

# A Descriptive Study on Job Switching from Private Sector to Public Sector: A Study on Generation 'Y' Graduate Employees in the Sri Lankan Context

Kalyani M W\*, Madhuwanthi, M. A. K. U.\*\*

\* Senior Lecturer, Department of Business Administration, University of Sri Jayewardenepura

\*\* Temporary Assistant Lecturer, Department of Business Administration, University of Sri Jayewardenepura

DOI: 10.29322/IJSRP.11.03.2021.p11145  
<http://dx.doi.org/10.29322/IJSRP.11.03.2021.p11145>

**Abstract-** Job-hopping is becoming a phenomenon over the years as employees keep moving from one job to another for better opportunities and self-development. In the Sri Lankan context, when there is a new public sector recruitment scheme opened, most of the graduate employees tend/incline to job hop from the private sector to public sector. Thus, the researcher explores this matter with the intention of identifying the forces of job hopping behaviour of graduate employees who belong to the generation 'Y' in the context of Sri Lanka. Since no research studies have been conducted to examine this phenomenon in the Sri Lankan context, this research study enables to fulfil the empirical research gap in the existing literature. Under positivism philosophy and hypothetic deductive method, a quantitative study was conducted to accomplish the objectives of the study. Survey questionnaire method was used as data collection method. Sample size of this study was two hundred-five (205). Survey data was analyzed using multiple regression analysis and descriptive analysis. Results clearly show that organization level is the primary force that impacts on job hopping and job insecurity, leadership, family pressure, salary and rewards and individual stress are the major secondary factors that impact on job hopping from private sector to public sector of graduate employees', while work life balance, peers pressure and locational problems are not applicable forces for job hopping in the Sri Lankan context.

**Index Terms-** Job hopping, Generation 'Y'ers, Employee turnover intention

## I. INTRODUCTION

Education is a key criterion for measuring a country's development. It is also the key to determine the wealth and prosperity of a nation. One of the main objectives of education, especially higher education, is about preparing students to study different factor and professions in a country. The essence of higher education is university education in Sri Lanka. University is a social institution that caters to higher intellectual needs in a community that is relevant to both academic knowledge and vocational training. Multiple functions in universities have been identified which will help in reaching the above fact: Conducting clean and applied research, preserving knowledge, sharing

knowledge, preserving culture, solving social problems as a public service, support for innovation, training students for academic work and professional qualifications, improving students' thinking skills, physical strength, improve emotional feelings, compliance with needs and increase brain power, cater to students' needs such as food, accommodation, medical facilities, guidance and finally, job opportunities (Ariyawansa, 2008).

Accordingly, it is clear that an undergraduate is a highly anticipated job at a university. It is often said that the main purpose of promoting children to higher education by Sri Lankan families is to ensure their employment opportunities (Perera, 2008; Perera, 2005). Accordingly, almost all Sri Lankan families are expected to provide University education for their children as a safe path to better employment. Pertained to the discussion, it can be presented that graduates are considered as an utmost important human capital to the economy as well as the development of the country. They provide a middle or higher management level of service; services rendered to the society in various ways.

Graduate employees are one of the main key pillars of running the Sri Lankan economy. Government expects their contribution to raise both the private and public sector economy. But, in the contemporary Sri Lankan context, there is a tendency of state university graduate employees of generation Y in moving from private sector employment to public sector employment. Existing literature identified also generation Y as job hopper (Rasli, et al., 2017).

The new government of Sri Lanka will provide employment opportunities to about 50,000 unemployed graduates in the public sector by March 1<sup>st</sup> this year (2020). The preliminary work of recruiting 50,000 unemployed university graduates has already begun. A separate body will be set up to look into vacancies in government institutions by an order of President Rajapaksa. A Cabinet paper will also be presented to the Cabinet in the coming days. (Alwis, 2020).

Daily news (23 December 2020) reports that according to President Gotabhaya Rajapaksa's election manifesto, applications were called from unemployed graduates on February 7, 2020. However, 40,092 graduate applications are said to be ineligible for many reasons. Government has declared the main reason for rejecting the applications were, at the time of calling applications, applicants were already engaged in other jobs (they

are not unemployed) which was traced by the Employee Trust Fund (ETF) contribution. But, due to the strong request made by the rejected applicants, the government decided to expand the number of employees. Candidates can appeal again by submitting the termination letter of the existing workplace.

In this milieu, it can be identified that even if the government expects graduates to extend their cooperation to develop both the private and public sector, they are away from the private sector due to numerous factors such as inquiry of job, work life balance problems, family commitment, workload, leadership problems, coworker problems, career growth problems ..etc. (Buga, et al., 2019). As the national economy is sourcing not only from the public sector but also the private sector, if one sectors' contribution fails, it will negatively affect to the entire national economy in years to come in the future. Therefore, it is important to investigate what are the factors that cause to shift graduate employees from private sector employment to public sector employment in the Sri Lankan context.

