

A Comparative Study On The Generational Differences In Job-Hopping Motivations In IT And Non-IT Sectors

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Abstract:

Background:

Materials and Methods: This is a comparative quantitative cross-sectional study with a total sample of 390 professionals of IT and Non-IT sectors in Bengaluru city. A structured closed-end questionnaire was used for data collection. Descriptive and inferential analysis were used. Independent samples t-test and Pearson's *r* correlation tests were used to examine the significance differences and associations between variables.

Results: Key findings emerged from this study are: Attitude towards job-hopping is more positive among male professionals and Gen Z, and in IT sector. Overall job experience significantly influences the employees' attitude towards job-hopping and tendency to switch job. Similarly, attitude towards job-hopping is positively and significantly correlated.

Key Word: Job-hopping; Job experience; Attitude; Tendency; Generation Y; Generation Z; IT; Non-IT; Gender.

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I. Introduction

Job-hopping refers to short tenures at organizations, typically less than two years, often motivated by the pursuit of better opportunities, personal growth, or improved work-life balance, etc. In today's dynamic employment landscape, job-hopping has emerged as a defining trait among Gen Y and Gen Z professionals, particularly in urban hubs like Bengaluru. Job-hopping, in early career has received intensified attention as Millennials (Gen Y, born 1981-1996) and Generation Z (1997-2012) cohorts enter and reshape labor markets. Gen Y might have entered the workforce during the early 2000s, during the 2008 financial crises and its aftermath. Whereas, Gen Z faced unique challenges, including entering the job market during the COVID-19 pandemic. These contexts shape their attitudes toward employment, with both generations prioritizing flexibility, purpose, and growth but differing in their approaches and motivations.

Generation Y and Generation Z are often cited as key contributors of job-hopping, driven by distinct values, workplace expectations, and economic contexts. Millennials and Gen Z are reshaping the professional landscape with their fluid approach to employment. Unlike previous generations who prized long-term stability, these cohorts view frequent job changes as strategic moves toward personal and professional growth. Gen Y often switch roles to explore diverse industries and skill sets, using their 20s as a time for discovery rather than linear advancement¹. Similarly, Gen Z seeks rapid career progression and is less inclined to wait years for promotions². Both generations prioritize meaningful work.

The Gen Y stands apart from its predecessors, marked by a strong sense of individual agency, a heightened expectation for personal and professional fulfillment, and a deliberate pursuit of work-life harmony. Their career trajectories often reflect a willingness to change roles frequently, driven less by loyalty and more by alignment with values, growth opportunities, and lifestyle preferences. Generation Z, born into a digitally saturated world, exhibits a pragmatic and socially conscious mindset. Unlike Gen Y, Gen Z tend to value stability alongside flexibility, seeking purpose-driven work environments that align with their ethical and personal values. Gen Z is often characterized by entrepreneurial ambition, mental health awareness, and a preference for authenticity over polished branding.

Job-hopping is higher among the millennial generation than in older generations³. Job-hopping is heterogeneous across industries. High-growth, project-based, and creative sectors (IT, consulting, media) show elevated early career mobility⁴. Both intrinsic and extrinsic drivers are identified. Intrinsic drivers include desire for learning, purpose, and growth; extrinsic motivations include pay, benefits, flexibility⁵.

Social exchange theory and psychological contract frameworks explain voluntary mobility as a breakdown in perceived reciprocity between employee and employer. When development, recognition, or fair treatment are lacking, employees reduce loyalty and are more prone to leave⁶.

This study about job-hopping among Generation Y (Millennials) and Generation Z.

Proposed a model that estimates the probability of making a job change at a specific time, termed as tenure-based decision probability⁷. Shikhare et al (2022)⁸ identified work-life factors, relationships with management and colleagues, and personal life integration significantly influence job-switching behavior. Majeed et al (2023)⁹ reported that emotional exhaustion significantly increases the likelihood of job-hopping and organizational commitment was not a mediator.

The presence of multiple generations within today's workforce poses a nuanced challenge for organizations. As each cohort brings distinct values, expectations, and communication styles, crafting strategies to attract, engage, and retain top talent demands a more tailored and inclusive approach. This study explores the push-pull factors and differences and similarities in job-hopping behavior between GenY and Gen Z

Generational research often faces criticism for overgeneralization, as differences may stem from life stage or period effects rather than cohort-specific traits. In this case, the findings portray Gen Y as more inclined to job hop, aligning with some earlier characterizations of Millennials as the "job-hopping generation" due to their emphasis on career exploration and dissatisfaction with traditional ladders.

