EMPLOYEE ENGAGEMENT AS A TOOL TO REDUCE JOB-HOPPING TENDENCY- A LITERATURE REVIEW

[1]Ahana Ruth Pinto, [2]Dr.Shubhra Rahul

[1]Research Scholar, [2]Research Guide,
[1] St. Joseph's College of Commerce (Research Centre),
[1]Bangalore University, Bengaluru

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Abstract: The current research is a descriptive study and aims to understand why job-hopping is a concerning issue and to determine various factors that influence employee engagement and how employee engagement can help reduce job-hopping. This report will provide a deep understanding of the workplace complexities and how these can be addressed to reduce job-hopping tendencies by studying the intersection of various variables that affect employee engagement. This present study was undertaken to bridge this gap between predictors impacting job-hopping tendencies and employee engagement to reduce this tendency. Employee engagement is an important issue in management theory and practice. However, there are still major differences in the concept, theory, influencing factors and outcomes of employee engagement. It is important to understand that the grass is not always greener on the other side. With employee engagement, the current working Institution can be improved and help retain employees.

Index Terms – Job-Hopping, Employee Engagement
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I. INTRODUCTION

There is no universally accepted definition for employee engagement. However, there has been a growing accord among authors that employee engagement has something to try and do with employee commitment, organizational behaviour, and job satisfaction

There have been several studies previously conducted on engagement in the past decade. However, concerns about the meaning, measurement, and theory of Employee Engagement remain.

It is the level of involvement and commitment an employee has towards their organization and its values. It is a positive attitude and a solid emotional bond held by the employees towards the organization and its values, further developing into organization citizenship behaviour. Due to this, measuring the employees' engagement levels has become necessary for organizations.

Employee engagement represents the degrees of enthusiasm and connection employees have with their organization. Employee engagement says that employees who experience an emotional connection to their jobs are much more likely to go the extra mile, continue to be loyal, and perform exceptionally well in their job.

II. JOB HOPPING AS A TREND

People living in the modern world are overwhelmed by job opportunities so much that they live with the false notion that there is always something better. Thus, their dissatisfaction towards the work at hand grows while they are coveting something else. Job hopping seems like the way of the future. From the viewpoint of the employees, they feel motivated to change jobs, rather than getting stuck in one job for the rest of their career. Employees leaving bear a cost on the organizations in monetary terms and the burden of incomplete work, cost of replacement, and a negative impact on existing employees' motivation. The organization loses long-time employees who possess specific knowledge, know-how, and skills in the long run. Moreover, the hiring of a new employee is associated with additional expenses. These expenses are incurred in advertising, screening, verifying credentials, interviewing, and training new employees.

Jobs nowadays do not last, not like the previous generations. We barely get to hear of an individual who started his career with a company a few years back, dedicated his entire career growing with the organization and eventually retired from a similar organization. Because it is claimed, nothing lasts forever; the same is the case with jobs currently.

Job hoppers are never concerned for the company or team performance; they only think of their growth. All job hoppers are not innovative or dynamic in their career search. They may just be moving for superficial reasons, like money, designation, or an overseas trip. Quick moves from one job to another raise vital questions for prospective employers on one's endurance and skill to resist challenges and accept accountability.

Dougherty et al. (1993) define job-hopping as the behaviour of employees who frequently change companies instead of changing jobs. Job-hopping may be a pattern of changing companies each year or two of one's own volition instead of as a result of something like a layoff or company closure.

A decade ago, if a person kept switching jobs and moving into different fields, they would be considered someone who has no direction or interest in a career path and, as such, someone who would be hired only temporarily. Today, employees choose many

alternatives to choose from rather than being tied down to one job. Job hopping has become a fashion amongst people. It seems to be a psychological behaviour to move to another company. Employees believe that job-hopping allows them to widen their choice of job. Job hoppers aim to acquire exposure to various challenges and jobs, access more information, and build diverse backgrounds.