## II. PROBLEM STATEMENT

The country spends a lot of money to produce graduates to the society as an investment of enhancing the national economy in the years to come, since, graduates cause enlightenment of both the public and private sector of the country. Further, if graduate employees' switch their employment from time to time, that will cause ineffectiveness of the functions of both the public and private sector. Especially, in the present-day context graduate employees' are passionate towards government jobs even if they are having a job in the non-government sector. It is evident that when the government opens a new recruitment scheme for the graduates, most of the graduates who are already occupied are struggling in order to have a 'new job': a government job. This behaviour of the graduate employees not only bring an unfortunate situation to the government but also hinder the performance of the private sector economy of the country. In this milieu, this study is designed to investigate the most significant influential forces for switching from private sector to government sector employment by the graduates of generation 'Y' in Sri Lanka.

## III. RESEARCH QUESTIONS

Having explained the above background, following research questions are articulated:

1. What are the forces that affect to the switch of employment in graduates of 'Y'ers from private sector employment to public sector employment in the Sri Lankan context?
2. What are the forces that cause to attract public sector employment for graduate employees of 'Y'ers in the Sri Lankan context?
3. What are the most significant factors influencing the switch in graduates of 'Y'ers from private sector employment to public sector employment in the Sri Lankan context?

## IV. RESEARCH OBJECTIVES

1. To identify the forces that cause to switch employment in graduates of 'Y'ers from private sector employment to public sector employment in the Sri Lankan context.
2. To identify forces that cause to attract public sector employment for graduate employees of 'Y'ers in Sri Lankan context.
3. To investigate the most significant factors influencing the switch in graduates of 'Y'ers from private sector employment to public sector employment in Sri Lanka.

## V. SIGNIFICANCE OF THE STUDY

There are plenty of empirical research studies on state universities graduate unemployment problem, skills mismatching of graduates and reasons for unemployment of graduates in the Sri Lankan context. However, there is a lack of research on causes/factors affecting the shifting of graduate employees from the private sector to the public sector. Therefore, there is a significant research vacuum to fulfill. Hence, this study attempts to fulfill the identified research gap in this context. Thus, this study contributes in filling the vacuum of related literature.

Further, this study is significant to managements of both government sector and private sector. After producing graduates to the job market, employers train them for a particular job and if they leave the organization after expending the huge expenses for employees: recruitment cost, training cost and employee development cost...etc., this causes disadvantages to the organization. Therefore, this paves the way to improve policy development on employee wellbeing and employee retention as per the employees' point of view in both private and public sector management.

## VI. LITERATURE REVIEW

Higher education is one of the fastest growing industries in the world as demand for an educated workforce is in the face of increasing. So, universities contribute to create effective human capital to the world. The Universities Act of Sri Lanka, 1978 states, "The University was established for the purpose of providing, promoting and developing higher education". According to the 1984-1988 report of the University Grants Commission, Sri Lankan university education aims to impart critical knowledge in the society where students live and work.

According to the Economic Review (1983) the goal of the university is encouraging the student to explore authenticity. At the end of university education, students must be economically and socially active people and so will be ensuring great satisfaction for students, universities and society as a whole.

With the changing pattern of Human Resource Management today, employees are considered as a major capital to the organizations (Armstrong, 2011). Armstrong (2011) further, emphasizes long-term adoption is a required perspective on managing people and treating people as a potential asset, more than just a variable cost. As human capital is the utmost important resource to the organization, job satisfaction of employees is vital as it enables to bring more favorable outcomes to the organization as well as employees. Employee job

satisfaction often includes employment, relationships with supervisors and co-workers, management beliefs, future prospects, work environment, and compensation.

Having plenty of opportunities within job market, people tend to change employment organizations (termination of employment) depending on various factors. Employee turnover; especially voluntary turnover becoming more and more of a challenge for human resource managers today (Hom, Mitchell and Griffeth, 2012). Employee turnover is the rate at which employees leave the organization over a specified period of time (often year-on-year) as a percentage of the number of specific workforce (CIPD, 2004). Thus, people leaving from an organization are considered as employee turnover (Armstrong, 2011).

Job shifting or job-hopping behavior of employees varies from country to country. According to Feng and Angeline (2010) some workers have a natural internal impulse to move from one job to another for no reason at all. Then, job hopping can be identified as a shifting from one job to another job from time to time. As per the existing literature, there are two possible components in this job shifting behaviour. The first is employees leaving the stream institution. The second is merger to another organization.

Taylor and Zimmerer (1992) concludes that voluntary turnover is only part of the job management. Khatri, et al., (1992) reported increase in age, length of service and income level reduce employee turnover and intention of job shifting. The relationship between gender is very contradictory in this regard (shifting the employment). According to Khatri, et al., (1992) women are increasingly leaving a job rather than men. Feng and Angeline (2010) says job hoppers earlier used to find an alternative job before changing the placement but today the urge is to quit even before they get alternative appointments. As per the above analysis, causes for shifting the job can be named as age, level of education, industry, gender, etc.

### **Factors affecting job shifting**

Reviewing the literature, factors affecting to shifting the job are widely divided into three categories: individual, corporate and social (Dharmawansa and Thennakoon, 2014). As Taylor and Zimmerer (1992) explain overwork, insecurity, confusion are several reasons to the increase of voluntary turnover and can be considered as institutional factors that cause to change the job. Other institutional factors that can be taken are, the lack of training, lack of career opportunities, challenges work provided by the organization and leadership issues (Hartman, & Yrle, 1996). Further it can be identified that unfair treatment of a co-worker, asked to do something contrary to one's beliefs are other institutional factors that cause to change the employment (Hom, Mitchell and Griffeth, 2012).

