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THE CORRELATION BETWEEN JOB-HOPPING ATTITUDE AND TURNOVER BEHAVIOR: A JOB SATISFACTION PERSPECTIVE IN BANGLADESH

Md. Chapol Ali
PhD Fellow
Department of Business Administration
Wonkwang University, South Korea
E-mail: chapol1344@gmail.com

K. M. Anwarul Islam
Associate Professor
Department of Business Administration
The Millennium University, Dhaka, Bangladesh
E-mail: ai419bankingdu@gmail.com

Soo-Jin Chung
Professor
Department of Business Administration
Wonkwang University, South Korea
E-mail: sj@wku.ac.kr

Nurul Mohammad Zayed
Assistant Professor & Head
Department of Real Estate
Daffodil International University, Dhaka, Bangladesh
E-mail: zayed.bba@daffodilvarsity.edu.bd

Mohammad Rakibul Islam
PhD Fellow
Department of Business Administration
Wonkwang University, South Korea
E-mail: rakibul.islam0@gmail.com

ABSTRACT

A worker is a company's principal power base. Recently, the employment and turnover rates of employees have risen very high for several reasons. It was still a matter of great importance to organizations. This study focuses on the multiple reasons for work saving and turnover behaviors at different workers levels in Bangladesh. This research focuses on various factors. Through this hypothesis, the key methods to determine the independent variables are studied, including worker satisfaction, job quality, employee facilities, and employee dependent

variables, employment and turnover rates. A correlation between the independent and dependent variables has been identified. A survey of 150 respondents working at various levels in Bangladeshi organizations was performed with the hypothesis-based questioner. The data obtained through the survey and statistically analyzed using tools for data analysis (SPSS). In this study, the relationship between independent variables and dependent variables was analyzed through descriptive statistics, reliability analysis and inference analysis. The study of linear and multi-linear regression on these parameters indicates the purpose of the reversal. Based on the results; the theoretical issues will be validated. This study explores the key explanation for this and establishes a research paradigm to minimize Bangladesh's high turnover.

Keyword: Bangladesh, Worker Satisfaction, Job Quality, Employee Facilities, Multi-Linear Regression.

JEL Classification Codes: J62, J28, J63.

INTRODUCTION

This job-hopping and turnover intent is a widespread phenomenon in the modern era. According to Huak, Pivi, and Hassan (2015), the trend of transitioning from one profession to another is driven by an intermediate desire, which urges employees to make these changes without considering the rationale. Moreover, the purpose of turnover has always been the main focus of today's companies. It has become an important and challenging issue for all types of businesses due to its negative impact on management (Belete, 2018; Chan, Yeoh, & Osman, 2010). Turnover of state employees is also a severe problem, especially in human resource management. Employers need to provide economical methods that can satisfy basic needs and have an excellent working atmosphere, particularly for entry-level workers, because the skills of specific individuals aren't all that distinctive. As a rule, a businessman/woman would have two: The ability to improve productivity and decrease the rate of workforce turnover. Both are lucrative endeavors. Direct costs are used for recruiting, job placement, and orientation and preparation. Indirect expenses, the effect on new jobs, the strain on the general labor market and social resources, and further staff turnover will mean its targets. As a result, it is important to investigate staff attrition to assist the company with problem-solving and monitoring, gather the facts, and devise potential solutions.

LITERATURE REVIEW

Both problems surrounding workforce turnover have been extensively investigated; however, it is yet to be seen what effect it has because of its relation to results, which is a significant concern to business leaders. The work in short-wide swings in the direction of jobs in an organization, regardless of how big or small (Lee & Mitchell, 2001). Most Bangladesh organizations have difficulty keeping staff members because they cannot discern the reasons for worker satisfaction and commitment (Leedy & Ormrod, 2001). The employee turn-over crisis is due to some factors. The labor market has changed over the last few decades, and these days it's very typical for anyone between the ages of twenty and thirty to switch jobs regularly. Employment flexibility is more related to "Generation Y" (the Millennials (Generation Y). More than half of the population consists of those in Generation Y (age 25-39) in Malaysia (Cranny, Smith & Stone, 2016).