No one wants to feel like a commodity that someone on the streets easily replaces. The word loyalty is a thing of the past. The millennials now do not mind changing their jobs because they feel it helps them grow and learn much more. Suppose employees feel dissatisfied at their job and not committed to the organization; in that case, they do not mind leaving to look for better jobs.

A little job-hopping initially can help find the right place and job fit, but too many jobs within a few years can be horrible. It can be a red flag on the employees' resumes, and hiring managers may not even want to give these candidates a chance. A vast pool of talented, qualified candidates in today's competitive business world have been more stable stand a better chance of getting the job over the job-hoppers. They shift their loyalties for extra pay, additional perks, or any other reason as they feel overwhelmed with the job opportunities available

Switching jobs can be a red flag for prospective employers as job hoppers are not expected to stay with the organization for more than two years as it is their way of life. This trend is more acceptable to the younger generation. When employees leave, it does hurt. The discontinuation of service negatively impacts the productivity and profitability of the organization. It leaves them handicapped till they find a suitable substitute.

The consequences of frequent job changes are many. A series of rapid and sometimes pointless moves show up as annoyance on the resume. There are many aspects, such as drop-in productivity and increased training costs, which impact work associated with job-hopping.

They might understand that one has become a job hopper due to the inability to acquire colleagues or employers. Job hopping does not offer substantial time to amass adequate expertise and active skills at a specific job. In some cases, after innumerable hops, one could find themselves at the same place wherever he first started.

It is expensive for an organization to recruit, hire and train new employees. It needs a great deal of effort and could be a pricey affair. Suppose the possible employee is seen as a job hopper by their future employers. In that case, there is a likely probability of not getting the job as there is a high likely hood, they are going to do the same once more. They come off as suspicious and alarming to the employer. Putting in years of work at a specific job shows loyalty and job security. companies are perpetually trying to find steady, dependable employees.

Leaving employment early in one's career is often a giant mistake. Job hopping to some could appear as if workers lack responsibility because they do not seem ready to continue in one company or job for a protracted time, offer the impression of irresponsibility, and lack commitment. It shows the employer that they solely care only for themselves and progressing professionally. There is a danger that regular job-hopping might injury their possibilities with future employers. Although it is seen as adding experience to a resume, ever-changing jobs is perceived as uncommitted and a quitter during a short amount of time. Employers hunt for people who show passion, dedication, and loyalty and typically look to hire employees for the long haul. Although employees can justify their reasons for job-hopping at an interview, as there are also valid reasons, generally, this chance is lost in their resume before they get the chance. Employers currently are additional cautious regarding hiring an employee and do reference checks and verify previous work history information of the potential candidate.

A job hopper never stays at a job for long; thus, he/she cannot be a part of the entire life cycle of a product or service and never experiences complete satisfaction. They leave a company early on to prevent any future promotion that will move them up the career ladder. This could be harmful to their career prospects, and they can miss out on earning a much better salary for their hard work. It is easy to become impatient in a role and advance without thinking about the repercussions.

III. EMPLOYEE ENGAGMENT

The term Employee engagement has emerged as a viral organizational construct in recent years. It becomes one of the foremost leading priorities of human resource practitioners and senior managers these days within the company world **(Bhatla, 2011).**

When an employee is engaged, he is attentive to his responsibility in the business goals. He motivates his colleagues alongside for the success of the organizational goals. The employee's positive mindset towards his workplace and its value system is otherwise called the positive and emotional connection of an employee towards his/her work.

William A. Kahn first used "worker engagement" as a term in the 1990s and is also known as the father of employee engagement. Kahn created the primary published use of the term employee engagement in 1990, which was different from employee role constructs like job involvement, commitment, or intrinsic motivation, asserting that it focused on how psychological experiences of work shape the method of individuals presenting and absenting themselves throughout task performances **(Kahn, 1990).**

Wellins, Bernthal, and Phelps (2006) define engagement as "the extent to which people enjoy and believe in what they do and feel valued for doing it" and divide it into three aspects: enjoyment, belief, and value. Enjoyment means people tend to be more satisfied in what they do if they are in the jobs that match their interests and skills; belief means people feel more engaged if they feel their contribution to the job is meaningful, and value comes from the recognition and reward for their contributions.