Other factors that cause to change the employment can be identified as re-employment, termination of employment, need to work in teams, better pay, need to have relationships with others and seeking challenges (Alper, 1994). There are other specific reasons for shifting the job which may differ from person to person depending on the capacity of the individual: individual stress, work life balance and etc. are determined (Zimmer, 1992) as these factors. Further, Zimmer (1992) identified that working overtime led to voluntary turnover, insecurity of job, confusion

of job and deadlines, lack of job development opportunities, lack of training and no challenges in the tasks offered by companies, leadership issues, proper treatment of co-workers and survival as other factors of job shifting.

Apart from these factors, there are other factors which lead to shifting the job. These can be categorized under the personal factors such as family ties, location problems, problems with other employees, need to change or try new places, peer's departure (Harrtman and Yrle, 1996). Further, changes in family status, desire to learn a job that does not require new skills or trade or demand offering (Hom, Mitchell and Griffeth, 2012) were also identified as reasons for job shifting.

Today money is not the main reason for job hopping (Khattari, et al. 1999). Further, Khattari, et al. (1999), emphasize organizations suffer from low productivity, high recruitment costs and poor-quality products and services due to high turnover and job hopping behaviour of employees. According to Hauw and Vos (2010), expectations on jobs by employees may adversely affect employees depending on the size of the organization, such as employment satisfaction, commitment, job performance and intention of leaving or on stay from the job.

The job shifting behaviour can be seen widely among the employees who are in generation Y. Generation can be defined as collective qualities, behaviours, sense of values and experiences (as cited in Helyer & Lee, 2012). According to Helyer and Lee (2012) generation is an identifiable group that shares birth years, age location, and significant life events at critical developmental stages. Helier and Lee (2012), considered Y generation are those born between the year 1979-1991. As per Weyland (2011) generation Y lays in-between 1980s and 1990s. Generation 'Y'ers is taken for consideration for this study.

The majority of graduates showed a positive attitude towards the public sector jobs that are driven by short service life and high job security increased job satisfaction for graduates working in the public sector in the Sri Lankan context.

Pertained to the conceptual framework mentioned below, this study attempts to consider the following hypothesis:

H1: There is a significant positive relationship between employees' salary and rewards to shift the employment from private sector to public sector in graduate employees of generation 'Y'ers in Sri Lanka.

H2: There is a significant positive relationship between leadership issues and switching the employment from private sector to public sector in graduate employees of generation 'Y'ers in Sri Lanka.

H3: There is a significant positive relationship between job insecurity and switching the employment from private sector to public sector in graduate employees of generation 'Y'ers in Sri Lanka.

H4: There is a significant positive relationship between work life balance of employee and switching the employment from private sector to public sector in graduate employees of generation 'Y'ers in Sri Lanka.

H5: There is a significant positive relationship between individual stress and switching the employment from private sector to public sector in graduate employees of generation 'Y'ers in Sri Lanka.

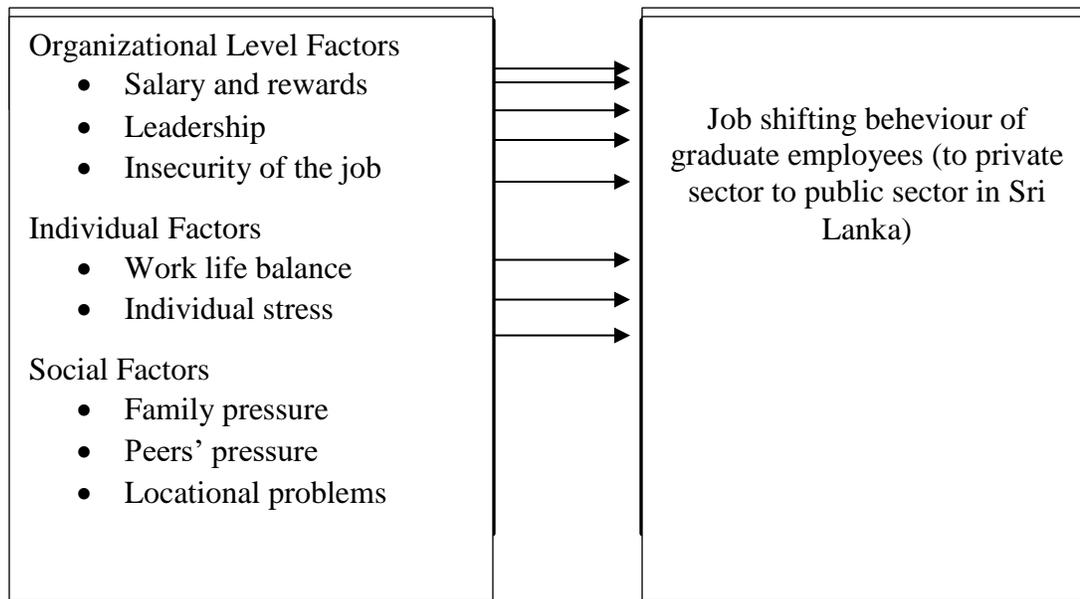
H6: There is a significant positive relationship between family pressure and switching the employment from private

sector to public sector in graduate employees of generation ‘Y’ers in Sri Lanka.

