines organizational culture, emotional exhaustion, and dual career motives as

determinants of job-hopping behavior. The research was conducted among 251 employees across various organizations in India, using robust statistical tools including correlation and multiple regression analysis. By doing so, this study contributes to a more comprehensive understanding of why employees choose to change jobs and what organizations can do to develop more targeted and effective retention strategies.

A. Objectives of the Study

The study pursues three primary objectives:

1. To examine the relationship between organizational culture and employees' job-hopping behavior.
2. To analyze the association between emotional exhaustion and employees' intention to change jobs.
3. To assess the combined influence of organizational culture, emotional exhaustion, advance motives, and escape motives on job-hopping behavior.

B. Research Hypotheses

H₁: Organizational culture has a significant positive influence on job-hopping behavior.

H₂: Emotional exhaustion has a significant positive influence on job-hopping behavior.

H₃: Advance and escape motives significantly predict job-hopping behavior.

II. THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.1 The Job Demands Resources (JD-R) Theory

The Job Demands Resources (JD-R) model, originally formulated by [1], provides a foundational lens for understanding how workplace characteristics shape employee motivation, well-being, and behavior. The model posits that all work-related factors can be divided into two categories: job demands (aspects requiring sustained physical or psychological effort, such as workload and emotional pressure) and job resources (elements that facilitate goal achievement, reduce demands, and promote personal development such as a supportive organizational culture).

2.2 Organizational Culture and Job-Hopping Behavior

Organizational culture encompassing the shared values, norms, beliefs, and behavioral patterns of an organization [10] is widely recognized as a pivotal determinant of employee retention. Cultures that foster openness, participatory decision-making, career development, and employee well-being tend to generate higher levels of commitment and reduce the appeal of external employment alternatives [4]. Recent empirical work by [8], conducted among 232 employees across technology, banking, and retail sectors in Indonesia, confirmed that a strong organizational culture significantly reduced job-switching tendencies.

2.3 Emotional Exhaustion and Job-Hopping Behavior

Emotional exhaustion defined as the chronic depletion of psychological and emotional energy resulting from sustained workplace stressors is widely recognized as a central component of occupational burnout [6][2]. It manifests through persistent fatigue, reduced engagement, emotional detachment, and diminished professional efficacy all of which prime employees toward exit-seeking behavior.

The empirical association between emotional exhaustion and voluntary turnover is well-documented across industries and geographies. [9] found that among early-career employees in Malaysian SMEs, emotional exhaustion was a robust predictor of turnover intention.

2.4 Advance Motive and Escape Motive as Predictors

Lake, Highhouse, and Shrift (2017) conceptualized two primary motivational orientations that underlie job-switching behavior. The advance motive refers to a proactive, forward-looking desire to change jobs in pursuit of superior career opportunities such as higher compensation, expanded responsibilities, skill enhancement, or accelerated professional growth. The escape motive, in contrast, is reactive and avoidance-oriented, driven by the desire to disengage from negative work conditions such as high stress, interpersonal conflict, poor management, or cultural misfit.

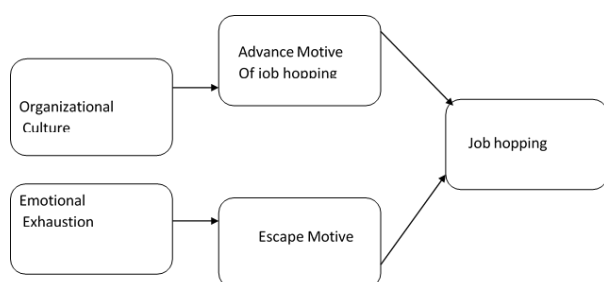


Fig1: Conceptual Framework

III. RESEARCH METHODOLOGY

The study adopts a quantitative, explanatory research design to examine causal and associative relationships among the study variables. A structured questionnaire was employed as the primary data collection instrument, enabling objective and systematic measurement of employee perceptions across five constructs: organizational culture (OC), emotional exhaustion (EE), advance motive of job-hopping behavior (AMJH), escape motive of job-hopping behavior (EMJH), and job-hopping behavior (JHB). A purposive sampling technique was applied to select 251 full-time employees from diverse industries and organizational settings. Respondents were required to have at least six months of formal work experience and demonstrated awareness of job-transition dynamics.

IV RESULTS AND ANALYSIS

A. Reliability Analysis

Internal consistency was assessed using Cronbach's Alpha across all 21 questionnaire items. The overall reliability coefficient was 0.903, exceeding the widely accepted threshold of 0.70, indicating excellent internal consistency and confirming the questionnaire's suitability for inferential analysis.

Table 1. Reliability Statistics

Cronbach's Alpha	Number of Items
0.903	21

B Correlation Analysis

Table 2 presents the Pearson correlation coefficients between the key variables. Organizational culture demonstrated a strong, statistically significant positive correlation with job-hopping behavior ($r = 0.825$, $p < 0.001$).

Emotional exhaustion exhibited an even stronger positive association with job-hopping behavior ($r = 0.848$, $p < 0.001$). These results confirm that both constructs are meaningfully related to employees' job-transition tendencies, with emotional exhaustion exerting a marginally stronger bivariate influence.

Table 2. Pearson Correlation Analysis

Variable	OC	EE	JHB
Organizational Culture (OC)	1.000	—	0.825**
Emotional Exhaustion (EE)	—	1.000	0.848**
Job-Hopping Behavior (JHB)	0.825* *	0.848**	1.000

C Multiple Regression Analysis

A multiple regression model was estimated with job-hopping behavior (JHB) as the dependent variable and organizational culture (OC), emotional exhaustion (EE), advance motive (AMJH), and escape motive (EMJH) as independent predictors. The model demonstrated an excellent fit: $R = 0.914$, $R^2 = 0.835$, indicating that the four predictors jointly explained 83.5% of the variance in job-hopping behavior. The overall model was statistically significant ($F = 311.804$, $p < 0.001$).

Table 3. Multiple Regression Coefficients

Predictor	B (Unstd.)	Std. Error	β (Std.)	p-value
(Constant)	0.522	0.265	—	0.050
Organizational Culture (OC)	0.126	0.029	0.212** *	< 0.001
Emotional Exhaustion (EE)	0.086	0.037	0.142*	0.019
Advance Motive (AMJH)	0.240	0.062	0.321** *	< 0.001
Escape Motive (EMJH)	0.213	0.062	0.285** *	0.001

V CONCLUSION

This study examined the determinants of job-hopping behavior among 251 employees, integrating organizational, psychological, and motivational perspectives within the JD-R theoretical framework. The findings confirm that organizational culture, emotional exhaustion, advance motive, and escape motive all

significantly and positively predict employees' job-switching tendencies. Together, these four variables explain 83.5% of the variance in job-hopping behavior a strong model fit that affirms the theoretical and empirical value of an integrated approach.

Among all predictors, advance motive emerges as the most powerful driver, followed by escape motive, organizational culture, and emotional exhaustion. These results challenge simplistic explanations of job-hopping and underscore that voluntary career transitions reflect a dynamic interplay between workplace conditions and individual motivational orientations. Job-hopping is not merely a symptom of dissatisfaction; it is a purposive behavior shaped by how employees evaluate their current circumstances against their career aspirations.

For organizations seeking to reduce unwanted attrition, these findings advocate a dual strategy: strengthening the internal value proposition for growth-oriented employees, while systematically addressing the structural sources of escape-motivated exits. Future research should extend this framework longitudinally, incorporate generational and sector-specific analyses, and consider additional variables such as job satisfaction, leadership quality, and compensation equity to build a more complete model of career mobility in the contemporary Indian workforce.

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