Job Satisfaction and Turnover Intention

The organizational behavior and management literature is replete with studies on job satisfaction. When workers are involved in work satisfaction, it goes hand in hand with participation, dedication, absenteeism, competitiveness, and organizational commitment. People are vital to any company. Because of this, there has been an increased amount of attention on workers, especially over the past few decades (Krishnan, 2012). On top of that, thanks to these organizations' greater emphasis on human resources, all the problems relating to them have begun focusing on employee issues. Work values are the most critical condition for an organization to understand what a person does at work. Very few organizations have employees who start their careers and finish them as numbers. Most citizens have switched their occupations and workplaces around because of various factors, but the main reasons are varied (Kirschenbaum & Rita, 1999). This study aims to determine the numerous reasons for staff satisfaction and attrition in the Bangladeshi public and private sectors. The main purpose of this study is to discover the key causes of employee attrition and identify which causes the most important. To Show the correlation between previously reported studies and the variables that predict employee turnover (Lawrence, 2003).

METHOD

Based on this analysis, it's been found that the decision points to the inference that it is a progressive one. If a person leaves a job because of dissatisfaction and situations, these expectations have to be considered. Employees go through a process to decide to resign, while intentions factor into determining whether or not to leave and begin on a whim and gain strength with time. People try to go to make more time for their other desires. They give up on breaking from their duties. Many researchers claim that employees' willingness to leave usually arises when they perceive their working conditions to be disadvantageous. It was a book that took nine months to write, nine years to design, and one month to implement (Arshad, 2013).

