YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

PLANNED BEHAVIOR AND JOB HOPPING OF ICT PROFESSIONALS IN YANGON

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EMBA II - 74

EMBA 16th BATCH

DECEMBER 2019

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ACADEMIC YEAR (2017-2019)

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A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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December 2019

ACCEPTANCE

This is to certify that the thesis entitled "PLANNED BEHAVIOR AND JOB HOPPING OF ICT PROFESSIONALS IN YANGON" has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

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(Examiner)   **(Examiner)**

December, 2019

ABSTRACT

This paper aims to study the effect of planned behavior on job-hopping of the ICT professionals and the effect of job-hopping behavior on career success of the ICT professionals in Yangon. The data are collected from 133 ICT professionals from Myanmar Computer Professional Association (MCPA) Yangon. The study found that ICT professionals with positive attitude towards job-hopping and perception of easy job availability influence their job-hopping behavior. Moreover, the study highlights that the ICT professionals with job-hopping behavior are not likely to success in their career life. It can suggest that job-hopping behavior slow down career growth as well as success therefore ICT professionals should not hop job if there is no right reason and promising future opportunities. ICT organization need to recruit human resource by choosing a best-fit employee from the beginning to get better business performance and faster career success as well as organization success.

ACKNOWLEDGEMENTS

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

HR	Human Resource
HRM	Human Resource Management
ICT	Information Communication Technology
JH	Job Hopping
JHB	Job Hopping Behavior
MICA	Myanmar Computer Professionals Association
MCF	Myannmar Computer Federation
PBC	Perceived Behavioral Control
SPSS	Stastical Package for the Social Science
TPB	Theory of Planned Behavior

CHAPTER 1

INTRODUCTION

The human workforce is one of the most important and the biggest resource of an organization. Without them, organizations cannot achieve the results they need to stay competitive. An organization's ability to recruit and maintain a good workforce is the bottle neck for success and so human resource management is one of the most important key elements in an organization. Nowadays working environment is differed from earlier days by increasing complexity, rapid change and highest competitiveness. Working environment is no longer stable one and become turbulent.

Traditionally, employees would have a lifelong career at one or may be two firms, progressing vertically throughout that same company. Todays, in competitive business environment employees with better skill and experience are being offered and lured by employers which result in mobility of employees from one organization to another.

Traditional employment relationships and human resource management is no longer suitable as employee turnover with less organization loyalty is increased. In today environment of human resource management, workforce trends, technological trends, people working behavior trends and economic and globalization trends are changing and therefore human resource management tasks are changing. Nature of works is also changing; companies are now open to part-time, contract work, outsourced work, and returning parents from maternity leave, which makes the traditional loyal employee rare. Such workplace changes also have altered our perception of job-hopping, resulting in lesser stigma for job-hopping.

Employers are trying to get the best from their human capital, which include knowledge, education, training, skills and expertise. Today's new human resource management focuses on employee performance, engagement and human resource strategy. Unstable human workforce is very common in today working environment and become prevalent human resource problems.

In human resource management philosophy, people's actions are always based partly on the basic assumptions they make. Understanding a personnel philosophy driving the actions is first things in employee management. Job-hopping is very common in today

working environment and become prevalent human resource problems especially in industry with rapid growth. Longer job tenure exists more in oil and energy, manufacturing or industrial, and transport industries.

According to the study, information communication technology industry has the higher rate of job-hopping. Job-hopping is also common in professional services and in the non-profit and government sectors. Job-hopping is quite common in information communication technology (ICT) industry as it has high demand and information communication technology workers are heavily recruited, companies understand they may be lured away to work for competitors. With employers being more open to hiring job hoppers, the trend will continue increase.

1.1 Rationale for the Study

Digitalization, using digital technologies to change business model, is changing modern business world and become a competitive advantage for an organization. With digitalization, information technology industry is booming and information communication technology transforms nearly every other industry therefore finding qualified tech talent employees are demanding. For those in technology, Job-hopping allows them the opportunity to gain valuable technical knowledge in different environments and cultures. This can be more common for those specializing in development, mobile and Project Management. Job related with ICT is most in-demand and heavily recruited therefore ICT professional career paths are most in need right now. As it is in high demand, Job-hopping in ICT professionals is one of the striking issues.