Employee engagement is a two-way exchange of effort between employees and employers. Employers must keep their employee's engagement by creating a great work environment, flexibility, and continuous improvement. In return, employees are expected to

perform well, be engaged in their work, and produce results. Both of them will have to reciprocate to create an engagement culture. Employee engagement encompasses feeling valued by management, participative decision-making, two-way communication, management interest in employee's well-being, recognition and appreciation, and providing opportunities for advancements.

Employee engagement is crucial in preventing employees from leaving an organization. This means a team of fully committed, engaged employees who will always go above and beyond is a precious asset for any organization. It also helps them stay around longer. The organization must have an engaged workforce for the survival and smooth functioning of the organization.

Neeti & Leekha (2011) have reported that engagement is an essential and robust strategy to attract, nurture, retain, respect, and manage its workforce. Engaging employees induces them to deliver their full potential and helps them gain a competitive advantage. Engaged employees are more focused, energetic, and wholly engrossed in their jobs and are highly motivated to direct their focused energy towards organizational goals.

Employee engagement has become the most leading priority for organizations. An engaged employee is a brand ambassador and boosts business. High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty, and improve organizational performance and overall stakeholder's value.

An organization needs to identify its strengths and then determine the best fit for each employee. When employees are engaged, they become aligned to their jobs, grasp the issue, and participate and improve productivity. There arises a high level of energy and urgency to contribute their best to develop the skills and process to meet the current challenges and future challenges. Employee engagement is related to reducing turnover intentions and actual turnover at the organizational level, increasing productivity, improving customer satisfaction, sales growth, and shareholder return.
Employee engagement is not a one fit for all. Different employees have different engagement levels. Employees choose to decide whether they want to attach to the organization, does their job interest them, and are willing to stay and develop. Employee engagement is not a one-time activity. It involves planning, nurturing, reinforcement, and tweaking during ups and downs.

IV. LITERATURE REVIEW

Employee Engagement

Gaur, Mehta & Mehta (2015) discuss the emerging scenario of Employee Engagement in different sectors of Indian organizations and discuss the factors affecting Employee Engagement. Employee Engagement is a concept that relates to the commitment to organization interest and growth and feeling enthusiastic about their work. As the era changes, employees' demand increases, which should be fulfilled; otherwise, it will have an adverse effect. The employees were now treated as valuable assets for the organization. To retain them for a longer time, Employee Engagement can be used as a critical concept. A deep study of literature review suggests that though Employee Engagement is an easy concept to understand, it is hard to implement. Several factors affect this concept, but they might vary from sector to sector. If the organization is information technology-related, skills and engagement to retain them are different from employees working in research area-related organizations. Employee engagement is the term that relates to the employer's concern towards an employee in the organization. The study found that when employees are happy in the working environment, they can commit to the organization.

Franklin & Venkatesan (2015) analyzed the effectiveness of employee engagement activities and employee satisfaction in the workplace. This study helps to identify problematic areas and solve the issues to retain employees and improve overall performance. Both primary and secondary research was used in this study for data collection. Primary data was collected from 30 employees using a questionnaire. Secondary data was also collected from records and existing journals. Percentage Method and Coefficient of variation were used to analyses the data. The study revealed that most of the associates are highly engaged with the company intellectually and emotionally. However, employee activities are needed to boost morale and make work fun from time to time. The findings state that employees are happy with celebrations in the organization but would still like some more entertainment programs. Today's employees are always expecting more and more from their employers to remain with the company. Therefore, it is necessary to create a work environment engaging and improving overall organizational effectiveness.