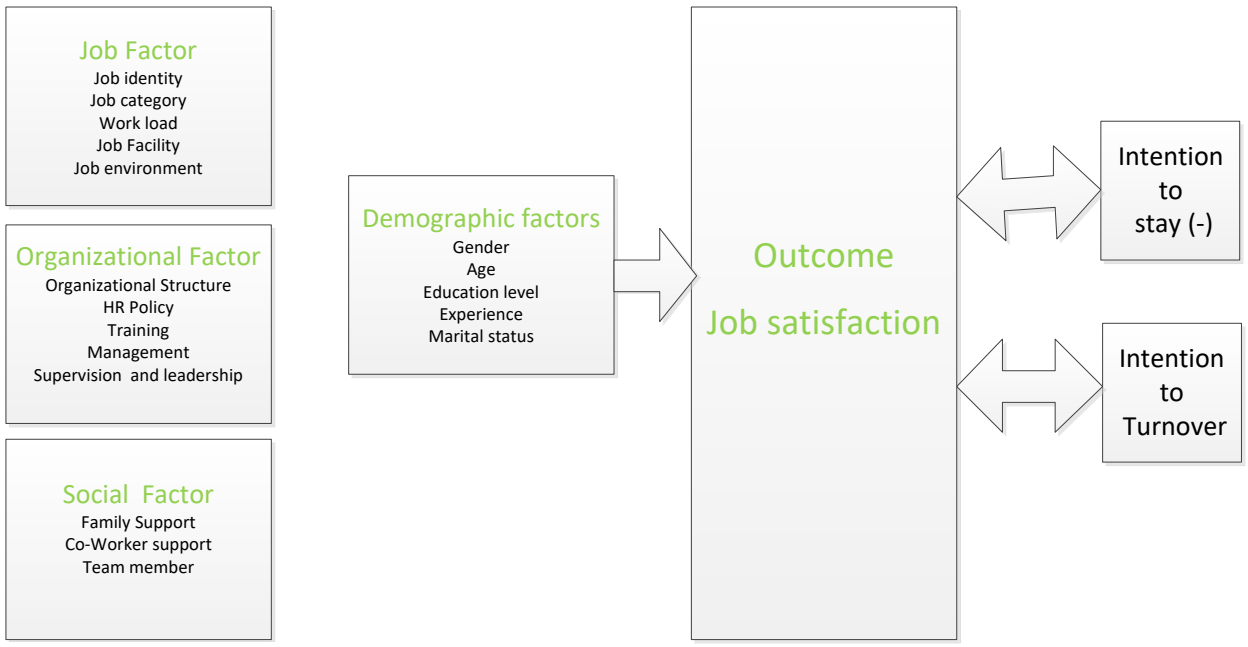

Figure 1. The hypothesized relationship between job satisfaction and turnover intention (Source: Authors' Compilation)

Analysis Method and Sample Characteristic

The statistical analysis software (SPSS) used in this study has verified the reliability and validity of the variables to ensure the feasibility of the research results. Correlation analysis is used to validate the functionality between variables. This study adopts the questionnaire with Bangladeshi employees of different organizations. The employees work in the private and public sectors. The survey was conducted mainly by distributing questionnaires on the internet to collect required data conveniently in a short time. The survey time was fromMarch 1, 2020, to June15, 2020. A total of 200 participants submitted their survey after deleting observations with missing data. The final sample contained 149 employees, which can be used as the data for the study. The sample was 24.7% female and 75.3%, male. 83.3% of respondents work in the private sector and 16.7% work in the public sector. Of the sample, 46.9% of people are over 25 years old, 70.7.7% were married. The responder answers the survey based on the present job condition and job satisfaction. The sample distribution characteristics are obtained by analyzing the sample data (Table 1).

Table 1. The Sample Characteristic

Category		**Proportion**	**Category**		**Proportion**
Gender	Male	(113) 75.3%	Organization Type	Public	(27) 16.7%
	Female	(37) 24.7%		Private	(125) 83.3%
Age	25 years old and below	(14)09.39 %	Position	junior lecturer	(01) 0.7%
	26-30 Years old	(70) 46.98%		Lecturer	(01) 0.7%
	31-35 Years Old	(34)22.81%		Non-Executive level	(23) 15.3 %
	36-40 Years Old	(15)10.06%		Executive level	(144) 76%
	41-45 Years Old	(6) 4.02%		Managerial level	(11) 7.3%
	46-50 years old	(1) 0.67%	Work Number of Companies	0-1 Years	(31) 20.7%
	50 Years above	(3)2.13%		1-2 Years	(42) 28%
Marital status	Single	(44) 29.3%		2-3 Years	(27) 18%
	Married	(106) 70.7%		3-4 Years	(18) 12%
Educational Level	Diploma	(4) 2.7 %		4-5 Years	(7) 4.7%
	Bachelor	(89) 59.3%		5 Years above	(5) 3.4%
	Master and above	(48) 32%			
	Professional qualification	(9) 6%			

Source: Estimated

Hypotheses

Hypothesis 1. The significant compression between public and private sector job satisfaction and employee turnover in Bangladesh.

Hypothesis 2. The demographic factors that are related to job satisfaction and turnover intention. Yes, or Not?

Hypothesis 3. Better job opportunity opportunities, HR Policies, and Practices are positively related to job hopper's intentions to exit an organization.

Hypothesis 4. Pay and benefits motivate job hoppers to select a job or stay in the current organization.

Hypothesis 5. Job factor, Organizational and Social aspect are directly involved in Job satisfaction and Turnover intention

Hypothesis - 1

The significant relationship between public and private sector job satisfaction and employee turnover in Bangladesh

This is the first hypothesis that contrasts Bangladeshi workers' work satisfaction and business intentions. Data collection by the staff of numerous private companies and public organizations was used in questionnaires. The findings indicate that public employees are different from remote employees because they work with satisfaction and sales intentions. First, Bangladeshi state employees are weaker than private-sector peers regarding international work satisfaction and low attrition intentions.

