

## **Intrinsic and Extrinsic Factors of Job Hopping: A Perspective from Final Year Business Student**

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**Abstract:** From past activities, motivations often be part of the world current issues. Apart from the issues, the values of intrinsic and extrinsic factors are among variables needed in motivation. The purpose of this paper is to identify the motivating factors among student who now currently in their final year studies at university in Malaysia. How they perceived the perspective on searching the new opportunities and what are the main factors that they want for. This paper also reviewed student opinions and perspectives about hopping to another better job. To flow the growth of competitiveness, motivation is needed to bear with the excessive development of productivity. The results of this research will commit to the job search field and can avoid, reduce the job dissatisfaction as well as turnover. Consequently, it will raise the rate of employee comfort among the nations from hopping too often. To inspire and attract them to commit with the current job, motivation is strongly rigid to support the factors.

**Key words:** Component • Millennials • Turnover intentions • Job satisfaction • Retention • Motivation • Jobsearch

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### **INTRODUCTION**

In learning perspective, both intrinsic and extrinsic factor plays the important role for motivation. Several researcher debates that any extrinsic rewards such as report cards, gold stars and grades may threaten part of intrinsic exist in student self. While other researcher put some opinions that most extrinsic motivators supports student to sense much competent when they in the classroom, as to complement with intrinsic motivation. Competencies, knowledge and skills can be useful when retention is implemented. Retention; always been put to the question as many scholars raise question and argue why the intention to leave exist. This mainly occurs in Human Resources fields; due to because most employee have the intention as they have served the organization for some period. It also significantly important to study their intentions of leaving and essentially important for recruitment to reduce the rate of turnover as well to evade the retention. The eagerness of contact and pursue in the workforce of these current Millennials generation is to build up the productivity and motivation among the

employee for better well-being. For now, job hopping activities are vastly too much as they need to cope and deal with the growth of competitiveness. Recruiting activities; recruit and choose the best talent will be the alternative plan for them to select future employee. Likewise, employment opportunities and intention to quit could be beyond organizations controls. It is easy nowadays to hop online and search for the job openings. Any job seeker can have more motivation as now, there are more job sites and job search engine; which it even can satisfy the job seekers to locate and apply more job ads. For instance, in job search literature, any information and knowledge are brilliantly essential for job seekers to apply opportunities which apply with their qualification. The results shows the ranking of motivation factors which Some empirical findings shows that most employees will commit when they are satisfied with the environment and vice versa [1]. As for potential prospective employee, the positive acceptance due to from employees' perspectives where the job complement with their personal goals. It shows that their values for the expectation for the effort and outcomes that they received [2].

### **The Keywords**

**Job Search Perspectives:** Hopping for job activities is the movement of changing the organizations in every year or their choices because of reasons like a layoffs or company closure. The definition of job hopping behavior much varies from one country to another [3]. Some employees have the intentions of hopping and search for the opportunities which better or any rational reasons [4]. Some scholars' states that everyone have the natural impulses for moving to another job where there's more alternative job opportunities much beneficial. Thus, this manner; the hobo syndrome behavior as mentioned by a scholar [4], rated as frequencies of how many times employees leave their current job and searching for some career growth. From past researches, there are considered two natures of job hopping behaviors [3]. First, the person itself have the strong personal desire to challenge and just for fun to change job. Second, the turnover culture motivated by some social support. The culture; turnover culture, a shared value among same organizations and colleagues which they each other dares to seek and leave the organizations [5]. Somehow job hopping is acceptable as the social work behavior. Japan cultures, "freeters" term existed during the economy crisis in the 1980s. this "freeters" consists of school leavers and the fresh former student (from 15 till 34 years old) who's chosen not to be a regular or full-time employment [6]. Some job hoppers like the privileges and mobility to regularly switch their jobs as they know what they need and wants and cope with their lifestyle. Predominantly, job hoppers always search better alternative opportunities before quitting their jobs [7]. On the other hand, sometimes they thought of leaving even before they are securing the other job appointment. Reason of why some high educated job hopper often to hop is just not because of money; some have stable job, this is due to the availability opportunities and somehow just for themselves [7]. Due to slow productivity, long period of time will cause to high levels of jobs search activities. Previously, past antecedents noted that it is uncommonly for employees to work the same organizations for long period; for whole careers. Plus, there's manyinterpretationson job search behavior exist. For instance, scholars proposed that job search behavior consists of the information used to gain the information about job opportunities as well as the intensity knowledge with which such information is persisted.