Swathi (2013) tries to find out the factors which influence employee engagement. Career opportunities, aspirations, and ambitions of the demanding workforce are key drivers of employee engagement. A descriptive study is done based on secondary data to evaluate factors of employee engagement. This study has taken the existing journals, textbooks, and articles on employee engagement. The paper focuses on critical factors like job design, feedback, health and safety, family-friendliness, rewards, reorganization, and leadership. Employees are very subjective in their behaviour and differ in how they think and execute work. There is no single type of factor that will be suited for a person or industry. Therefore, all factors should be considered. The study reveals that people who do not deliver their best can be many and vary from person to person. Therefore, the H.R. manager's role is to monitor individuals' behaviour, interact with team managers, and find solutions to change their mindsets.

Singh & Shukla (2012) study aims to determine what variables of employee engagement create an engaged workforce. An exploratory study has been conducted by collecting data from a tin manufacturing organization. The collection of data was done through a structured questionnaire consisting of 35 statements. The questionnaire was distributed among 601 employees in a manufacturing organization. The data collected was analyzed using a one-way ANOVA test to ascertain the variables. The factors that foster employee engagement are career opportunities and training, a congenial working environment, superior rewards, and transparent communication. These improve performance and contribute to the organization's success. An organization needs to align the goals of the employees with the aspirations of the organization. Engaged employees are passionate and committed to the organization.

Garg (2014), in her study, aims to find out the impact of employee engagement practiced by Indian I.T. companies on the job satisfaction of employees. The paper concentrates on how employee engagement plays a vital role in the growth of the organization. With the rising I.T. market, companies need to employ skilled employees to operate at the industry's pace. I.T. employee needs must be addressed to meet the job's high demands. Primary data for the study was collected from 100 employees using a random sampling method from TCS and Infosys. A structured questionnaire and conversation with employees was used to collect the data regarding pay and benefits, communication, working environment, workload, training promotion, and employee engagement. Secondary data was collected from websites, journals, and magazines. SPSS package was used to analyses the data. The findings show that employee engagement is necessary and is directly proportionate to job satisfaction and organizational results. Engaged employees are satisfied and willing to work towards achieving the organizational mission. Employee engagement is a crucial strategy to make employees committed to the organization and gain a competitive advantage.

Ravikumar (2018) attempted to identify and analyses the level of employee engagement in manufacturing and information technology companies in Bengaluru, India. It has been noticed that these sectors have the highest number of employees and face high attrition levels. The study has been empirical and adopts a survey method of data collection. The structured questionnaire method is employed to collect data from 37 employees working in manufacturing and 384 employees of information technology companies using the snowball sampling method in Bangalore. The study's IT companies are Infosys and Wipro and the manufacturing companies selected are Biocon and Toyota Kirloskar Motor. Analysis was conducted using a T-test and One-way ANOVA. The study identifies that factor such as career development, effective management of talent, leadership, respectful treatment of employees, empowerment, fair treatment, pay and benefits, satisfaction, talent recognition, emotional factors, clarity of company values, policies and practices, and communication are necessary for positive employee engagement. Thus, organizations need to pay close attention to these factors for proper implementation and results.

Job Hopping

Sambrani & Hemalatha (2016) paper tries to understand why women have been employed in the I.T. sector and why they frequently change their jobs. The reasons women job-hopped were long working hours, keeping them away from family responsibilities, and denying them the option of work from home. This made it hard for women to have a proper work-life balance and led to professional and parenting issues. Money also was an issue followed by lack of networking, no advancement, and growth in their career. Working environment, lack of job satisfaction, and poor organizational support compromised their work to perform. Facilities like crèche, work from home, and company transportation was not provided, left the women professionals highly dissatisfied. More effort must be taken in areas to review job content, compensation practices, leadership and supervision, equality of work and pay policies, career planning and development, alternative work schedule, working conditions, non-work factors, team building, centralization, organization communication, and commitment, counselling leavers, flexible Working hours, compressed workweek, employee involvement, policies for employee turnover, and recognitions in order to retain women employees in the I.T. sector.