II. Material And Methods

The comparative study was carried out on Generation Y and Generation Z age group employees working in IT and Non-IT sectors in Bengaluru city in India from April 2025 to June 2025. A total of 390 employees, both males and females were the participants for this study.

Study Design: Cross-sectional comparative study with four groups – IT-Gen Y, IT-Gen Z, Non-IT-Gen Y, and Non-IT-Gen Z. Primary comparisons were differences between job satisfaction, attitude towards job-hop, intention to job-hop across sectors.

Study Location: Bengaluru city, India.

Study Duration: April 2025 to June 2025.

Sample size: 390 employees.

Sample size calculation: It is estimated that totally 4.5 million Gen Y and Gen Z workforce employed in both IT and Non-IT sectors in Bengaluru – forms the population of this study. The standard formula was used to compute the minimum samples required. The sample size n is calculated using:

For finite population: $n = [Z^2 \times p(1-p)]/e^2$

Adjusted for finite population: $n_{(adj)} = n/[1+(n-1)/N]$

The following values of parameters were assumed: Confidence level – 95%, Z-score – 1.96, Margin of Error € - 5% or 0.05, Proportion (p) – 0.5, and population (N) – 4,500,000.

The adjusted minimum sample size was approximately 384, and increased this to 390. This ensures 95% confidence level with a $\pm 5\%$ margin of error for a population of 4.5 million (approximate).

Subjects & selection method: The study population was drawn from the workforce in IT and Non-IT sectors who were Gen Y and Gen Z cohorts working in Bengaluru city, India. This study employed simple convenient sampling method to select participants from the target population of approximately 4,500,000 individuals belonging to Gen Y and Gen Z cohorts.

Inclusion criteria:

1. Currently employed in Bengaluru.
2. Falls within Gen Y or working-age Gen Z
3. At least 6 months tenure in the current role – to measure job-hopping propensity meaningfully).

Exclusion criteria:

1. Interns and temporary or seasonal workers.

Procedure methodology:

Data for this study were collected after written informed consent, using a closed-ended structured questionnaire, administered through both in-person and online modalities to ensure broad accessibility and respondent convenience. The dual-mode approach facilitated participation from diverse demographic and professional backgrounds across Bengaluru city, encompassing individuals from both IT and Non-IT sectors with the Gen Y and Gen Z cohorts. The questionnaire comprised of two sections:

Section A: Generation category, gender, employment sector.

Section B: Dependent variables - This section assessed key dimensions related to job engagement and mobility operationalized through multiple-item constructs: Job satisfaction and work experience (3 items), career growth and learning opportunities (3 items), compensation & rewards (3 items), work-life balance and personal well-being (3 items), attitude towards job-hopping (4 items), and job-hopping tendency (10 items). All dependent variables were measured using a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

The questionnaire was pilot-tested for clarity and reliability prior to full deployment. Participation was voluntary. Measures were taken to ensure anonymity and confidentiality throughout the process.

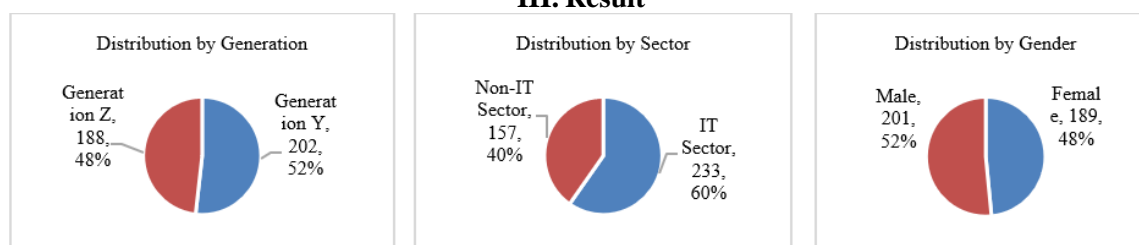
Research Objectives:

1. To examine the generational difference in attitude towards job-hopping and job-hopping tendency.
2. To explore the sectoral difference in attitude towards job-hopping and job-hopping tendency.
3. To study the gender difference in attitude towards job-hopping and job-hopping tendency.
4. To investigate the influence of job satisfaction on attitude towards job-hopping and job-hopping tendency.
5. To assess the association between attitude towards job-hopping and job-hopping tendency.