H7: There is a significant positive relationship between peers’ pressure and switching the employment from private sector to public sector in graduate employees of generation ‘Y’ers in Sri Lanka.

H8: There is a significant positive relationship between locational problems and switching the employment from private sector to public sector in graduate employees of generation ‘Y’ers in Sri Lanka.

**Figure 1.1: Conceptual Framework**



**Source: Author compelled**

**Methodology**

This study followed a descriptive survey under the positivistic research paradigm. As Kothari (2004) pointed out a descriptive study’s main purpose is describing in detail, including surveys and findings. Primary as well as secondary data sources have been considered while conducting the study. For primary sources, a questionnaire was used. Preliminary data were collected from the graduate employees who currently shifted from private sector employment to public sector employment in the Sri Lankan context through a structured questionnaire. A questionnaire was distributed to a selected sample group under the convenience sampling technique.

The population of the study was the graduate employees of generation ‘Y’ers who switched the employment to public sector in Sri Lanka. Then, the unit of analysis of the study is individual graduate employee of generation ‘Y’ers who changed their employment to public sector from other sectors. A 205 sample

size was used for the analysis. The gathered data was analyzed using the SPSS Statistical software.

**VII. DATA ANALYSIS AND DISCUSSION**

Before going to the statistical data analysis, this study screened and cleaned the data in order to ensure that data is properly entered and ready for the statistical analysis. The descriptive analysis is presented to describe the basic features of the data in the study.

**Descriptive analysis for demographic items**

**Table 1.1: Gender composition**

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	146	71.2	71.2	71.2

Male	59	28.8	28.8	100.0
Total	205	100.0	100.0	

Source: Survey data

As per Table 1.1 the sample of the study was represented by 146 females and 59 males. As a percentage 71.2 is female while 28.8 is male. The female representation is higher than the male representation in the sample.

**Table 1.2: Age categories**

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-26	49	23.9	23.9	23.9
	27-33	142	69.3	69.3	93.2
	Above 33	14	6.8	6.8	100.0
	Total	205	100.0	100.0	

Source: Survey data

There are three types of age categories depicted in Table 1.2. Most of the employees belong to the age category of 27 - 33 years. There are 49 employees whose age are in between 20 to 33 years. There are a few employees who belong to the above 33 years' category.

**Table 1.3: Marital Status**

Marital status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	125	61.0	61.0	61.0
	Married	80	39.0	39.0	100.0
	Total	205	100.0	100.0	

Source: Survey data

As per Table 1.3, majority of the respondents of the sample are single while 39% of the sample is married.

Stream		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management	138	67.3	67.3	67.3
	Art	57	27.8	27.8	95.1

Table 1.4:  
 Stream of the first degree  
 Source: Survey data

Sample of the study mainly comprised with five-degree streams. Majority of the

respondents belong to Management stream, it's 67.3% as a percentage. 27.8% of the respondents of the study belong to the Art stream. There are a very few respondents who are from others streams such as, Science, Engineering and Fashion design.

					Table 1.5: Working preference of the respondents
Science	3	1.5	1.5	96.6	
Engineering	3	1.5	1.5	98.0	
Fashion Design	4	2.0	2.0	100.0	
Total	205	100.0	100.0		

<b>Working preference</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public	166	81.0	81.0	81.0
	Private	39	19.0	19.0	100.0
	Total	205	100.0	100.0	

Source: Survey data

Pertaining to the Table 1.5, majority of the respondents prefer to work in public sector while there are a smaller number of respondents who prefer to have a private sector job. In an overall view, 81% of the respondents in the sample would prefer to have a public sector placement.

**Table 1.6: Relationship between prior employment and prior worked sector**

<b>Prior employment * Prior worked at Crosstabulation</b>					
Count		Prior worked at			Total
		None	Public Sector	Private Sector	
Prior employment	Yes	0	16	157	173
	No	32	0	0	32
Total		32	16	157	205

Source: Survey data

The study ran a cross tabulation of the sample on prior employment and prior worked sector in order to identify the intention of the job switching behaviour. The results are depicted in Table 1.6. As per the Table 1.6, 173 respondents out of 205 were prior employed, out of which 157 respondents prior worked in the private sector and now have shifted to the public sector employment. As per the results majority of graduate employees of the generation Y'ers have an intention of switching from private sector employment to public sector employment.

### VIII. KEY FINDINGS OF THE DEMOGRAPHIC CHARACTERISTICS

The sample of the study consisted with 146 females and 59 males graduate employees of the generation 'Y'ers in the public sector of Sri Lanka. There is a gender issue in the Sri Lankan public sector at the lower and middle level positions. The male representation in most of the public sector has been reduced in the present while female representation has increased. Gender representation of the study is aligned with the gender representation of the general society of Sri Lanka. According to the survey data, most of the graduate employees of the generation 'Y'ers switch from private sector to public sector especially, employees who belong to the age category of 27 to 33. This might be due to the reason, that at this age they are more concerned on the stability of their occupation and personal life. Further, as per the sample of the study graduates who belong to the management and art streams have more tendency towards job switching from private to public sector than other degree streams in the Sri Lankan context. And, according to the study, 80% of the sample prefer to work in the public sector employment. Further, this preference of working in the public sector is confirmed through the cross tabulation results mentioned above; 173 respondents out of 205 are prior employed, out of which 157 respondents prior worked in the private sector and now have shifted to the public sector employment.