On the other hand, Job-hopping can be dangerous for certain types of people if they didn't do it for the right reasons especially when it doesn't develop a track record of new skill on the resume. Job-hoppers usually cannot see their career path and so may procrastinate their success in career.

According to theory of planned behavior, TPB, attitudes only are not sufficient to provide a comprehensive explanation to why people do a specific behavior. Subjective norms and perceived control are also influential to ones' intention to perform such a behavior. This paper examines the real intention behind the job-hopping behavior of ICT professionals by using TPB. The stronger the behavioral intention is, a person would be more likely to take real action to do a job-hopping behavior.

Individual career success is also vital to organization improvement. Individual and organizations are experiencing changing careers compared to previous decades. Both employees and employers have the responsibilities in managing the career advancement and finally career success.

Different authors or researchers in other countries discussed the job-hopping phenomenon. Researchers have established job-hopping in terms of turnover costs, retention costs, erosion of social capital and organizational skill banks. It is more significantly applicable for organization where service and high tech expertise knowledge are crucial.

Many research carried out job-hopping in different setting in the past few years; however there has been a significant change in the nature of the job-hopping with the change of workforce. At times, a bandwagon effect, which is a psychological phenomenon in which people do something primarily because other people are doing it, regardless of their own beliefs, which they may ignore or override, is also observed among the employees leaving the organization.

To understand more about job-hopping in Myanmar especially whether it is intentional behavior; theory of planned behavior, TPB, is used. In addition, the impact of job-hopping on individual's career success is analyzed. There has not been local study using TPB to understand job-hopping behavior and effect on career success. The study target to ICT professionals as ICT industry has highest rate of job-hopping according to the study by Ramkumar et.al. (2006).This study provides the basis for job-hopping phenomenon in organizations, which sometimes hinder their continued growth and goals. The study results highlight some suggestion and idea, which may positively influence job hoppers, and are useful for human resource recruiting.

1.2   Objectives of the Study

The objectives of the study are,

1.   To investigate the effect of planned behavior on job-hopping behavior of the ICT professionals

2.   To analyze the effect of job-hopping behavior on career success of the ICT professionals

1.3   Scope and Method of the Study

This study mainly focuses on job-hopping behavior of ICT professionals which may hinder success in career. The study includes theory of planned behavior, observation of job-hopping behavior and determination of success in career of ICT professionals. The study identify the effect of planned behavior on job-hopping of ICT professionals and the impact of job-hopping behavior on success in their career.

The study was carried out on 133 ICT professional members of Myanmar Computer Professionals Association (MCPA), Yangon. Sample population are selected by simple random sampling method. The study was quantitative research. It used descriptive statistics and linear regression analysis of SPSS software. Primary data were collected through a structured questionnaire survey. The study was carried out from June 2019 to December 2019.

1.4   Organization of the Study

There are five chapters in this thesis. The first chapter is introduction including rationale, objectives, scope and limitations of the study and brief explanation of organization of the study. Chapter 2 include the literature review on theory of planned behavior to explain job-hopping intention, Job-hopping including the definition of job-hopping, the differences in job-hopping and normal turnover, peoples' perceptions towards job-hopping, the consequences of job-hopping to organizations, people who hop jobs and why they hop jobs. Then success in career and previous studies on job-hopping, theory of planned behavior and finally the analytical framework of the study is presented.

Chapter 3 included overview of ICT professionals in Yangon, research design including reliability tests of the variables, the profile of the ICT professional respondents, and the findings on planned behavior of ICT professionals towards job-hopping. In chapter 4, job-hopping behavior of ICT professionals, the effect of planned behavior on job-hopping of ICT professionals and the effect of job-hopping behavior on success in career of ICT professionals is discussed.

Chapter 5 summarized the findings and discussed, then followed by suggestions and recommendation and need for future research. At the end, references and appendices are attached.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter describes the theoretical background of the present study. First, Theory of Planned Behavior (TPB), which contain an individual's attitude , subjective norms and perceived behavioral controls towards a specific behavior, is described. Then Job-hopping intention is explained by TPB. Then literature review on job-hopping including the definition of job-hopping, the differences in job-hopping and normal turnover, peoples' perceptions towards job-hopping and people who hop jobs and why they hop jobs, and consequences of job-hopping to organizations will be presented. Then how this intention relate to job-hopping behavior and success in career will be discussed. Finally the analytical framework of the relationship between theory of planned behavior, job-hopping behavior and career success of the study will be described.