Statistical analysis

Data was analyzed using SPSS. Independent samples t-test was used to examine the statistical significance of generational, gender and sectoral differences in attitude towards job-hopping and job-hopping tendency. Pearson's r correlation test was used to assess the association between attitude towards job-hopping and job-hopping tendency. The p -value < 0.05 was considered to determine the significance.

III. Result



The respondent distribution is well-balanced. A total of 390 respondents participated, comprising 202 Generation Y (52%) and 188 Generation Z (48%); 233 employed in IT sector (60%) and 157 employed in Non-IT sector (40%); 189 were female respondents (48%) and 201 were male respondents (52%). The near-equal allocation across generations is advantageous for comparative analysis, minimizing variance inflation that can arise from unequal group sizes. The small imbalance is unlikely to materially affect statistical power. From an inferential perspective, this distribution provides adequate precision to detect small-to-moderate generational differences in job-hopping outcomes. These figures reflect the achieved sample rather than the underlying workforce composition in Bengaluru.

Table No.1: Generation vs. Attitude towards Job-hopping:

Group Statistics					
	Generation	N	Mean	Std. Deviation	Std. Error Mean
Attitude Towards Job-hopping	Y	202	2.0866	1.25951	.08862
	Z	188	3.3630	1.29098	.09415

Independent Samples Test

	t-test for Equality of Means						
	t	df	Sig.	Mean Diff	Std. Error Diff	95% Confidence Interval of the Difference	
						Lower	Upper
Attitude Towards Job-hopping	-9.880	388	.000	-1.27640	.12918	-1.53039	-1.02241

Difference between Gen Y and Gen Z in the attitude towards job-hopping was examined with independent samples t-test and shown in Table No.1. Results provide evidence of significant difference between Gen Y ($M = 2.0866 \pm 1.25951$) and Gen Z ($M = 3.3630 \pm 1.29098$) with a t -value of 9.880 ($df = 388$, $p < .001$). The mean difference of -1.27640 (95% CI: [-1.53039, -1.02241]). The t -test reveals a highly significant difference ($p < .001$), rejecting the null hypothesis that there is no difference in attitudes towards job-hopping between Gen

Y and Gen Z. The negative t-value indicates that Gen Z's mean score (3.3630) is substantially higher than Gen Y's (2.0866), suggesting greater acceptance of job-hopping among Gen Z.

To assess practical significance, Cohen's d was calculated. A Cohen's d of approximately 1.00 indicates a large effect size, underscoring the practical importance of the generational difference. The 95% confidence interval $([-1.53039, -1.02241])$ excludes zero, reinforcing the robustness of the finding that Gen Z views job-hopping more favourably. The t-test results confirm a significant and practically meaningful difference in attitudes towards job-hopping, with Gen Z showing greater acceptance of job-hopping than Gen Y.

Table No.2: Generation vs. Job-hopping Tendency

Group Statistics					
	Generation	N	Mean	Std. Deviation	Std. Error Mean
Job-Hopping Tendency	Y	202	2.2183	1.33201	.09372
	Z	188	3.5452	1.12963	.08239

Independent Samples Test

	t-test for Equality of Means						
	t	df	Sig.	Mean Diff	Std. Error Diff	95% Confidence Interval of the Difference	
						Lower	Upper
Job-Hopping Tendency	-10.571	388	.000	-1.32690	.12552	-1.57368	-1.08011

The independent samples t-test results in Table No.2 examine differences in job-hopping tendency between Generation Y (Gen Y) and Generation Z (Gen Z).

Difference between Gen Y and Gen Z in the job-hopping tendency was examined with independent samples t-test. Results provide evidence of significant difference between Gen Y ($M = 2.2183 \pm 1.33201$) and Gen Z ($M = 3.5452 \pm 1.08011$) with a t-value of 10.571 ($df = 388, p < .001$). The mean difference of -1.32690 (95% CI: $[-1.57368, -1.02241]$). The t-test reveals a highly significant difference ($p < .001$), rejecting the null hypothesis that there is no difference in attitudes towards job-hopping between Gen Y and Gen Z. The negative t-value indicates that Gen Z's mean score (3.5452) is substantially higher than Gen Y's (2.2183), suggesting greater acceptance of job-hopping among Gen Z.