#### Frequency descriptive analysis – construct items

Three items on a five-point Likert scale ranging from 'strongly disagree'; scale 1, to 'strongly agree'; 5 were used to measure the impact of salary and rewards on job shifting (from private sector to public sector) behaviour of graduate employees of generation Y in Sri Lanka.

**Table 1.7: Descriptive statistics on Salary and rewards**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
S1	205	1	5	3.08	1.234
S2	205	1	5	3.79	1.026
S3	205	1	5	3.56	1.081
Valid N (listwise)	205				

\*Note: A 5-point Likert scale was used. 1= strongly disagree5= strongly agree  
 Source: Survey data

As shown in Table 1.7, the mean score ranged between 3.79 ( $\pm 1.026$ ) and 3.08 ( $\pm 1.234$ ). All the items reported mean scores more than the neutral point.

**Table 1.8: Descriptive statistics on leadership of the organization**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
L1	205	1	5	3.82	.928
L2	205	1	5	3.76	.975
L3	205	1	5	3.88	.732
L4	205	1	5	3.90	.863
Valid N (listwise)	205				

\*Note: A 5-point Likert scale was used. 1= strongly disagree5= strongly agree  
 Source: Survey data

Table 1.8 shows the four items of five-point Likert scale on the leadership of the organization, where the mean score range between 3.90 ( $\pm 0.863$ ) and 3.76 ( $\pm 0.975$ ). All items mean score range is closer to the agreed point (4).

Five items on the five-point Likert scale were used to measure the construct item for independent variable; insecurity of the job. The mean score range of the respondents for each items lies between 4.37 ( $\pm 0.975$ ) and 3.86 ( $\pm 0.972$ ). As per the depicted results, mean score range of all reported items are closer to the agreed (4) or strongly agreed (5) point.

**Table 1.9: Descriptive statistics on insecurity of the job**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
I1	205	1	5	3.86	.972
I2	205	1	5	4.37	.975
I3	205	1	5	4.22	.994
Valid N (listwise)	205				

\*Note: A 5-point Likert scale was used. 1= strongly disagree5= strongly agree  
 Source: Survey data

**Table 1.10: Descriptive statistics on work life balance**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
W1	205	1	5	4.04	.994
W2	205	1	5	3.97	1.002
W3	205	1	5	3.76	1.216

W4	205	1	5	4.37	.879
Valid N (listwise)	205				

\*Note: A 5-point Likert scale was used. 1= strongly disagree 5= strongly agree  
 Source: Survey data

A five-point Likert scale was used to measure the construct item for independent variable of work life balance. The mean score range of the respondents for each items range between 4.37 ( $\pm 0.879$ ) and 3.76 ( $\pm 1.216$ ). Accordingly, respondents are more towards the agreed to strongly agreed on this regard.

**Table 1.11: Descriptive statistics on individual stress**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
IS1	205	1	5	4.29	.939
IS2	205	1	5	4.06	.799
IS3	205	1	5	3.98	.975
Valid N (listwise)	205				

\*Note: A 5-point Likert scale was used. 1= strongly disagree 5= strongly agree  
 Source: Survey data

Table 1.11 presents the three items of five-point Likert scale on the construct item, individual stress, where the mean score ranged between 4.29 ( $\pm 0.939$ ) and 3.98 ( $\pm 0.975$ ). All items mean score range is closer to the agreed point (4).

**Table 1.12: Descriptive statistics on family pressure**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
F1	205	1	5	4.07	1.118
F3	205	1	5	3.35	1.376
Valid N (listwise)	205				

\*Note: A 5-point Likert scale was used. 1= strongly disagree 5= strongly agree  
 Source: Survey data

Two items on a five-point scale ranging from strongly disagreed (1) to strongly agreed (5) were used to measure the construct item of family pressure. As depicted in Table 1.12, the mean score ranged between 3.35 ( $\pm 1.376$ ) and 4.07 ( $\pm 1.118$ ). All items reported mean scores more than the neutral point (3).

Table 1.13 presents the two items of five-point Likert scale on the construct item, peers' pressure. The mean score ranged between 3.30 ( $\pm 1.337$ ) and 3.52 ( $\pm 1.123$ ). All items mean score range is more than neutral point (3).

**Table 1.13: Descriptive statistics on peers' pressure**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
P1	205	1	5	3.30	1.337
P2	205	1	5	3.52	1.123
Valid N (listwise)	205				

\*Note: A 5-point Likert scale was used. 1= strongly disagree5= strongly agree  
 Source: Survey data

Three items on a five-point scale ranging from strongly disagreed (1) to strongly agreed (5) were used to measure the construct item of locational problems. As depicted in Table 1.14, the means score range between 3.26 ( $\pm 0.958$ ) and 3.86 ( $\pm 1.155$ ). All items mean scores was more than the neutral point (3).