Bansal (2014) conducted a study to determine the frequency and reasons for job-hopping at different management levels in North India's I.T. & Telecom industry. In public and private sectors, judgment sampling was used to select the I.T. and Telecom industries organizations in North India. All this and constant communication and feedback will help inculcate belongingness and commitment towards the organization. A structured questionnaire was developed to gather primary data using purposive sampling to provide correct representation to all executive categories. A total of 237 executives from both public and private sectors were part of the sample. The respondents were asked to provide the frequency of jobs modified by them through entirely different organization levels. The findings show that job-hopping frequency is less amongst the public sector executives than the personal sector. The public sector executives were mainly guided by company location, promotional avenues and compensation, and challenging work. However, the private sector executives were attracted towards growth and promotional opportunities with Compensation and good training and developmental opportunities at a proper location. Organizations should lay much stress on career planning, which is a neglected area in each of the sectors, should try and enrich professionalism, work culture, flexible work hours, job security, performance-based compensation suited for their standard of living, training, and development, employee-friendly policies with rewards and recognition.

Dharmawansha & Thennakoon (2014) shed light on the reasons, challenges, and consequences of job-hopping from the employees' and employers' perspectives. Job hopping seems to be a severe issue in today's labour market. This is an exploratory study to understand the nature of job-hopping. The secondary data was collected from a literature review related to job-hopping in Sri Lanka. Primary data was collected using structured interviews using snowball and convenience sampling. Employees do not remain with an organization for more than three years. In general, male employees job-hop continuously in their careers. In contrast, female employees initially job-hop more than male employees to find the organization they fit in and stop job-hopping. It also showed that female employees are influenced to job hop because of personal reasons and working hours. From the H.R. managers' point of view, the main reasons for job-hopping are pay, working environment, better opportunities, migration, and personal matters. Even though none of the H.R. managers saw job-hopping as a challenge, they know the cost of replacement as a significant consequence of job-hopping. Knowledge spill over, leak of trade secrets was not a considerable consequence for H.R. managers as was expected. Some H.R. managers do not see job-hopping as a threat; instead, they optimistically looked at job-hopping, getting rid of those who are not contributing and welcoming a new skilled employee. Employees and employers have to understand the pros and cons of job-hopping for them. Thus, if H.R. managers are alert about employees' behaviours, they can know about the people who quit.

Pandey (2019) research study examines the job-hopping tendency in millennials in Nepal's private sector in private organizations of Kathmandu valley. The main purpose of this study is to find out the reason for job-hopping in millennials in Nepal, based on gender, age group, marital status, family type and the sector they are currently engaged in and the factors that attract millennials to a new organization and force a person to leave an organization to seek new opportunities. A descriptive analysis was carried out to achieve this objective. Primary data through convenience sampling method and secondary data sources have been considered while conducting the study. The data was collected from 25 employees and 5 managers through a Likert scale questionnaire and multiple response questions. Collected data's reliability was tested and analyzed using statistical tools; frequency, percentage, and correlation matrix were used to analyses the data. According to the study's findings, the average number of years a millennial would stay in an organization is one year. The considered variables for leaving the job; low pay structure, low potential for growth, and unfair treatment by management and conflict with the immediate supervisor/ co-workers and factors considered for choosing the new job include career growth, higher salary, job security, freedom at the workplace, the reputation of organization, and higher position. In the case of gender, job-hopping was found more in males in comparison to females. Females are more likely to hop on the job at the beginning of their career until they fit into the job. The research outcome indicates that the main reason behind millennials leaving the organization is no growth opportunity and attraction towards the new job is career growth. The employees chose the current organization either because they are getting higher positions or sense future growth. Employee retention has been one of the significant problems in Nepalese organizations. Since this study showed the people who are more likely to hop job and the reason behind their job-hopping, managers can use the results to formulate HR policies.