To evaluate the practical significance, Cohen's d was calculated. A Cohen's d of approximately 1.07 indicates a large effect size, suggesting that the difference in job-hopping tendency is not only statistically significant but also practically meaningful. The 95% confidence interval excludes zero, reinforcing the robustness of the finding that Gen Z is more prone to job-hopping.

The t-test results confirm a significant and practically meaningful difference in job-hopping tendency, with Gen Z showing a stronger inclination for job-hopping than Gen Y.

Table No.4: Gender vs. Attitude towards Job-hopping

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Attitude Towards Job-hopping	M	201	3.4813	1.21422	.08564
	F	189	1.8730	1.13533	.08258

Independent Samples Test

	t-test for Equality of Means						
	t	df	Sig.	Mean Diff	Std. Error Diff	95% Confidence Interval of the Difference	
						Lower	Upper
Attitude Towards Job-hopping	13.490	388	.000	1.60833	.11922	1.37393	1.84273

Table No.4 shows the independent samples t-test results reveal a highly significant gender difference in attitudes towards job-hopping, with males ($M = 3.4813, \pm 1.21422$) exhibiting more positive attitudes than females ($M = 1.8730, \pm 1.13533$), $t(388) = 13.490, p < .001$. The mean difference of 1.60833, accompanied by a 95% confidence interval of $[1.37393, 1.84273]$, indicates that males are substantially more favourable towards job-hopping. As the Likert-scale measurement (e.g., 1 = strongly negative to 5 = strongly positive), males' mean falls in the neutral-to-positive range, suggesting moderate acceptance, while females' mean is in the negative range, implying reluctance or disapproval. The large effect size, calculated as Cohen's $d \approx 1.37$, underscores the practical significance beyond mere statistical detection, exceeding the threshold for a large effect ($d > 0.8$). The t-test results confirm a significant and practically meaningful difference in attitude towards job-hopping with males showing more acceptance for job-hopping than females.

Table No.5: Gender vs. Job-hopping Tendency

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job-Hopping Tendency	M	201	3.3219	1.17992	.08323
	F	189	2.3646	1.45678	.10596

Independent Samples Test

	t-test for Equality of Means						
	t	df	Sig.	Mean Diff	Std. Error Diff	95% Confidence Interval of the Difference	
						Lower	Upper
Job-Hopping Tendency	7.151	388	.000	.95734	.13388	.69412	1.22056

The independent samples *t*-test shown in Table No.5 reveals a statistically significant difference in job-hopping tendency between male and female respondents ($t(388) = 7.151, p < .001$). Male employees ($M = 3.32, \pm 1.18$) reported a substantially higher inclination to job-hop compared to female employees ($M = 2.36, \pm 1.46$), with a mean difference of 0.96. The 95% confidence interval of the difference (.694 to 1.221) further supports the robustness of this finding. This suggests that, within the sampled population, gender plays a significant role in shaping attitudes toward job mobility.

The findings indicate that men in the sample exhibit a significantly higher tendency to job-hop than women, consistent with international evidence that women face more constraints and fewer rewards from mobility. These results highlight the importance of considering gendered career dynamics in workforce retention strategies, as men and women may approach job-hopping with fundamentally different incentives and barriers.

Table No.6: Sector vs. Attitude towards Job-hopping

Group Statistics					
	Sector	N	Mean	Std. Deviation	Std. Error Mean
Attitude Towards Job-hopping	IT	233	2.9689	1.42573	.09340
	Non-IT	157	2.3057	1.33091	.10622

Independent Samples Test

	t-test for Equality of Means						
	t	df	Sig.	Mean Diff	Std. Error Diff	95% Confidence Interval of the Difference	
						Lower	Upper
Attitude Towards Job-hopping	4.626	388	.000	.66315	.14336	.38130	.94500

Independent samples *t*-test was used to examine the sectoral difference in the attitude towards job-hopping among the Gen Y and Gen Z. The independent samples *t*-test in Table No.6 indicated a statistically significant difference in attitudes towards job-hopping between professionals in the IT sector ($M = 2.97, \pm 1.43, n = 233$) and those in non-IT sectors ($M = 2.31, \pm 1.33, n = 157$), $t(388) = 4.63, p < .001$. The positive mean difference of 0.66 (95% CI [0.38, 0.95]) suggests that IT professionals hold more favorable attitudes towards job-hopping compared to their non-IT counterparts. The effect size, calculated as Cohen's $d = 0.48$, reflects a medium practical significance, indicating a noteworthy distinction in perceptions that warrants further exploration in organizational contexts.