**Table 1.14: Descriptive statistics on locational problems**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
LL1	205	1	5	3.86	1.155
LL2	205	1	5	3.31	1.106
LL3	205	1	5	3.26	.958
Valid N (listwise)	205				

\*Note: A 5-point Likert scale was used. 1= strongly disagree5= strongly agree  
 Source: Survey data

**Table 1.15: Descriptive statistics on dependent variable**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
D1	205	1	5	3.66	1.205
D2	205	1	5	3.28	1.267
D4	205	1	5	3.67	1.028
Valid N (listwise)	205				

\*Note: A 5-point Likert scale was used. 1= strongly disagree5= strongly agree  
 Source: Survey data

Three items on a five-point Likert scale ranging from ‘strongly disagree’; scale 1, to ‘strongly agree’;5 was used to measure the dependent variable, job hopping behaviour in graduate employees of generation ‘Y’ers. The mean score range of the dependent variable lies in between 3.28( $\pm 1.267$ ) and 3.67 ( $\pm 1.028$ ). All items reported mean scores more than the neutral point (3).

**Validity and Reliability**

These two concepts; validity and reliability are used for enhancing the accuracy of the assessment and evaluation of a research work (Tavakol & Dennick, 2011). According to Messick (1998), validity refers to the degree to which empirical evidences and theoretical rationales support the adequacy and appropriateness of interpretations and actions based on test scores. This study has ensured the content validity, construct validity and face validity as follows.

Content validity is the extent to which an empirical measurement reflects a specific scope of content. In order to determine the content validity, the researchers are concerned with determining whether all areas or scopes are appropriately covered within the assessment. Questions in standard questionnaires were adopted in this study in order to ensure the construct validity. Then, face validity of this research study was checked through the supervisor.

**Table 1.16: Cronbach’s Alpha value**

Variable	Cronbach’s alpha
Employee salary and reward	0.681
Leadership	0.841
Insecurity of the job	0.680
Work life balance	0.781
Individual stress	0.752
Family pressure	0.674
Peers’ pressure	0.820

Locational problems	0.841
Job hopping behaviour	0.645

Source: Survey data

Saunders et al. (2009) explain that reliability refers the consistency. Reliability is usually measured statistically with Cronbach’s Alpha. MacMurray and Cozens (2004) mention that if Cronbach’s Alpha value ranges from 0.5 to 0.7 it will indicate a moderate reliability and it could be an acceptable score. As per Table 1.16, all the construct items Cronbach’s Alpha values range between this acceptable score.

**Regression analysis**

Regression analysis was adopted in this study. It provides information about the strength of the relationship between the dependent variable and the independent variables. The results of the several tests conducted with the help of regression analysis are presented as follows.

Table 1.17 shows R and R square values. R is the square root of R- square. Simple correlation of this study is 0.670. Further, it represents the high degree of correlations. R<sup>2</sup> value of the study is 0.449, thus, there’s a 44.9% ability to explain the total variance of depended variable by the variance in independent variable of this study. Further, since there is not much difference of R<sup>2</sup> and adjusted R<sup>2</sup> this study proceeds with the R<sup>2</sup> value.

**Table 1.17: Model summary table**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670 <sup>a</sup>	.449	.427	.67813

a. Predictors: (Constant), meanLL, meanL, meanF, meanIS, meanS, meanP, meanI, meanW

Source: Survey data

Table 1.18 indicates how well the regression model fits the data. P value of Table 1.18 describes the statistical significance of the regression model. Since P value is less than 0.05 in this study, overall regression model statistically and significantly predicts the outcome variable.

**Table 1.18: ANOVA table**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.511	8	9.189	19.982	.000 <sup>b</sup>
	Residual	90.131	196	.460		
	Total	163.642	204			

a. Dependent Variable: meanD

b. Predictors: (Constant), meanLL, meanL, meanF, meanIS, meanS, meanP, meanI, meanW

Source: Survey data

**Table 1.18: Coefficient table**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.393	.392		-1.001	.318

meanS	.160	.068	.156	2.351	.020
meanL	.246	.085	.199	2.894	.004
meanI	.368	.094	.315	3.907	.000
meanW	.080	.094	.071	.843	.400
meanIS	-.200	.100	-.166	-1.995	.047
meanF	.153	.062	.186	2.465	.015
meanP	.080	.058	.101	1.364	.174
meanLL	.163	.089	.119	1.841	.067

a. Dependent Variable: meanD

Source: Survey data

According to Table 1.18, beta values present that the average amount of the dependent variable increase when the unit change of the independent variables. As significant values are not less than 0.05 of the variables; work life balance, peers’ pressure and locational problems, then, hypothesis of these three variables are rejected. Since, the significant values of all other variables; salary and reward, leadership, insecurity, individual stress and family pressure are less than 0.05, hence, these hypotheses are accepted in this study.

#### IX. KEY FINDINGS OF THE STUDY

##### Factors for job switching; form private sector to public sector in the graduate employees of generation ‘Y’ers

Construct items related questions were developed using a five-point Likert scale, starting from (1) strongly disagree to (5) strongly agree. It is important to consider the mean score for each summation score of variables. For the independent construct variables; salary and reward, leadership, insecurity of the job, work life balance, individual stress, family pressure, peers’ pressure and location of the placement have a mean score ranging between the scale 3 to 5. Hence, it can be said that most of the respondents are perceiving that these independent variable cause to switch the job from private sector to public sector.