2.1   Theory of Planned Behavior

In the early days of attitude research, most investigators accepted uncritically that human behavior is guided by social attitudes. In fact, the field of social psychology was originally defined as the scientific study of attitudes (Watson,1925) because it was assumed that attitude was the key to understanding human behavior.

The theory of planned behavior derives from the theory of reasoned action in 1980 to predict an individual's intention to act as a behavior at a specific time and place. The theory was for explaining all behaviors over which people have the ability to exert self-control. The key component is behavioral intentions which are influenced by the attitude about the possibility that the behavior with expected outcome and subjective evaluation of the risks and benefits of that outcome.

For a more systematic prediction of specific behavior, the theory of planned behavior (Ajzen, 1991) provides a useful framework. The TPB relates how the attitude towards the behavior, subjective norms and perceived behavioral control affect people's intention to act a specific behavior. These three determinants are derived from three different salient beliefs, namely, behavioral belief, normative belief and control belief

Ajzen, 1991 stated that, there are three important determining factors (i.e., attitude towards the behavior, subjective norms, perceived behavioral control) affecting a person intentions to do a certain behavior

2.1.1 Attitude

Attitude towards the behavior means people's response in giving a good or bad appraisal or evaluation to a certain behavior. An Individual's attitudes towards a specific behavior differ from whether an individual positively or negatively believe on such behavior. People would be more likely to perform a certain behavior when they believe that there are desirable outcomes and vice versa. Attitude is intangible and it is an inferred construct from behavior, stated preferences or intention (Onkvisit & Shaw, 1994). Attitude is being patterned and cannot change with slight stimulus, however it can experience change gradually.

2.1.2 Subjective Norm

Subjective norms refer to the perceived social pressure of doing or not doing a certain behavior. It is related with an individual approve or disapprove of a behavior and opinion from their important persons when an individual engage in such behavior.

2.1.3 Perceived Behavioral Control

Perceived behavioral control refers to the perceived availability of chances and resources that would affect how likely a person can achieve certain behaviors, which mean whether people think it is easy or difficult for them to perform specific behaviors according to their experiences and the expected obstacles in doing such behavior.

This perceived behavioral control concept is very similar to Bandura's concept of perceived self-efficacy, that is, "judgments of how well one can execute courses of action required to deal with prospective situations" (Ajzen, 1991). People's confidence in their own capacity of doing certain behaviors (i.e., perceived behavioral control) has an essential impact on how people perform those behaviors, like how much effort they would pay during the process of carrying out such behavior.

Both perceived behavioral control and intention can separately predict one's behavioral achievement. People's behaviors are determined or commanded by their intentions, but not every intention is necessarily carried out (Ajzen, 1985). Different levels

of perceived control or confidence in performing a targeted behavior can make a difference on people's behavioral achievement even when they have the same level of intention to perform such behavior.