The findings indicate that respondents working IT sector exhibit a significantly more favorable attitude towards job-hopping than respondents working in Non-IT sectors. This result aligns with the dynamic nature of the IT industry, where rapid technological advancements and skill obsolescence may encourage viewing job changes as opportunities for growth rather than instability.

Table No.7: Sector vs. Job-hopping Tendency

Group Statistics					
	Sector	N	Mean	Std. Deviation	Std. Error Mean
Job-Hopping Tendency	IT	233	3.3665	1.34241	.08794
	Non-IT	157	2.1032	1.12918	.09012

Independent Samples Test

	t-test for Equality of Means						
	t	df	Sig.	Mean Diff	Std. Error Diff	95% Confidence Interval of the Difference	
						Lower	Upper
Job-Hopping Tendency	9.703	388	.000	1.26334	.13020	1.00734	1.51933

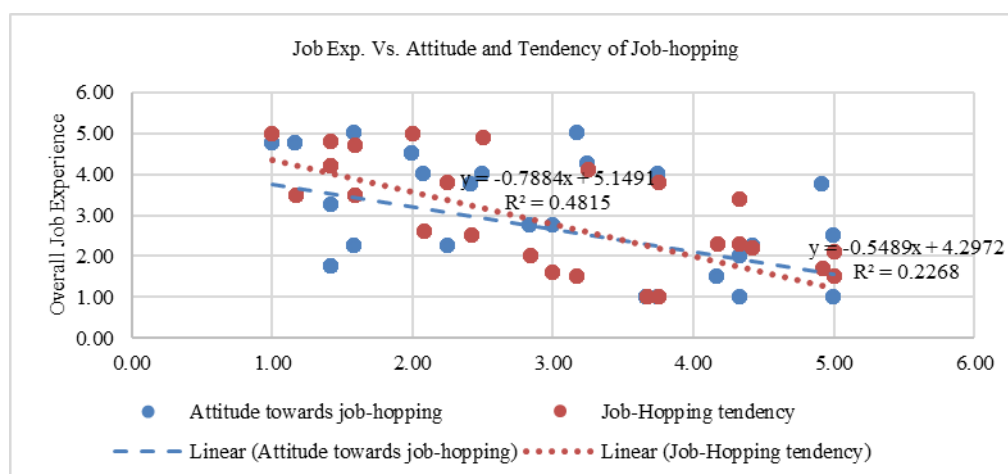
The independent samples t-test shown in Table No.7 reveals a statistically significant difference in job-hopping tendency between professionals in the IT sector ($M = 3.37, \pm 1.34, n = 233$) and those in non-IT sectors ($M = 2.10, \pm 1.13, n = 157$), $t(388) = 9.70, p < .001$. The mean difference of 1.26 (95% CI [1.01, 1.52]) indicates that IT professionals exhibit a markedly higher tendency toward job-hopping than their non-IT counterparts. The effect size, calculated as Cohen's $d = 1.00$, signifies a large practical significance, underscoring a substantial disparity in behaviours that could have profound implications for talent management and organizational stability. This outcome may reflect the IT sector's inherent characteristics, such as fast-paced innovation, skill commoditization, and abundant opportunities for advancement through mobility, which normalize frequent job changes.

Table No.8: Influence of employee overall job experience on attitude towards job-hopping and job-hopping tendency

Descriptive Statistics			
	Mean	Std. Deviation	N
Employee Overall Job Experience	2.9040	1.23675	390
Attitude Towards Job-hopping	2.7019	1.42432	390
Job-Hopping Tendency	2.8579	1.40390	390

Correlations				
		Employee Overall Experience	Attitude Towards Job-hopping	Job-Hopping Tendency
Employee Overall Job Experience	Pearson Correlation	1	-.476**	-.693**
	Sig. (2-tailed)		.000	.000
	N	390	390	390

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



The Pearson correlation analysis in Table No.8 reveals significant negative relationships between employee overall job experience and both attitude towards job-hopping ($r = -.476, p < .01$) and job-hopping tendency ($r = -.693, p < .01$) in a sample of 390 employees. The moderate negative correlation between employee overall job experience and attitude towards job-hopping suggests that employees with more positive workplace experiences tend to hold less favourable views toward frequent job changes, possibly reflecting satisfaction with their current roles or organizational commitment. The stronger negative correlation between employee overall job experience and job-hopping tendency indicates that employees who report higher job satisfaction are substantially less likely to exhibit behaviours or intentions associated with job-hopping, such as actively seeking new employment. Both correlations are statistically significant at the 0.01 level (two-tailed), supporting robust associations. The findings indicate that professionals with higher positive job experience are likely to be less favourable towards frequent switching of jobs and are less likely to switch jobs.