Secondly, there is a weaker link in public than in private workers between external satisfaction and turnover intention. To increase morale, Bangladeshi public sector administrators should boost the external work satisfaction of their workers and aid unsatisfied people transfers to more happy jobs. They will also want to look at whether their attrition rates are too poor to promote healthier mobility of workers in their organizations.

Hypothesis - 2

The demographic factors that are related to Job satisfaction and turnover intention. Yes, or Not?

The second hypothesis analysis the relationship between demographic factors like Age, Gender, etc., to job satisfaction and employee turnover. The results show no factor related to the demographic factors for employee turnover and job satisfaction.

Hypothesis - 3

Better job opportunity opportunities, HR Policies, and Practices are positively related to job hopper's intentions to exit an organization.

Better job opportunities and distribution of HR policy and practice scores are not the same in age and organization scores but the same in gender, experience, qualifications, function, and position

scores. This suggests that HR policies and practices directly impact employees' willingness to stay and that the effects vary from 23-38-year old's and the organization they are currently involved with. Thus, assumptions are maintained. The nature of the tabulated reactions expresses the strength of the response by supporting the hypothesis.

Hypothesis - 4
Pay and benefits are a motivating factor for job hoppers for selecting a job or continue to stay in the current organization.

The distribution of pay and benefit scores is equal to age, gender, experience, qualifications, function, and location scores and not similar to company scores. The test results show that employees emphasize pay and benefits, which vary from company to company. If job satisfaction is achieved through progressive HR policy, investment in training and innovation in the workplace, etc., employees balance salary and benefit priorities.

Hypothesis - 5
Job factors, Organizational and Social factors are directly involved in Job satisfaction and Turnover intention.

This hypothesis shows that the job and social factors are directly involved in Job satisfaction and Turnover intention.

RESULTS & DISCUSSIONS

Reliability and Validity Test

This study used continuous internal coefficients to test reliability, and Cronbach's alpha was above 0.7. Furthermore, Exploration Factor Analysis (EFA) was used to test the validity of this study. All communalism was above 0.5, KMO values were all above 0.8, and Bartlett's sphere of importance level test was within $p < 0.05$, proving that the degree of reliability and effectiveness were all excellent. The specific analysis results are shown in (Table 2).

Table 2. Reliability and Validity Test

Variable	Items	Factor Loading	Eigenvalues	Percentage of variance explained	KMO	Cronbach's Alpha
Job Satisfaction	JS1	.563	5.760	30.318	0.845	0.790
	JS2	.739	1.387	7.302		
	JS3	.554	1.262	6.641		
	JS4	.490	1.168	6.147		
	JS5	.539	1.152	6.066		
	JS6	.628	1.006	5.297		
	JS7	.564	.932	4.907		
	JS8	.517	.797	4.195		
	JS9	.557	.726	3.819		

	JS10	.394	.699	3.677		
	JS11	.535	.658	3.462		
	JS12	.514	.555	2.922		
	JS13	.546	.535	2.814		
	JS14	.455	.505	2.656		
	JS15	.589	.428	2.253		
	JS16	.554	.419	2.207		
	JS17	.537	.390	2.054		
	JS18	.551	.337	1.772		
	JS19	.558	.283	1.491		
Employee Turnover	ET1	.556	4.278	23.769	**0.692**	**.801**
	ET2	.549	1.730	9.612		
	ET3	.319	1.476	8.198		
	ET4	.347	1.365	7.581		
	ET5	.490	1.275	7.085		
	ET6	.523	1.060	5.889		
	ET7	.526	.970	5.390		
	ET8	.424	.910	5.056		
	ET9	.627	.762	4.234		
	ET10	.536	.713	3.963		
	ET11	.458	.608	3.380		
	ET12	.541	.559	3.108		
	ET13	.429	.497	2.763		
	ET14	.497	.474	2.634		
	ET15	.568	.398	2.211		
	ET16	.616	.369	2.048		
	ET17	.346	.311	1.730		
	ET18	.198	.243	1.351		