Figure (2.1) The Theories of Reasoned Action and Planned Behavior
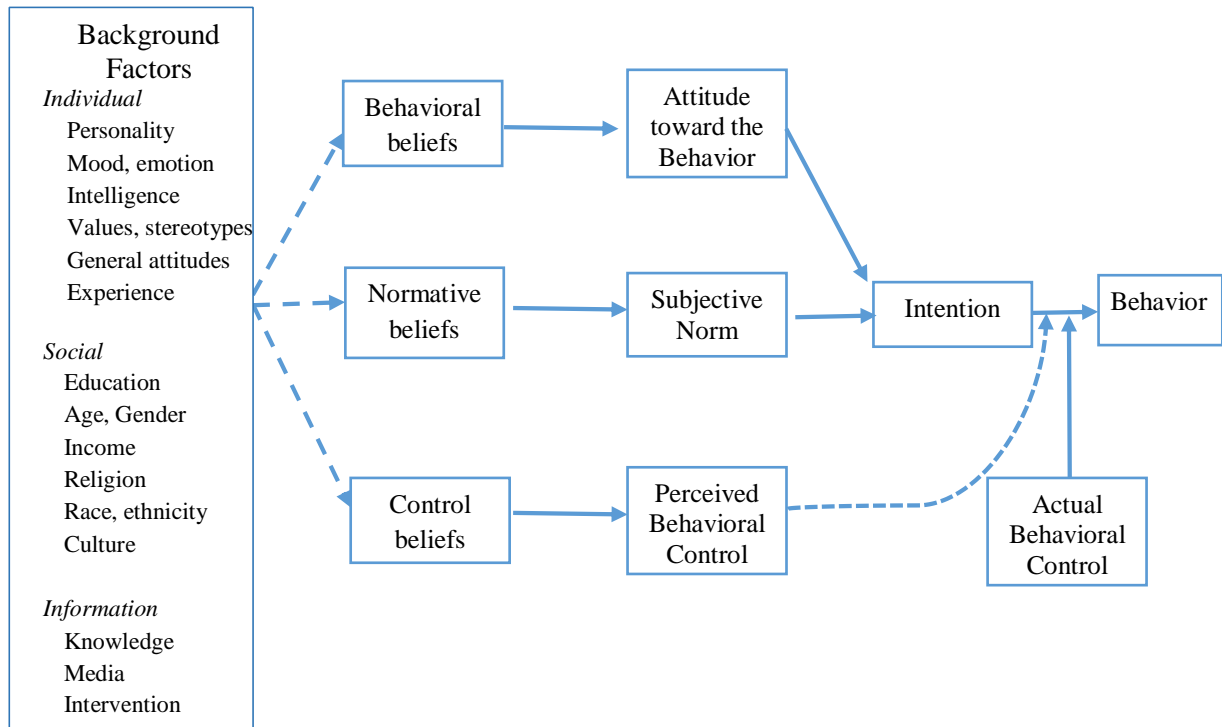
Source: M.Corner, 1998.

The Figure (2.1) depicts one way in which the antecedents of intentions and behavior can be represented (Ajzen, 1991). Implicit in this model are several fundamental assumptions: When a set of beliefs is formed, it provides the cognitive foundation from which attitudes, perceived social norms, and perceptions of control—and ultimately intentions—are assumed to follow in a reasonable and consistent fashion.

It is important to realize that the behavioral, normative, and control beliefs people hold about performance of a given behavior are influenced by a wide variety of cultural, personal, and situational factors. Thus, we may find differences in beliefs between men and women, young and old, Black and White, educated and uneducated, rich and poor, dominant and docile, shy and outgoing, and between individuals who have an individualistic and those who have a collectivistic orientation. In addition, the physical environment, the social environment, exposure to information, as well as such broad dispositions regarding values and prejudices may affect them.

Evidence concerning the relation between intentions and actions has been collected with respect to many different types of behaviors, done in the framework of the theory of reasoned action. Reviews of these research can be found in many studies (Ajzen, & Fishbein, 2005). The behaviors involved have ranged from very simple choices in laboratory games to actions of appreciable personal or social significance, such as having an abortion, smoking marijuana, and choosing among candidates in an election. Behaviors that involve a choice among available alternatives is a good example as in a study by Fishbein & Ajzen,(1981), people's voting intentions, assessed a short time prior to a presidential election, tend to correlate with actual voting choice in the range of .75 to .80 . The choice of a mother's feeding method (breast versus bottle) for her newborn baby was found to have a correlation of .82 with intentions expressed several weeks prior to delivery (Manstead et.al., 1983).

In brief, intention is the immediate antecedent of actual behavior. Intention, in turn, is determined by attitude toward the behavior, subjective norm, and perceived behavioral control. These determinants themselves are functions, respectively, of underlying behavioral, normative, and control beliefs. Behavioral, normative, and control beliefs can differ based on the background factors. Thus, this study use these three predictors (i.e., attitude, subjective norms and perceived control) in the TPB model to find out which of them is playing a comparatively important role on job-hopping intention generally.

2.2   Job-Hopping Behavior

Job-hopping is a phenomenon that makes human resource professionals face difficulties in finding and engaging employees. The job-hopping phenomenon is commonly found in different countries as well as different industries. Job-hopping is very common in today working environment and become prevalent human resource problems especially in industry with rapid growth. According to Naresh, (2015), higher rate of job-hopping behavior is observed in Information Technology industry in India.