Table No.9: Correlation: Attitude toward Job-Hopping vs. Job-Hopping Tendency

Descriptive Statistics			
	Mean	Std. Deviation	N
Attitude Towards Job-hopping	2.7019	1.42432	390
Job-Hopping Tendency	2.8579	1.40390	390

Correlations			
		Attitude Towards Job-hopping	Job-Hopping Tendency
Attitude Towards Job-hopping	Pearson Correlation Sig. (2-tailed) N	1 390	.601** .000 390
Job-Hopping Tendency	Pearson Correlation Sig. (2-tailed) N	.601** .000 390	1 390

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



Descriptive statistics in Table No.9 indicate that the mean score for Attitude toward Job-hopping is 2.7019 (± 1.42432) and for Job-Hopping Tendency, it is 2.8579 (± 1.40390). The means suggest that participants generally exhibit a slightly less than the average Attitude toward Job-hopping and a similar tendency to engage in it. The standard deviations, both exceeding 1.4, indicate moderate variability in responses, suggesting a diverse range of attitudes and tendencies among the sample. The slightly higher mean for *Job-Hopping Tendency* (2.8579) compared to *Attitude Towards Job-hopping* (2.7019) may suggest that while participants might not strongly endorse job-hopping attitudinally, they report a marginally higher inclination to engage in it. This discrepancy could reflect external factors (e.g., economic pressures, job market conditions) influencing behaviour beyond attitudes, a phenomenon noted in prior research (e.g., Ajzen, 1991¹⁰, on the theory of planned behaviour).

Pearson's correlation analysis examined the association between Attitude towards Job-Hopping and Job-Hopping Tendency among 390 Gen Y and Gen Z workforce. The correlation is positive, moderate-to-strong, and statistically significant ($r = 0.601$, $N = 390$, $p < 0.001$). This indicates that respondents expressing more favorable attitudes toward job-hopping also report a higher tendency to job-hop. The correlation coefficient of 0.601 is considered moderate to strong (Cohen, 1988)¹¹, explaining approximately 36% of the variance in job-hopping tendency based on attitude. The significance level ($P < .01$) confirms that this relationship is unlikely to be due to chance. The finding is consistent with theoretical expectations that attitudinal predispositions are linked to behavioral intentions or tendencies. The magnitude of r also implies substantial but not complete overlap, suggesting other factors beyond attitude play a significant role in job-hopping tendency.

IV. Discussion

This study investigated the relationships between generational differences, gender, sector, and employee overall job experience with attitudes toward job-hopping and job-hopping tendency among a sample of 390 Gen Y and Gen Z employees in IT and Non-IT sectors in Bengaluru. The findings reveal significant differences across these variables, offering insights into the factors influencing job mobility and their implications for organizational retention strategies. By integrating these results with existing literature, this discussion contextualizes the findings, highlights their theoretical practical significance, and identifies avenues for future research.

Generational Differences in Attitudes and Tendencies Toward Job-hopping

The independent samples t-tests demonstrated significant generational differences, with Gen Z exhibiting more favourable attitudes ($M = 3.36$, ± 1.29) and higher job-hopping tendencies ($M = 3.55$, ± 1.08) compared to Gen Y ($M = 2.09$, ± 1.26 for attitudes; $M = 2.22$, ± 1.33 for tendencies), with large effect sizes (Cohen's $d \approx 1.00$ for attitudes, 1.07 for tendencies). These results suggest that Gen Z is more accepting of and inclined toward frequent job changes, aligning with their characterization as a cohort prioritizing flexibility, rapid career progression, and diverse experiences. This finding is consistent with prior research indicating that Gen Z, shaped by economic uncertainty and digital connectivity, views job-hopping as a strategic means to acquire skills and