Source: Estimated

Correlation Analysis

The correlation was analyzed to verify the relationship between the variables before the hypothesis test. If the correlation coefficient's absolute value is between 0.2 and 0.4, then the correlation is less. If the correlation coefficients are 0.4 and 0.6, then the correlation is more significant. The correlation is strong if the correlation coefficient is 0.6 or more. (Table 3) shows that the correlation coefficient between each variable is greater than 0.2, which is significant at the level of $p < 0.05$. In previous studies, it was generally considered that there was a possibility of multiple intersections when the correlation was 0.8 or higher. In this study, the maximum correlation coefficient does not exceed 0.7, so there are no problems that can cause multiple linings between variables.

Table 3. Correlation Analysis

Correlations											
		JS-1	JS-2	JS-3	JS-4	JS-5	ET-1	ET-2	ET-3	ET-4	ET-5
JS-1	Pearson Correlation	1	.538	.359	.250	.376	.487	.390	.218	.189	.221
	Sig. (1-tailed)		.000	.000	.001	.000	.000	.000	.004	.011	.003
	Sum of Squares and Cross-products	62.752	31.899	20.081	15.671	26.000	35.933	21.685	13.638	12.772	14.000
	Covariance	.424	.216	.136	.106	.176	.243	.147	.092	.086	.095
	N	149	149	149	149	149	149	149	149	149	149
JS-2	Pearson Correlation	.538	1	.344	.215	.260	.431	.379	.199	-.005	.017
	Sig. (1-tailed)	.000		.000	.004	.001	.000	.000	.008	.477	.420
	Sum of Squares and Cross-products	31.899	56.040	18.168	12.732	17.000	30.027	19.926	11.745	-.309	1.000
	Covariance	.216	.379	.123	.086	.115	.203	.135	.079	-.002	.007
	N	149	149	149	149	149	149	149	149	149	149
JS-3	Pearson Correlation	.359	.344	1	.434	.211	.346	.159	.172	.150	.177
	Sig. (1-tailed)	.000	.000		.000	.005	.000	.027	.018	.034	.015
	Sum of Squares and Cross-products	20.081	18.168	49.866	24.215	13.000	22.779	7.859	9.604	9.047	10.000
	Covariance	.136	.123	.337	.164	.088	.154	.053	.065	.061	.068
	N	149	149	149	149	149	149	149	149	149	149
JS-4	Pearson Correlation	.250	.215	.434	1	.348	.152	.177	.193	.114	.063

	Sig. (1-tailed)	.001	.004	.000		.000	.032	.015	.009	.082	.222
	Sum of Squares and Cross-products	15.671	12.732	24.215	62.456	24.000	11.154	9.826	12.034	7.725	4.000
	Covariance	.106	.086	.164	.422	.162	.075	.066	.081	.052	.027
	N	149	149	149	149	149	149	149	149	149	149
JS-5	Pearson Correlation	.376	.260	.211	.348	1	.246	.327	.218	.148	.201
	Sig. (1-tailed)	.000	.001	.005	.000		.001	.000	.004	.036	.007
	Sum of Squares and Cross-products	26.000	17.000	13.000	24.000	76.000	20.000	20.000	15.000	11.000	14.000
	Covariance	.176	.115	.088	.162	.514	.135	.135	.101	.074	.095
	N	149	149	149	149	149	149	149	149	149	149
ET-1	Pearson Correlation	.487	.431	.346	.152	.246	1	.392	.088	.165	.228
	Sig. (1-tailed)	.000	.000	.000	.032	.001		.000	.142	.022	.003
	Sum of Squares and Cross-products	35.933	30.027	22.779	11.154	20.000	86.685	25.617	6.497	13.128	17.000
	Covariance	.243	.203	.154	.075	.135	.586	.173	.044	.089	.115
	N	149	149	149	149	149	149	149	149	149	149
ET-2	Pearson Correlation	.390	.379	.159	.177	.327	.392	1	.255	-.085	.125
	Sig. (1-tailed)	.000	.000	.027	.015	.000	.000		.001	.151	.065
	Sum of Squares and Cross-products	21.685	19.926	7.859	9.826	20.000	25.617	49.302	14.134	-5.101	7.000