In the literature, many researchers make variety of definition on job-hopping. Job-hopping refers to changing jobs frequently (Ben-Ari & Clammer, 2000). Job hoppers are usually perceived as those who cannot stay in a company for a reasonable time (Mtungwa, 2009). Job hoppers are those who are unstable and unable to hold a job for a long period of time or those who are spending limited time on and having little passion for their jobs

(Bills,1990). Singapore National Wages Council indicated that job-hopping is the irresponsible changes of jobs (Yah,2013).

In Job-hopping, employees staying for a short period only before they move on to the next job. Khatri, Fern & Budhwar (2001) defined job-hopping as "an attitude or behavior where employees migrate from one job to another, irrespective of better alternatives or other apparently rational motives". According to Malute D.& Darokah M. (2012), job-hopping behavior is affected by many factors; intrinsic (work challenges, willingness to learn, personal characteristics) and extrinsic (financial securities, interpersonal conflicts, characteristics organization) factors rather than position, pay, promotion etc. Job hoppers see job as a source of overall development and not just a source of earning.

Job-hopping concept is slightly different from normal turnover. In normal turnover employees are changing organization when they are not compatible with the present organization or not meet their expectations and so leaving when an alternative position become available in another organization or when offering another job with higher salary after staying in the current company for 4 to 5 years already. Employers or human resources managers accept that this is a normal turnover behavior. However, when a person does so with the same purpose after staying in the company for less than one year only, employers or human resources managers might think that this is a job-hopping behavior Therefore, when deciding whether a turnover behavior is job-hopping, the duration of a person worked in a company should be considered. Therefore, Khatri (1999) stated that when determining a person is engages in the job-hopping behavior, duration of working in a company is an indispensable factor.

On the perspective of an individual, there seem to be two sides to the job-hopping discussion; the negative side is where the job-hopper is seen as a disloyal employee, and the positive side is where the job-hopper is more seen as someone taking charge of their own career and gains a lot of valuable experience through job-hopping. Though Tambe(2010) pointed out that the knowledge spread in technology is required to have job-hopping, Settersten and Ray (2010) said that switching jobs frequently are not because of their willingness to switch but of their no bargaining position or lack of qualifications or skills.

On the employer side, they are not happy with their employees walking away. However some organizations are ready to give the expectation of the job hoppers as they are more likely top talented people. Simultaneously Job-hopping benefit the firm and technology by mobility of employees as a firm trains a group of employees then they move to other firms and train other group of employees. Job-hopping when compared to the past is no longer a negative impression record and employees especially more young people even believed that job-hopping is a common trend accepted by many employers.

There are consequences of job-hopping to organization. Generally effects of job-hopping on the organization are drop in productivity, increase in training costs, and impact on work culture. Researchers have established these linkage in terms of turnover costs, retention costs, erosion of social capital and organizational skill banks, especially applicable for service and knowledge-based organizations. Job-hopping also cause erosion of employees' tacit or specialized knowledge, making them more distinctive and less easily replaceable Organization also affect sunk costs like those incurred on training and maintenance of the employees; high personal and organizational costs associated with turnover (Krishnan, 2012).

Thus, the organizations are making attempts on their employee's retention in the organization for a good number of years. This is more correct for the employees who are the most talented ones for the organizational mission achievement. Organizations prevent the attempts of such valued employees from leaving the organization by designing effective and innovative human resource policies, providing to their professional as well as the personal needs.

There are many reasons to job-hopping. Nevertheless, some employees are believed to job-hop for no apparent reason or even for fun. Employees start to show signs of tediousness to work for a company for long period. Job-hopping become a social phenomenon or a fashion. Whatever it is, the common belief is that by job-hopping they will get more opportunities and career growth will be faster. Friedell et al. (2011) defined job-hopping as leaving an employer for career advancement or enhancement in personal career success.

Therefore the term Job-Hopping is explained in two ways. At first, it is linked with the intention that people like switching their jobs due to their longings in experiencing novel things. Second part of job-hopping deals with social influences in which people tend

to change their jobs because others are involved in turnover culture and they are just imitating them.