**Millennials (As Known as Generation Y) Perspectives:** Recent studies need to be oversee in order to understand the Millennials awareness towards the new generation of

employees which is particularly among the generation Y. As to understand their unique way of thinking among them especially the Millennials, Millennials are characterized as having high levels of self-confidence and self-reliance; they are independent, individualistic, and socially active and like to work in teams [8]. Student nowadays tries to harmonize and further sensible assumptions, gaining more positive mindset into their own capabilities and wants, precisely to have high confidence level. Pacing outmost emphases of "people" and "work" proportion for a firm. It is being reported that similarities of student with higher abilities are equally with student with cooperative where it has same characteristics and preferences. These traits are essentially effective as it linked each other to build up more recruitment success. Foremost, According to Lieber (2010), Generation Y employees have a unique, flexible work style that managers may find challenging. They value flexibility in the workplace and will challenge the status quo. Lieber concurs with Henry that flexibility and the opportunity to pursue personal growth are highly motivational to Generation Y employees [9]. These Millennials employees acts to hop job frequently if the organization itself mismatch or not supplying their preferred work values; because of intolerance and excitement if Millennials to reach their expected goal faster, if not, the mismatch work-values will illustrate higher turnover rate. Millennials do not feel they are stable sound enough to maintain their needs and wants in their lifestyle, yet 88% believe they will be able to in the near future. To objectify more highlight of extension of turnover between Millennials, diverse surveys been studied where Millennials in Asian Pacific swindle the shortest job possession as for others generation (for instances; Generation X and Baby Boomers); which 44% of Millennials say, if given the choice, they expect to leave their current employers in the next two years (from Deloitte survey) [10].

**Job Satisfaction Perspectives:** Job satisfaction can be used as prediction to turnover intention. Research in job satisfaction can help the organization to catch up the factors why there's turnover intention as well as it would convey and contribute the intention of leaving among them. The policies and procedures; alternative way to engage the employees from having the intent to leave the companies. In result to increase the overall performance for the organizational, the importance of job satisfaction has been emphasized in enhancing employees' efficiency in organizational activities and their productivities [11]. From Locke (1976) overview; the definition for job satisfaction as a pleasing or positive emotional state

which result from the interpretation of a person's job [12]. While Mullins (1993) stated that motivation is clearly related to job satisfaction [13]. In addition, Peng et al. (2016) describe job satisfaction as one's personal feeling and current mental state in regards of the nature of their job. [14]. Correspond to Robbins (1999), satisfaction in workforce can improve the productivity of the organizational which cause by turnover or absenteeism, destructive behavior, and moderate medical costs [15]. Higher education institutions will gain more information and insights from current studies as they can improve the improve factors for job satisfaction that impacts on it [15]. Within the higher institution of education, lecturers' job satisfaction must be monitored continuously as to level up the quality of education as well as to produce impressive graduates. In higher education institution, job satisfaction is crucially bad among the academic staff. Working environment, lower qualified salary, fewer promotional chances, and less recognition are the factors which leads to contributing factors towards dissatisfaction among employees. The importance of job satisfaction among academic employees in higher education are needed as it will influence their job motivation and increase the performance in delivering to produce outstanding graduates in the future. To achieve organizational targets and aims, it depends by its managers' abilities to attract the employees' behavior for their job. From Noordin and Jusoff perspectives, they stated that job satisfaction does have impact significantly on academics' staff performance, commitment and low rate turnover [16].

