

III. RESEARCH METHODOLOGY

This study was conducted in Bareilly. Survey approach method was used in this research. Questionnaire was developed as a research instrument and measurements were done using likert scale. The questionnaire consisted of 3 parts. The first part consists of questions related to turnover intentions; second part contains question related to job satisfaction and third part includes questions related to compensation. Sample size -74, sampling method- systematic random sampling Primary data was collected from academic professionals and secondary data was gathered from web references, news from papers, articles, journals. The data was analyzed using statistical software SPSS 17. Pearson correlation tool was used to find relationship between the variables.

IV. DATA ANALYSIS AND INTERPRETATION

TABLE 1-- GENERAL CHARACTERISTIC OF SAMPLE

S.No.	Item		Numeric Value
1.	Gender	Male	28
		Female	46
2.	Level of education	Ph.D	19
		Master's	55

The sample included 38% males and 62% females. The qualification wise 26% were Ph.D holders and 74% had completed their masters.

TABLE 2 -- CORRELATION BETWEEN TURNOVER INTENTION, JOB SATISFACTION AND COMPENSATION

		Turnover Intention	Job Satisfaction	Compen-sation
Turnover Intention	Pearson Correlation	1	-.590**	-.276*
	Sig. (2-tailed)		.000	.017
	N	74	74	74
Job Satisfaction	Pearson Correlation	-.590**	1	.484**
	Sig. (2-tailed)	.000		.000
	N	74	74	74
Compen-sation	Pearson Correlation	-.276*	.484**	1
	Sig. (2-tailed)	.017	.000	
	N	74	74	74

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

* . Correlation is significant at the 0.05 level (2-tailed).

- The Correlation coefficient between job satisfaction and turnover intention is -.590; this means that there is negative relationship between the variables. With increase in job

satisfaction there is less intention to leave the job.

- The Correlation coefficient between compensation and turnover intention is -.276; this means that there is negative relationship between the variables. When the employee is paid high, he will have less intention to leave the job.
- The Correlation coefficient between compensation and job satisfaction is .484; this means that there is positive relationship between the variables. When the employee is paid high, he will be more satisfied with the job.

V. SUGGESTIONS FOR EMPLOYERS TO RETAIN JOB HOPPERS

Following are some recommendations to the employers using which they can prevent employees changing to another employer.

Build a Smart Recruitment Strategy -From the very beginning of the recruitment, the organization must critically analyze the applicants. They should assess whether the applicants are fit and have staying power. If the resume includes short shifts with the organizations then interview must include questions related to that to check the intentions. At the same time, the benefits of job hopping should not be ignored.

Raising Salary -If the employee remained in the same organization, at the same salary for two or more years that could be a major restriction against continuing with the same company further.

Learning and Development-The thirst to learn new skills is insatiable. Employees today are well aware that they need to continually update their skills. Employees look up for training that allow them to attain their goals. Training is a “win-win” situation for the employee and the employer.

Increasing stock options -This typically works very well for employee motivation. It helps in attracting talent from the market also helps in retaining their won talent for long term. The top Indian companies have been using this strategy to keep the employees stay attached to their organization and be loyal.

Listening to employees' grievances-Showing concern to the employees and not merely hearing to their problems, rather deeply analyzing and sorting the issues acts as a motivating factor for the employees. If the employer knows about what is disturbing and decreasing the performance of his employees, half of his job is done. He can rectify things and solve issues to keep the employees happy. There should be no communication gap between employer and his employees.

Invest in your team-When employees see that they're not in a dead-end job and that management is invested in their future, they may be more likely to stay for the long term. Provide them

soft skills training and give them certificates for participation. Such recognitions encourage better performances.

Know the Signs -When an employee plans to leave the job he tends to lose interest in his current job and responsibilities. Their productivity decreases, they may not come to the organization on regular basis and communication gap occurs. These alarming signals must be taken care of. If the person leaves, exit interview should not be ignored.

Flexibility Helps-The old ways of functioning where there was strict login details a rigid protocol to be followed are gone now. Considering the personal needs of employees, the practices should be a flexible shift system that facilitates employees to work in different shifts. Employees should be allowed to work from home. In case of any important work the employee should be allowed to leave and still work on the go. The factors on which flexi time can be allowed to an employee include: Child or parent care, Health situation, Maternity, Formal education program, FDPs, MDPs, academic workshops, paper presentations, seminars and conferences.

Rewards, Recognition and Respect-To get the best out of the employee he should be timely rewarded and recognized in the form of monetary and non- monetary benefits. Due respect should be given to their opinions and suggestions.

Encourage Cross-Cultural Competency- Workers need the ability to operate in difference cultural settings to compete in a globally connected world. Workplace diversity should be encouraged. People of different culture and background should work together as a team.

Health Benefits -Medical and healthcare costs are resulting in businesses requiring employers to pay more or all of the premiums and accept less take-home pay. Employees who cannot afford to do this will find work with companies that offer them higher levels of such benefits. So it's advisable that basic medical and major medical insurance can be provided for employees.

VI. CONCLUSION

Recruitment is an expensive and a time-consuming process. A spinning door of employees is troublesome to every organization's productivity. Job hoppers do it for various reasons. Most of the time people don't know what they are getting into. Sometimes the reason behind is not clear and employees are confused about what they actually want and hence are not ready for the challenges that lay ahead of them. Job-hopping has become a very common phenomenon in the modern workplace. Some consider it as bad and for some it has proved very beneficial. In European countries sticking to one job is considered appalling. They believe that the person who sticks for so long doesn't want to face challenges in life.

In India the scenario is different; some organizations consider a resume full of switches gives a wrong impression. The idea is getting changed now. It is becoming acceptable in India too but to an extent. In academics it is observed that professionals who are new in the field easily switch from one job to another in search of better salary and benefits. Academicians who have good salary seem quite satisfied in their field. Growth in education field is based more on publications. Competitive salary, good working environment, respect and recognition, mutual communication, flexible and convenient work timings, health facilities, earlier promotions and expected incentives can stop the employees from moving from one job to another. In the end, job hopping is neither good nor bad. It really depends on conditions in the market. From the employers' perspective, it is absolutely a bad thing but from an employee's perspective sometimes job hopping is necessary for career growth.

VII. REFERENCES

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