2.3   Career Success

Individual and organizations are experiencing changing careers compared to previous decades. Individual career success is also vital to organization improvement. Both employees and employers have the responsibilities in managing the career advancement and finally career success.

Career success has been defined as "The real or perceived achievements individuals have accumulated as a result of their work experiences" (Yu, C, 2011). This dissimilarity between "real" versus "perceived" achievements is the root for differentiating between "objective" and "subjective" career success (Heslin, 2005)

Career success can be studied from both objective and subjective reference points. Hughes defines the objective success of the career as observable, measurable and verifiable by third parties. The term objective career success refers to observable career accomplishments, such as salary and promotional history (London, 1982). Conversely, Subjective career success is determined by personal responses to different personal experience. Subjective career success reflects peoples' feelings of satisfaction and accomplishment with their careers (Stoker, 1995).

Heslin (2005) pointed out that two kinds of subjective career success evaluations should be distinguished in accordance with the comparative standard criteria, ie, whether success is evaluated against a "self-referent" standard, or against a so-called "other-referent" standard. In self-referent standard individuals compare their relationships with personal values and goals.

By knowing the intention of job-hopping and effect on career success, practical solution to overcome high turnover due to job-hopping will be accessed and employee career success may be promoted by attractive organizational resources and support.

2.4   Empirical Studies

Job-hopping phenomenon is commonly found and many studies are carried out in different countries as well as different industries like the manufacturing (e.g., food and

beverage and marine and shipping industries) and services sectors (e.g., the retail industry) in Singapore, construction companies in Africa, ICT industries in India and the U.S. (Yuen, S. H.,2016). Naresh, 2015 studied the scenario of job-hopping which was found as one of the emerging problems which has been creating problems for software industry in India.

Krishnan (2012) explored in-depth study to ascertain the factors that initiate, sustain and aggravate job-hopping and employee turnover in the telecom Industry in the State of Tamil Nadu, India. His study suggested managing the employees efficiently, by identifying the root causes for job-hopping and reducing the impact of job-hopping on the employee productivity for the success of software companies. He found out job-hopping rate has found high in Junior Level as majority were found working under project mode. Companies need to make human resource policy for better performers to continue with new projects. The study found that human resource representative should review the salary and provide a log of accomplishments, talents and potential or other compensation benefits as these were the main criterions for software employees. Training is a "win-win" situation for the employee and the employer therefore Employees get to increase their knowledge and skills, and employers have highly trained and motivated employees working toward the company goals. The study also found that flexible time schedule, initiated by the employees and approved by management, to meet business commitment.

According to Khatri et al. (2001), job-hopping is the impulsiveness, or social influences that makes them look for different work. This is in line with older thinking of American psychologist Ghiselli (1974), who has explained job-hopping as a hobo syndrome. Some employees even have an internal push towards changing from one job to another without any impact of external factors and defined as "the periodic itch to move from a job in one place to some other job in some other place". Ghiselli also said a Job hopper has no reasons to change the job.

Feng (2003) was conducted a study to investigate the generational differences (Generations X and Y) in job-hopping intention by using the theory of planned behavior. Study show that millennial who make up the largest portion of the workforce, switch jobs more than any other age group. Young professional have the courage of adapting to a new environment easily and they have less commitment towards the organization as they focus on their career path at this age. According to the study, 60% millennial are ready for new job and 91% of millennial are not willing to stay in an organization for more than three years.

Ramkumar (2016) studied on the factors affecting job-hopping behavior of IT employees and found that economic factors have strongest effect on job-hopping behavior of IT employees, followed by psychological, geographic and social factors respectively. Gender, age and monthly personal income affect job-hopping behavior.

Soundaralingam (2017) studied impact of job-hopping in individual performance of employee in Information technology project and found that job-hopping cause negative effect on individual performance of employee. Pranaya D. (2014) in his qualitative paper highlights about the major reasons of job-hopping which are lack of loyalty, nonlinear careers, fast moving life, recession etc. On the other hand, paper also discussed about the fact that job-hopping leads to lack of security, degradation of relationships, less job satisfaction.