**The Intentions to Quit /Turnover Intentions Perspectives:** Staying in the job for years, gone with the days as Millennials have watched the baby boomers parent laid off from 'most steady' jobs, which cause them to no longer be putting the trust on the employers anymore. According to the previous researches few factors leading to high turnover intentions in the organizations are job dissatisfaction, lack of commitment, workplace stress, increased work hours, lack of employee friendly policy etc. Employee turnover remains as a persistent problem for the organization. All of these factors are by-products of the organizational working environment. However, the work environment alone is not responsible for the high turnover rates in the organizations. Few behavioral aspects also contribute towards high turnover intentions or actual turnover in the organizations. The Turnover equals to employer gain and loss employees. Such in the simple way to illustrate it is "how long they'll stay" or "the rate through the revolving

door". Brilliantly, there are two types of turnover, which is voluntary and involuntary. Essentially, scholars argue that past research tends to focus on the reliability and validity instrument than investigating the view of the employee or rates. What has changed from one generation to the next is perception and assumption. Thus, studies on focusing on the effect or impact still lacking. Millennials have some bad reputation as entitled job-hoppers. Turnover itself have its pros and cons. It's an undeniable fact – millennials are notorious for switching jobs every few years. The intent to leave the organization was oriented to as indicator of quitting behavior, as more research existed claimed that the factor has strong average rate of interrelationship within the turnover intention and real quitting [17]. But is this a good or a bad development? Are we millennials indulging in our oft'-debated flightiness, or is pivoting careers every year the new normal? Some of the intent is the solid indicators of actual behavior for turnover, as the theory of attitude hypothesized that predictors of a person actual behavior is scale his or her intent [18]. What was once seen as a sign of a troubled employee pad-hopping because of incompetence, is now something that over 42 percent of the millennial workforce engages in. The issue is whether or not employers, ever wary of turnover, still perceive it as an indicator of disloyalty.

### **Problem Statement**

**Millennials:** future leaders or job-hopping, lazy workers? These digital natives, born from the early 1980s to the late 1990s, have been labeled both positively and negatively. Fair or not, stereotypes can be a real hindrance when trying to get a job or advance in a career. So how can millennials fight the hype and show their true authentic selves? It is true that Millennials can be an outstanding workforce generation which have the right skills that will increase the productivity and be in really high demands. These new generations able to accept and give command which not only by packages of creative rewards as followed nowadays standards, but also give the influence of the way they work and what kind of they perceived in the work environment. It also can be a gap or challenges that might any organizations will have to cope with. Millennials; seeking for better work-life balance and keen to have some diverse policies but they do unsure whether the employers have given them the needs that they want. One crucial consideration is that the decision of job seeker's motivation experience autonomy during the reemployment guidance (for instance willingness, volition, and option with respect towards a behavior or experience one is in; cf. [20]; [21]; [22]).

- Millennials sincerity, voluntary to explore more and compete the opportunity with others. Plus, the organizational must aware with the loyalty impact and how they feel for the organizational.
- These existing millennials determined to their personal learning and career development. The combination of low intrinsic and high extrinsic motivation; Millennials attracted and makes them more effective at work.
- The ladder for Millennials to grow up their career development is the main points for them to climb up in their organization.
- Generational constrictions: Millennials do prefer that they much please when working with other generations and appreciate the mentors. Unfortunately, they do feels the tense as 38% saying that the other generation of senior management does not relating to them, and 34% responded that their personal intention was been pressured to other generations. While almost half of them sense that their managers somehow not always understand what they do with the technology during at work [28].

**Research Questions:** The job hopping in this research is to interpret the agenda. Developing and proposing the problems as the method to interpret and clarify the assumptions challenges that underlies the current theories and, of course, generating the questions for the research to lead for development of interesting and outstanding theories that values for management fields [23] (adapted from Alvesson and Sandberg, 2011).