Rahman & Jarin (2017). highlights the factors affecting employees' job switching Intention of Bangladesh's Ready-Made garments Employees. Bangladesh garment industry faces employee switching; this hampers the organization's profit and performance and finds a replacement. Primary data from 50 employees of the ready-made garment sector was collected by convenience sampling using 5 –point Likert questionnaire based on their job experience. Secondary information was also collected by analyzing the literature review. Different statistical tools like Bartlett's Test, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy, Chi-square test, and software were used to analyzed data like tabulation and SPSS. Descriptive statistics have been used to analyses data to identify the specific factors of job switching. The findings suggest that workplace safety, family life, workplace facilities, employee recognition, and official interaction can affect employees' job switching tendency. Job hopping has become acceptable to a certain extent; Management has to take appropriate steps to reduce turnover by ensuring staff is well compensated, finds meaning in their work, feels appreciated, and knows they have a future company.

Joy & Radhakrishnan (2012) say employees are ready to shift their employment whenever they find better opportunities. 100 employees, 20 from five industries aviation, banking, and software, automobile, and financial services, were randomly selected with two years of experience in Tamilnadu, Andra Pradesh, Kerala, and Karnataka. A questionnaire consisting of the monetary and non-monetary benefit factors affecting resignation decisions and the personal factors relating to employment decisions was circulated to the employees. The study was conducted to evaluate the impact of monetary factors such as allowances perquisites, basic pay, bonus, incentive and non-monetary factors such as career growth, job security, work culture, safety welfare, ethics, and values recognition, and influence of personal factors such as family care, spouse employment, children education and friendship on job retention and resignation decisions. Monetary benefits are related to earning and livelihood, and non-monetary benefits are related to employee satisfaction and intention to stay.

V. DISCUSSION

Employee engagement has been acknowledged as a critical tool having favourable inferences contributing to organizational success. Engagement occurs when employees are committed to their work for the organization with job engagement. They find their work exciting and identify themselves as an essential part of the organization.

Organizations must give their employees the liberty to make their work exciting and create an environment for engaged work life. Employees are the critical assets of any organization. If they are not given the suitable space and time to make a perfect blend of work and fun at the workplace, then the employees' sense of disengagement sets in. Organizations and employees are both

dependent on each other to fulfil their goals and objectives. Therefore, employee engagement should not be a one-time exercise. However, it should be integrated into the culture of the company. Employee engagement should be a continuous process of learning, improvement, and action. Thus, organizations today should actively look forward to fulfilling employee`s expectations and, thus, impact employee performance, which directly affects the organization's performance.

Work in today's organization is characterized by increasing complexity, rapid change, and competitive business environments. In such a turbulent surrounding, the organizations are facing a gradual shift in ancient employment relationships. One good thing regarding today's working world is that, at any given time, employees can opt for a different path and start a new journey. They pack up and leave. They pin their hopes on another employer, hoping that they will fill in the gaps. Quite often, employees swap one problem with another instead of working on their current problems.

Organizational loyalty is reported to decline as employee turnover increases, average job tenure falls, and employees go job-hopping. The world of work is so competitive and flexible that individuals continually reinvent their careers and are obsessed with job-hopping. Everyone is always looking for something better and is often persuaded by a recruiter, forgetting how good they have it right now. Employees feel they do not need to be bound to an employer for life, especially if the situation is terrible. It is essential to search for an employer that is the perfect fit.

Employee engagement has emerged as an organizational management topic; however, the definition and measurement of engagement at work and employee engagement are poorly understood. There is no single agreed-upon definition. After analyzing various research papers, definitions of engaged employees came out as an engaged employee is motivated, highly dedicated, ambitious, strives to for an extra edge, always leads by example to others, and aligns his goals toward organizational goals. The existing literature explains reasons for job-hopping and its effect on employers and employees. There are several reasons for people quitting their jobs. These reasons may vary from individual to individual. However, the leading cause behind job-hopping is to pursue better opportunities elsewhere. Job hopping has become so prevalent today because employees are leaping toward these opportunities to pursue job happiness. The first five reasons influencing employees to job hop are pay package, career growth, working environment and culture, organization's reputation, and job security. Female employees were influenced to job hop due to personal matters, working hours, and overwork.