adapt to dynamic labour markets. For instance, a study on generational workplace preferences found that 75% of Gen Z employees prioritize career mobility over long-term tenure, compared to 52% of Gen Y, attributing this to Gen Z's exposure to gig economy norms and technological disruption¹². Similarly, research on millennial and Gen Z career attitudes reported that Gen Z is 1.5 times more likely to switch jobs within two years, driven by a desire for autonomy and skill diversification¹³. A study by Deloitte (2025) highlights that 40% of Gen Z workers experience high stress and prioritize work-life balance, with only 6% aspiring to leadership roles, suggesting a preference for flexibility over traditional career paths. This supports the t-test findings, as Gen Z's openness to job-hopping may stem from a desire for roles that align with personal values and mental health priorities¹⁴. Research by Alea Global Group (2024)¹⁵ notes that Millennials pioneered job-hopping but now face pressures as the "sandwich generation," balancing career and caregiving responsibilities, which may temper their enthusiasm for frequent job changes compared to Gen Z. This aligns with the t-test's lower mean score for Gen Y, suggesting a more reserved attitude towards job-hopping. A qualitative study in Indonesia (2025) further illuminates Gen Z's motivations, identifying factors such as perceived alternative employment opportunities and value-driven employment as drivers of job-hopping. This supports the t-test results, as Gen Z's higher mean score may reflect their strategic use of job-hopping to pursue better opportunities or align with personal values. Conversely, a Hong Kong-based study by Yuen (2016)¹⁶ found that Gen Y workers avoid job-hopping due to concerns about negative perceptions on their CV, which may explain their lower mean score in the t-test. The large effect sizes in the current study underscore the practical importance of these generational differences, suggesting that organizations must tailor retention strategies to address Gen Z's unique expectations, such as offering flexible roles or accelerated career paths, to curb turnover.

Gender Differences in Attitudes and Tendencies Toward Job-hopping

The t-tests also revealed significant gender differences, with males showing more positive attitudes ($M = 3.48, \pm 1.21$) and higher job-hopping tendencies ($M = 3.32, \pm 1.18$) than females ($M = 1.87, \pm 1.14$ for attitudes; $M = 2.36, \pm 1.46$ for tendencies), with large effect sizes (Cohen's $d \approx 1.37$ for attitudes, 0.73 for tendencies). These findings suggest that males are more likely to view job-hopping favourably and act on it, potentially reflecting fewer perceived barriers to mobility. This aligns with international evidence indicating that women face structural constraints, such as caregiving responsibilities or gendered workplace biases, which reduce their propensity to job-hop. For example, a study on gender and career mobility found that women are 20% less likely to switch jobs due to concerns about work-life balance and job security, while men leverage mobility for salary gains and career advancement¹⁷. Another study highlighted that women in professional roles report lower turnover intentions ($r = -.32$ with job mobility) due to higher risk aversion and fewer external opportunities, particularly in male-dominated fields¹⁸. These results resonate with prior research indicating that women often display lower voluntary job mobility than men, particularly in mid- and late-career stages. For example, Statistics Canada (2021) reported that women were less likely than men to make permanent job separations and, when they did, they often faced wage growth penalties, reinforcing the tendency to remain with the same employer. Similarly, Winskill (2025)¹⁹ demonstrated that while job mobility is generally associated with earnings growth, women received smaller economic returns from switching jobs than men, potentially discouraging them from job-hopping behaviours. In summary, the findings indicate that men in the sample exhibit a significantly higher tendency to job-hop than women, consistent with international evidence that women face more constraints and fewer rewards from mobility. These gender disparities underscore the need for organizations to address systemic barriers, such as offering equitable advancement opportunities and flexible work arrangements, to enhance female employees' career mobility and engagement.

Sectoral Differences in Attitudes and Tendencies Toward Job-hopping

Significant sectoral differences emerged, with IT professionals displaying more favourable attitudes ($M = 2.97, \pm 1.43$) and higher job-hopping tendencies ($M = 3.37, SD = 1.34$) than non-IT professionals ($M = 2.31, \pm 1.33$ for attitudes; $M = 2.10, \pm 1.13$ for tendencies), with a medium effect size for attitudes (Cohen's $d = 0.48$) and a large effect size for tendencies (Cohen's $d = 1.00$). These findings reflect the IT sector's dynamic environment, characterized by rapid technological advancements, skill obsolescence, and abundant job opportunities, which normalize job-hopping as a career strategy. This is consistent with research showing that IT workers exhibit higher mobility rates—approximately 13% annual turnover compared to 3.6% across industries—due to competitive labour markets and the transferability of technical skills²⁰. Additionally, studies on Silicon Valley's tech cluster found that job-hopping facilitates knowledge spill overs, contributing 20-30% to productivity growth, a phenomenon less prevalent in non-IT sectors where tenure is valued for stability²¹. The medium-to-large effect sizes in this study highlight the practical implications for IT firms, which may need to implement targeted retention strategies, such as continuous learning opportunities and competitive compensation, to balance the benefits of mobility with organizational continuity.