- What are Millennials perspectives towards job hopping?
- How strong the effect of job hopping factors in job search context?
- Which different factors that relatively essential for interpreting the job hopping?
- How intrinsic and extrinsic factors can shape to retain workforce and lower the turnover intent level among Millennials from quitting their job?

**Purpose of the Study:** Young employees were always defined with their optimism and energy. Survey shows that they believe more that they can achieve their dreams with right goals and willingness for learning. With all their expertness and savvy in technologies and collaboration, most HR officers discovered that Millennials frequently need training in work environment behavior; culture for work place. From an academic perspective, this research

used theories which are relevant to the scenario: a theory of motivations and a theory of specific job-related information. The input (combination of two theories mentioned) is a new contribution in job search theory. The findings of this research study will provide empirical evidence of; identifies the relative importance of the factors that motivate employees to search for another job and examine how they differ.

- To investigate the influences of job hopping on turnover intention and proposing the scope that associated both factors.
- To investigate the importance of the variables in predicting turnover intention.
- To explore how job satisfaction can shape to engage employees and lower the turnover intention level among Millennials.
- To recommend to HR and other Head of department management on practically and purposely monitoring and handling the withholding of Millennials.

### **Research Methods**

**Participants and Procedure:** This research used a quantitative approach, with a research perspective. The participants included of undergraduate final year business student attending well-established university in Malaysia. Self-survey administration; by using questionnaires were distributed to 150 students respectively which are in their final year studies. A total of 150 usable surveys were retained for this study which measures consists of individual backgrounds towards job hopping. A total of 94 responded (62.7%) of which indicated that they will hop a job. Participants were asked to complete the questionnaire as part of a study; designed to understand their perspectives on the idea of job hopping and return back to researchers completed-answer questionnaires. This paper intention is to obtain perspectives from final year student in business streams. We anticipated that student in final year likely to have perception what will happen in their future job. The population of this study is defined as Millennials student universities who will be finishing their study soon. Thus, respondent is the student from universities of selected universities.

**Findings:** We aim to profile our findings in terms of individual background such as gender, intention to quit and how long they predict be stayed similar organization. Thus, respondents were really anticipated towards their counterparts in the future. As for two differences of types of motivation which is extrinsic motivation appears when it is from outside of the person but for intrinsic motivation are inside the person.

Tabulation is important to identify the categories. It also in arranged form, gives some suitable conditions in glance. Tabulation data much clearer than descriptive data which unnecessary or repetitions are avoided.

Table 1: Intrinsic Factors

Intrinsic Factors Motivation				
Choices			Valid	Cumulative
Ranking	Frequency	Percent	Percent	Percent
1 <sup>st</sup>	30	20.0	20.0	20.0
2 <sup>nd</sup>	22	14.7	14.7	34.7
3 <sup>rd</sup>	13	8.7	8.7	43.3
4 <sup>th</sup>	13	8.7	8.7	52.0
5 <sup>th</sup>	26	17.3	17.3	69.3
6 <sup>th</sup>	15	10.0	10.0	79.3
7 <sup>th</sup>	22	14.7	14.7	94.0
8 <sup>th</sup>	9	6.0	6.0	100.0
Total	150	100.0	100.0	

Table 1 (1st: Achievement, 2nd: Independent, 3rd: Creativity, 4th: Moral Values, 5th: Responsibility, 6th: Recognition, 7th: Advancement, 8th: Ability) illustrated the tabulation for Intrinsic factors which impact to their perspectives towards job hopping and how long they anticipated with same company before leave. The table shows that Achievement is dominant group in driving them to engage in their behavior; due to personal rewarding which are essentially for its own sake. As these 30 students really wished to have more achievement for better job, wished to get better options for their career. Past scholars claimed that by giving a positive appraisals and better feedback after people do something good, it can increase their intrinsic motivation.