##### Forces for attracting the public sector employment for graduate employees of ‘Y’ers

As per Table 1.18, there is a significant relationship in between salary and rewards of the employee and job hopping behaviour in the graduate employees of generation ‘Y’ers. Further, this relationship is proven through research studies of Krishanan and Sethuramasubbiah (2012) and Jagun (2015). The study on ‘‘Determinants of Job-hopping Factors among Lecturers in Private Universities, Malaysia’’ by Selvanathan, Buga, Arumugam, Supramaniam, Jayabalan (2019), mention that there is a significant relation between salary and employee job hopping behaviour.

As per the study outcome, there is a significant impact from the leadership/supervisor role on job switching behaviour in the graduate employees of generation ‘Y’ers. As per Leel, Huang and Zhao (nd) and the study of Pandey (2019) report that there is a significant relationship between leadership and the intention of job switching. Job insecurity has a vital impact to the job

hopping behaviour in the graduate employees of generation ‘Y’ers as per the regression results. Pandey (2019) also mentions that job security has a significant relationship with job hopping. If employees have high job security, then the probability of employees leaving the job is low and vice-versa. As per the survey data, there is a significant influence on family pressure towards the job switching behaviour in graduate employees of generation ‘Y’ers. Dharmawansha and Thenakoon (2014) in their study pointed out that there’s an influence form family and social pressure on the job hopping behaviour.

In the exiting literature, hypothesis in relation to the constructed items such as; work life balance, peers’ pressure and locational problems have a significant relationship. However, in this study these hypotheses are not accepted. Hence, the researchers investigated the causes through informal conversations with some respondents. Thus, it was revealed that as they are still employed in the lower level positions in the pyramid of the job, there’s not much struggling of work life balance in the both sectors. Further, as per Table 1.3, majority of the respondents of the sample was single. Thus, marital status of the respondents was not taken into hypothesis.

In the Sri Lankan context, according to then new recruitment scheme of the government, there are no issues of locational problems to employees, in both private sector and public sector. Hence, unlike in other contexts, in this context there is no impact on locational problems towards the job hopping. As per the conversations with the respondents, further, its revealed that eventhough they get some ideas from their peers with regard to changing the job, the final decision is taken by themselves. Dharmawansha and Thenakoon (2014) also mentioned in their study, social influence and peer pressure did not appear as a reason to job hop in Sri Lanka, especially, for knowledge workers.

##### Most significant factors that cause to favor a public sector job in graduate employees of ‘Y’ers

The study mainly focuses on three forces, organizational, individual and social levels which cause to switch the employment: from private sector to public sector in the graduate employees of the generation Y. The study measures the impact of organizational level factors by deploying the three hypothesis which are related to the three indicators, namely, employee salary and reward, role of the supervisor or the leadership and insecurity of the job. All the three hypothesis are accepted as per

Table 1.18. The individual level force which cause to switch the job is measured from the two indicators; work life balance and individual stress. In there, individual stress has a significant impact over work life balance in order to switch the job. Finally, social level forces are taken into account to check the influence of this force to change the job. This was tested by using three indicators, namely; family pressure, peers' pressure and locational problems. As per Table 1.18, only family pressure has a significant impact to switch the job in this context.

As per the survey data, the significant force that cause to switch the job from private sector to public sector is the organizational level factors. Thus, all the three factors under this force is proven that there is a significant influence on job switching behaviour in graduate employees of 'Y'ers. Among the organizational level force, job insecurity ( $p=0.000$ ) is the main significant factor which cause to attract the public sector over the other. Then, the relationship with the supervisor and behaviour of the supervisor/leader ( $p=0.004$ ) in the private sector cause to alter the employment in graduates of the 'Y'ers. The second force which causes to switch the job is social level. Further, the family pressure is recorded as the third significant factor ( $p=0.015$ ) that causes to switch the job of graduate employees of 'Y'ers which conforms the social stereotyping of having government jobs rather than having private sector job in the society. Consecutively, secondary factor, salary and rewards ( $p=0.020$ ) also has a significant impact to job shifting behaviour under the organization level force.

Individual level acts as another force to switch the job. And, individual stress ( $p=0.047$ ) is another significant influential factor to switch the job under the individual level. As per the outcomes of the study, work life balance ( $p=0.400$ ), peers' pressure ( $p=0.174$ ) and locational problems ( $p=0.067$ ) are neutral (insignificant) factors for job hopping behaviour, from private sector to public sector of the generation 'Y'ers in the Sri Lankan context.

### Practical Implication

The outcome of the study is significant to both private and public sector of the country for the betterment of the country's economy. Management of the private sector can understand what are the real motives or forces that affect to the retention of the employees as well as they can identify the loopholes in their management. In order to create policy decisions on employment, working conditions, employee recruitment and other circulars... etc government can have the initial idea on the attitude and behaviour intention of the graduate employees of 'Y'ers.

### X. CONCLUSION

According to the findings of this study the primary force that influence graduate employees of generation 'Y'ers is organization level. Insecurity of the job, role of supervisor/leader, family pressure, salary and rewards and individual stress are seen as secondary factors which cause to job switching behaviour of graduate employees of generation 'Y'ers, respectively. Further, peer pressure, work life balance and location problems did not appear as reasons to job hop in Sri Lanka, for knowledge workers.

### Further research area

Since, there is vast empirical research gap in the context of job hopping of the graduate employees form private sector to public sector. Future studies can be done on gender impact on job hopping behaviour of graduate employees of generation Y in Sri Lanka.