Influence of Employee Overall Job Experience

The Pearson correlation analysis indicated significant negative relationships between employee overall job experience and both attitude toward job-hopping ($r = -.476, p < .01$) and job-hopping tendency ($r = -.693, p < .01$). These findings suggest that employees with more positive workplace experiences are less likely to endorse or engage in job-hopping, likely due to higher job satisfaction and organizational commitment. This aligns with the theory of planned behaviour, which posits that attitudes and intentions are influenced by perceived control and satisfaction within one's environment²². This also supports the Social Exchange Theory, which posits that employees reciprocate positive organizational treatment with loyalty²³. Prior research supports this, with a meta-analysis showing that job satisfaction negatively correlates with turnover intentions ($r = -.58$), mediated by organizational commitment²⁴. Research by Maertz & Griffeth (2004)²⁵ also confirms that job satisfaction and perceived organizational support reduce openness to external job opportunities. Similarly, studies in high-turnover sectors like IT found that positive workplace experiences, such as supportive leadership and career development, reduce job-hopping intentions by up to 40%²⁶. The stronger correlation with job-hopping tendency ($r = -.693$) suggests that positive experiences more directly influence behaviour than attitudes, emphasizing the role of workplace quality in retention strategies. A strong negative correlation suggests that employees with a higher overall workplace experience are significantly less likely to exhibit job-hopping tendencies. This aligns with prior research by Hom et al. (2017)²⁷, who found that job embeddedness and satisfaction reduce turnover intentions. Similarly, Griffeth et al. (2000)²⁸ established that poor workplace experiences are a key predictor of voluntary turnover.

Relationship Between Attitude and Job-Hopping Tendency

The moderate-to-strong positive correlation between attitude toward job-hopping and job-hopping tendency ($r = 0.601, p < .01$) indicates that employees with more favourable attitudes are more likely to exhibit job-hopping behaviours, explaining approximately 36% of the variance in tendencies. This finding again supports the theory of planned behaviour, which links attitudinal predispositions to behavioural intentions²⁹. Comparable studies have reported similar associations, with a study on IT professionals finding a positive correlation ($r = 0.55$) between turnover attitudes and actual job changes, driven by perceived job market opportunities³⁰. The moderate strength of the correlation suggests that while attitudes significantly predict tendencies, external factors—such as economic conditions or organizational policies—also play a role, warranting further exploration.

Limitations and Future Directions

Despite the robust findings, several limitations should be noted. The cross-sectional design limits causal inferences, as it remains unclear whether positive job experiences reduce job-hopping or if employees with lower hopping tendencies report better experiences due to longer tenure. The lack of detailed measurement scales (e.g., Likert scale ranges) and contextual factors (e.g., cultural or economic influences) constrains generalizability. Additionally, assumptions of normality and homogeneity of variances in t-tests were not explicitly tested, potentially affecting statistical robustness. Future research should employ longitudinal designs to establish causality and include diverse industries and cultural contexts to enhance external validity. Exploring mediating factors, such as perceived job security or work-life balance, could further elucidate the mechanisms driving these differences.

Practical Implications

These findings have significant implications for organizational practices. For Gen Z employees, organizations should offer flexible roles, continuous learning, and clear career pathways to align with their mobility preferences. Addressing gender disparities requires equitable policies to reduce barriers for women, such as flexible work arrangements and mentorship programs. In the IT sector, retention strategies should focus on countering skill obsolescence through training and competitive rewards. Enhancing overall job experiences through supportive leadership and recognition can further reduce job-hopping tendencies across all groups.

V. Conclusion

This study underscores the complex interplay of generational, gender, sectoral, and experiential factors in shaping attitudes and tendencies toward job-hopping. By aligning with prior research, the findings highlight the need for tailored organizational strategies to manage workforce mobility, particularly in dynamic sectors like IT and among younger generations like Gen Z.

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