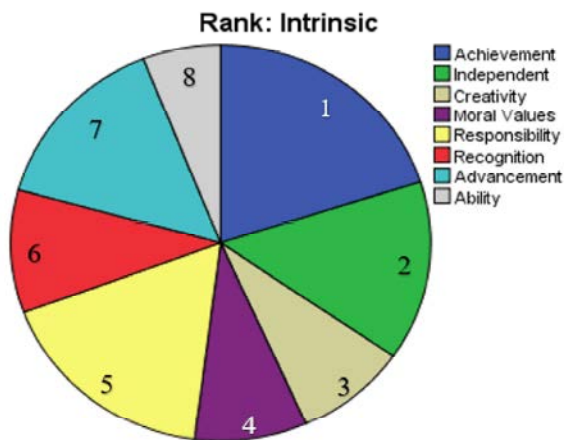


Fig. 1: Intrinsic Factors

Figure 1 shows the categorize pie chart. It shows the intrinsic factors that play a significant role in learning settings. They seem to fit in motivation as mostly the section shows much clearer the differences between the intrinsic factors.

Table 2: Extrinsic Factors

Extrinsic Factor Motivation				
Choices			Valid	Cumulative
Ranking	Frequency	Percent	Percent	Percent
1 <sup>st</sup>	18	12.0	12.0	12.0
2 <sup>nd</sup>	48	32.0	32.0	44.0
3 <sup>rd</sup>	14	9.3	9.3	53.3
4 <sup>th</sup>	3	2.0	2.0	55.3
5 <sup>th</sup>	11	7.3	7.3	62.7
6 <sup>th</sup>	5	3.3	3.3	66.0
7 <sup>th</sup>	41	27.3	27.3	93.3
8 <sup>th</sup>	10	6.7	6.7	100.0
Total	150	100.0	100.0	

The table 2 (1st: Work Secure, 2nd: Money, 3rd: Authority, 4th: Co-worker, 5th: Supervision, 6th: Policy and Procedures, 7th: Conditions, 8th: Variety / Others) shows that almost 48 respondents are dominantly chosen Money as their extrinsic factor compared to others. Past studies claimed and have tested that by offering too much extrinsic of rewards for internally reward demeanor offer further to minimization in intrinsic motivation. While extrinsic rewards able to assist and motivate others for delivering their skills and extra abilities. At one time, after these abilities been learned, these people would then transform fundamentally and essentially motivate for them to focus their daily activities.

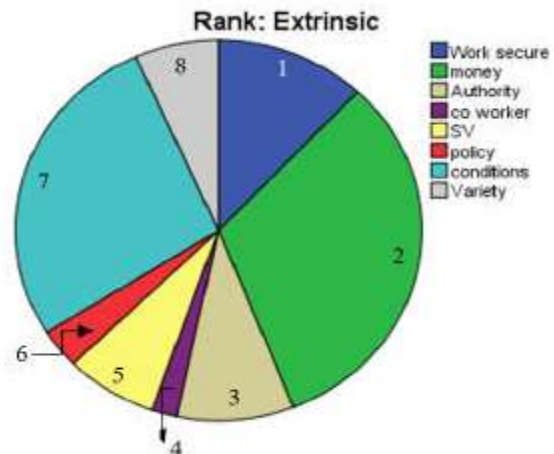


Fig. 2: Extrinsic Factors

Figure 2 shows the categorized pie chart. It shows the extrinsic factors that play an important role in the learning environment. The external rewards may be redeemed as a source of good feedback, which allows others to alert their performance and receive standard reinforcement. They seem to fit in motivation as mostly the section shows much clearer the differences between the extrinsic factors.

This research will make contributions in job search behavior from both academic and practical perspectives. The population of this study is defined as Millennials student universities who will be finishing their study soon. Thus, respondent is the student from universities of selected universities. Thus, expectations on self-efficacy and perceived control give the role of importance in the prediction for job hopping intent and job search behavior. While intrinsic motivation is practically good, but it is not frequently able in most situations.

Both extrinsic and intrinsic motivation are essentially needed for standing up their own behavior. To perceive how both motivation variables can be used, it is mostly important that we need to understand the complexity of the differences between these two types of motivation; with most consensus that impact each other's behavior.

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