### REFERENCES

- [1] Alper, J. (1994). Job-Hopping to greater career heights. American Association for the Advancement of Science, 265(5180), 1924-1925.
- [2] Alwis, D.D. (17 January 2020). Plan to recruit 50,000 unemployed graduates by March. University world news. Online available at: <https://www.universityworldnews.com/post.php?story=20200117130249881>
- [3] Ariyawansa, R. G. (2008). Employability of Graduates of Sri Lankan Universities. Sri Lankan Journal of Human Resource Management. Vol.2, (1). pp.91-104.
- [4] Armstrong, M. (2011). Armstrong's Handbook of Strategic Human Resource Management (5th ed.). London: Kogan Page Publishers.
- [5] Chartered Institute of Personnel and Development (CIPD, 2004), "The relationships among organizational context, pay dispersion and managerial turnover", Academy of Management Journal, Vol. 45 No.1, pp.33-42.
- [6] Dharmawansa, P. & Thennakoon, D. (2014) An Exploratory Study on Job Hopping in Sri Lanka: A Study on Generation 'Y' Employees. In IRCMF 2014: 9th International Research Conference on Management and Finance, 2014-12-19 - 2014-12-19.
- [7] Economic Review (1983), Higher Education, People's Bank, Colombo, Vol. 09, No. 1,
- [8] Feng, W. C., & Angeline, T. (2010, April). Turnover intention and job hopping behaviour of music teachers in Malasia. African Journal of Business Management, 4(4), 425-434.
- [9] Hartman, S. J., & Yrle, A. C. (1996). Can the hobo phenomenon help explain voluntary turnover? International Journal of Contemporary Hospitality, 8(4), 11-16.
- [10] Hauw, S. D., & Vos, A. D. (2010). Millenials' career perspective and psychological contract expectations: Does the recession lead to lowered expectations. Springer Science plus Business Media, 25, 293- 302. doi:10.1007/s10869-010-9162-9.
- [11] Helyer, R., & Lee, D. (2012). The twentyfirst century multiple generation workforce: Overlaps and differences but also challenges and benefits. Education + Training, 54(7). doi:10.1108/00400911211265611.
- [12] Hom, P. W., Mitchell, T. R., & Griffeth, R. W. (2012, September). Reviewing employee turnover: Focusing on proximal withdrawal states and an expanded criterion. Psychological Bulletin, 138(5), 831-858.
- [13] Jagun, V. (2015). An Investigation into the High Turnover of Employees within the Irish Hospitality Sector, Identifying What Methods of Retention Should Be Adopted. A Dissertation submitted in partial fulfilment for the MA in Human Resource Management.
- [14] Jobs for all unemployed graduates, Daily news. Online available at: <https://www.dailynews.lk/2020/08/22/local/226634/jobs-all-unemployed-graduates>
- [15] Khatri, N., Budhwar, P., & Fern, C. T. (1999). Employee Turnover: Bad attitude or poor management? Singapore: Nanyang Technological University.
- [16] Kothari, C. R. (2004). Research methodology: Methods and techniques. New Age International.
- [17] Krishanan, L.R.K., and Sethuramasubbiah (2012). A Study of Job Hopping and Employee Turnover in the Telecom Service Industry in the State of Tamil Nadu. International Journal of Research in Compute Application and Management. Vol. 2. (6). pp.50-80.
- [18] Leel, C., Huang, S., and Zhao, C. (nd). A STUDY ON FACTORS AFFECTING TURNOVER INTENTION OF HOTEL EMPOLYEEES. Asian Economic and Financial Review 2(7):866-875.
- [19] Pandey, D. L. (2019). Job hopping tendency in Millenials. NCC Journa. Vol. 4(1). pp.40-46.

- [20] Perera M. A. N. R. M. (2008), Impact of Socialization Agents on Students' Mental Health, Paper presented at Conference Conducted by the National Centre for Advanced Studies, University Grants Commission, Colombo.
- [21] Rasli, M. A. B. M., Johari, N. A. B., Muslim, N. A. B., and Romle, A. R. (2017). Intrinsic and Extrinsic Factors of Job Hopping: A Perspective from Final Year Business Student. *World Applied Sciences Journal* 35 (11): 2308-2314.
- [22] Selvanathan, M., Buga, M. M., Arumugam, T. H., Supramaniam, M., and Jayabalan, N. (2019). Determinants of job hopping factors among lecturers in private universities, Malaysia. *Utopía y Praxis Latinoamericana*, 2019, 24(Esp.6), Noviembre-Diciembre, ISSN: 1315-5216 / 2477-9555
- [23] Taylor, G. S., & Zimmerer, T. W. (1992). Voluntary Turnover Among Middle- Level Managers: An analysis of perceived causes. *Journal of Managerial Issues*, 4(3), 424-437.
- [24] Weyland, A. (2011). Engagement and talent management of Gen Y. *Industrial and Commercial Training*, 43(7), 439-445. doi:10.1108/00197851111171863.

#### AUTHORS

**First Author** – Dr. (Mrs.) Kalyani, M. W., Senior Lecturer, Department of Business Administration, University of Sri Jayewardenepura, kalyani@sjp.ac.lk

**Second Author** – Madhuwanthi, M. A. K. U., Temporary Assistant Lecturer, Department of Business Administration, University of Sri Jayewardenepura, kalani@sjp.ac.lk