Linhartová & Urbancová, (2013) analyzed the results of employee mobility and factors affecting knowledge continuity. They found that if knowledge continuity is ensured, the organization will not lose its knowledge when an employee with critical knowledge leaves, as it has been transferred to another employee and point out that the main reason for mobility is not only the negative feelings of employees, but may lie in upper management approach or incorrectly targeted activity. However, if appropriate conditions are established and knowledge continuity applied, mobility does not lead to the loss of knowledge carried by left employees.

Sambrani & Hemalatha (2016), studied on Job-hopping of women in information technology Industry. The paper highlighted that a large number of women are employed in ICT sector and change their jobs frequently due to job dissatisfaction, which occurred due to hectic schedules, long working hours, family issues, parenting problems. Emotional turmoil causes lack of satisfaction and poor organizational support ignites the desire to change job.

Arnold. (2016) studied on strategies for reducing high turnover among information technology professionals. The study found out that job satisfaction is the most common precursor to turnover among IT professionals and recommended that business leaders develop strategies that specifically focus on IT professionals' job satisfaction to reduce turnover rates and also stated that the rapid growth of information technology has created high job availability and employment opportunities for IT professionals.

McDonald (2016) studied career development planning for regrettable attrition in information technology by using Herzberg two factor theory, and the theory of reasoned actions to explain strong relationship between a career development planning and the employees intention to leave. Malute D & Darokah M (2012) studied the meaning of career success among job-hopper and their study focused on the fact that career development opportunities affect job-hopping behavior.

Figure (2.2) Theoretical Framework of Generation Effects on Job-Hopping Behavior
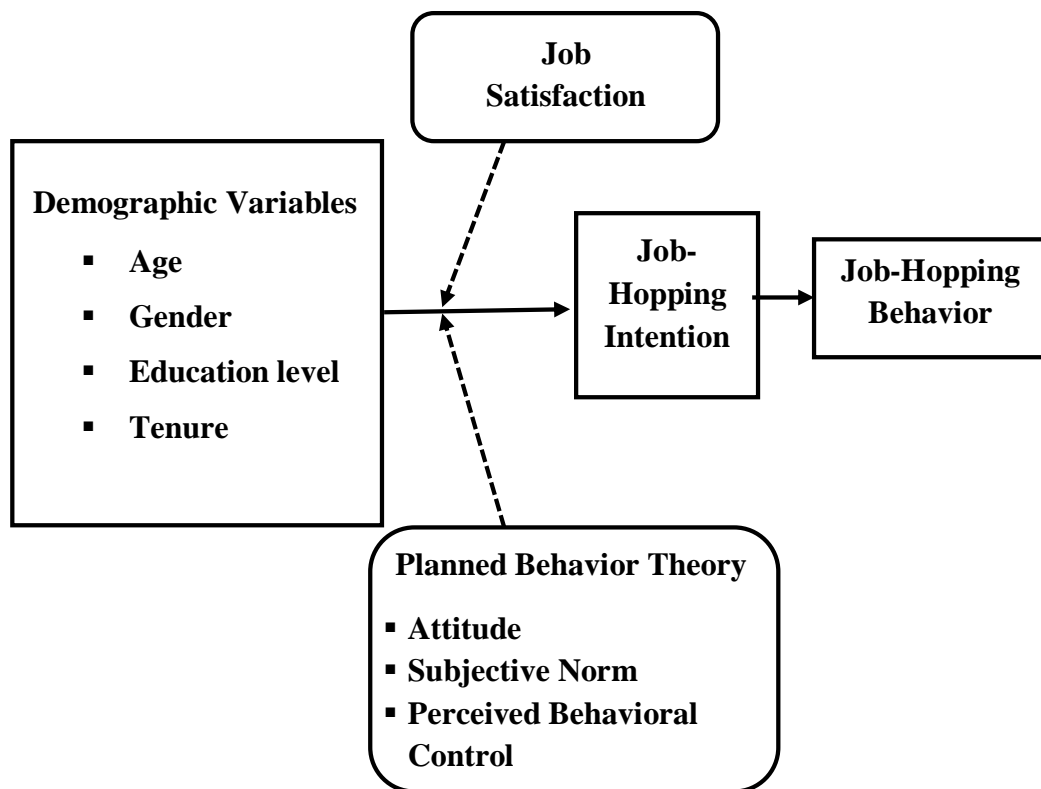
Source: Yuen, S. H., 2016