	Covariance	.147	.135	.053	.066	.135	.173	.333	.096	-.034	.047
	N	149	149	149	149	149	149	149	149	149	149
ET-3	Pearson Correlation	.218	.199	.172	.193	.218	.088	.255	1	.212	-.143
	Sig. (1-tailed)	.004	.008	.018	.009	.004	.142	.001		.005	.041
	Sum of Squares and Cross-products	13.638	11.745	9.604	12.034	15.000	6.497	14.134	62.282	14.289	-9.000
	Covariance	.092	.079	.065	.081	.101	.044	.096	.421	.097	-.061
	N	149	149	149	149	149	149	149	149	149	149
ET-4	Pearson Correlation	.189	-.005	.150	.114	.148	.165	-.085	.212	1	.380
	Sig. (1-tailed)	.011	.477	.034	.082	.036	.022	.151	.005		.000
	Sum of Squares and Cross-products	12.772	-.309	9.047	7.725	11.000	13.128	-5.101	14.289	73.034	26.000
	Covariance	.086	-.002	.061	.052	.074	.089	-.034	.097	.493	.176
	N	149	149	149	149	149	149	149	149	149	149
ET-5	Pearson Correlation	.221	.017	.177	.063	.201	.228	.125	-.143	.380	1
	Sig. (1-tailed)	.003	.420	.015	.222	.007	.003	.065	.041	.000	
	Sum of Squares and Cross-products	14.000	1.000	10.000	4.000	14.000	17.000	7.000	-9.000	26.000	64.000
	Covariance	.095	.007	.068	.027	.095	.115	.047	-.061	.176	.432
	N	149	149	149	149	149	149	149	149	149	149

Source: Estimated

Hypothesis Validation

This study uses SPSS and regression analysis to identify the relationship between the Dromotropic factor and job satisfaction. If the R-squared is 0.011, it indicates that the input variables explain 1.1% of the input variables. But this value is meager R-squared means this model, not a better fit for this analysis. The Dromotropic factor did not impact any job satisfaction and employee turnover. So, This Hypothesis was valid.

Table 4. Hypothesis Validation

R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
			R Square Change	F Change	df1	df2	Sig. F Change	
.011	-.016	1.190	.011	.406	4	144	.804	.044

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	2.914	.890		3.275	.001					
Are you satisfied with the compensation and benefits offered to you by your current employer?	-.144	.143	-.089	-1.005	.317	-.071	-.083	-.083	.883	1.132
Were you satisfied with the employee retention measures implemented in your Organization?	.105	.148	.063	.708	.480	.029	.059	.059	.855	1.170
How do you rate your on-the-job training and Induction experience in the current organization?	.053	.170	.027	.311	.756	.007	.026	.026	.878	1.139

Did your Job content and role influence your decision to stay and pursue your career at the current workplace?	-.097	.144	-.059	-.671	.503	-.048	-.056	-.056	.898	1.113

Source: Estimated (a. Dependent Variable: Age)

CONCLUSION & POLICY IMPLICATIONS

The analysis aims to define the link between employee happiness and turnover. We found that the test findings were broadly in line with the theories and the hypotheses backed by observational research. The analytical analyses are summed up as follows: Firstly, the study results indicate that the partnerships between the organization and the turnover targets are both direct and undirected. Employment hopping and turnover culture have been suggested to moderate the interaction between the variable mediator and the variable based. The study results indicate that the dromotropic effect does not influence worker satisfaction and employee turnover in Bangladesh's public and private sectors. But hoping and employee turnover are directly related to human resources policies and benefits and more employment prospects.

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