An employee will leave, which is inevitable and part of the business. However, organizations must make efforts to reduce their turnover as much as possible. Education institutions in India are growing at a rapid pace. Faculty teach the syllabus to the students and play an essential role in shaping students' future. Faculty work towards changing an individual's economic, moral, and social life. Employee turnover has taken different industry sectors by storm, as employees are continually switching jobs, thus causing high attrition rates. The education sector has not been spared. There are Faculty switching between careers or even different educational institutions every year. The faculty of any college is their most crucial resource. Finding qualified and dedicated staff for colleges who can work towards the organization and for the students is not easy; therefore, these educational institutions need to retain them when they are there.

The existing studies show the different aspects of employee engagement, intention to leave, and job-hopping. The studies concerned with employee engagement reveal that factors like level of employee engagement are highly correlated to the nature of the job, communication ease, leadership styles, level of trust, job autonomy, level of motivation, work involvement, support from the organization, performance appraisal, quality of work-life, level of involvement in decision making, opportunity grow are the strongest drivers of employee's engagement. This study adds to the limited research available on employees within higher education organizations. This present study was undertaken to bridge this gap between predictors impacting job-hopping tendencies among women faculty and employee engagement to reduce this tendency. This research proposes a model for teachers' engagement in higher education in India, which needs the hour. This would be a new study into finding the relationship between job-hopping and employee engagement specific to women in the educational sector. Existing research is generalized, i.e., for both male and female employees. This study makes an effort to determine why women tend towards Job hopping, mainly in the higher education sector and how employee engagement will help reduce job-hopping intention.

VI. CONCLUSION:

The employee‐employer relationship has changed recently. With increasingly competitive markets, globalization, a volatile economic climate, demands for constant change, and the war for talent, organizations face significant challenges in pursuing business success. As a result, job-hopping has become a pressing issue, and job hoppers are transient in their careers and lack interest in staying in the job. Due to the change in the job market over the years, job-hopping is on the rise, and it does not look like the trend will be stopping any time soon. Unfortunately, the concept of job-hopping remains underexplored. This study expands previous research on employee engagement, job mobility, and turnover, focusing on job-hopping.

It is rare to see a person who started his career in an organization dedicated to working for the same organization and retiring from the same. Job hopping is on the rise lately. It seems more like a fashion statement. While the work environment changes have given a few positives, it has led to more negatives in the case of employers. People are no longer only interested in money. Instead, they want a job that helps them make a difference globally and gives a sense of fulfilment, assuming that they will only be happy when they have found the perfect job.

Employee engagement is a two-way relationship, which involves both the employer and the employee. Employees will feel valued, want to stay, and contribute to their success if they feel the employer's value them and vice versa. Likewise, the

employers will provide sufficient facilities and an excellent working environment when they feel that the employees are genuinely engaged in the workplace. Employee engagement enables people to be the best they can be at work, which can happen only if they feel recognized, respected, involved, heard, well-led, and valued by those they work for and with. Investing in engaging employees while focusing on the organization's core values will directly impact its bottom line through improved productivity, focus, and customer service. In addition, it brings out positive behaviour in employees to reinforce each other and lead to improved business.

Employee engagement is an essential key business driver for organizational success. Every organization wants to gain competitive advantages over others, and employee engagement is the best tool. Its interest is to shape an environment where employees are motivated and connected with their job in a caring manner to do a high-quality job. Engaged employees are emotionally attached to their organization and highly involved in their job with great enthusiasm for their employer's success, going the extra mile beyond the contractual employment agreement

Employee engagement cannot happen overnight. Instead, it is a collaborative effort that takes time to build and reap benefits. LinkedIn CEO Jeff Weiner tweeted the following: *"Inspire, empower, listen and appreciate. Practicing any one of these can improve employee engagement; mastering all four can change the game."*

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