As shown in the Figure (2.2), Yuen, S. H. (2016) studied generation effect on job-hopping intention by applying theory of planned behavior. The study found that though there were no differences in attitudes towards job-hopping and subjective norms, there were significant differences in perceived control and job hopping intention between Gen X and Y. Three TPB predictors (attitudes, subjective norms and perceived control) can explained job-hopping behavior regardless of generational differences. Feng W.C. and Angeline T. (2010) studied turnover intention and job-hopping behavior of music teachers in Malaysia and found that local music teachers do not intend to leave if they perceived that their

organizations are supportive and if they are satisfied and not exhausted with their job. Therefore, job satisfaction has a direct relationship with job-hopping behavior.

In the present study, the tree predictors are used to examine job-hopping behavior therefore for the first objective, the independent variables are attitude, subjective norms and perceived behavioral control dependent variable is job-hopping behavior. As stated above there were studies relating between job satisfaction, lack of career development opportunities and job-hopping, however in this study effect of job-hopping behavior on career success is analyzed as a second objective.

2.5   Conceptual Framework of the Study

This study is conducted to determine job-hopping attitude of information communication technology professionals by applying theory of planned behavior, observe job-hopping behavior and determine the impact on the career success of the ICT professionals.

Figure (2.3) Conceptual Framework of the Study
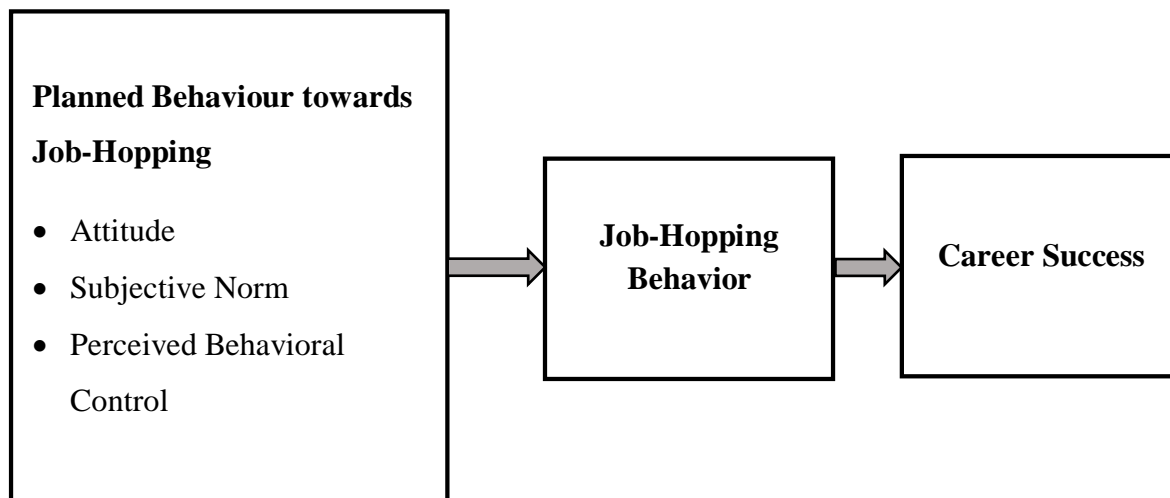
Source: Own Compilation, 2019.

As shown in the Figure (2.3), the conceptual framework for this study is based on the theory of planned behavior to find out how attitudes (e.g. beliefs and values), norms (e.g., turnover culture) or perceived control (e.g., job availability) contributes to job-hopping behavior. Research showed that though attitude does not determine behavior directly, it is a strong predictor of intention. Job hopper also has social influences on the decision of changing job. The family, friends, coworkers all take part on the decision of a

15

job hopper. . Subjective norm is a perceived expectation from family, friends, relatives and environment, which may help to change an influence on individual in changing behavior.

Perceived behavioral control refers to an individual perception of easiness or difficulties in performing a specific behavior. According to Kaiser and Gutscher (2003), perceived behavior control is more valid when predicting specific behaviors. Family background and work environment also contributing to the decision as a part of external factors. The coworkers are influencing on the job-hopping behavior of an employee and when the job-hopping culture built in an environment the people influenced start to think of changing job. (Khatri, 2001).

CHAPTER 3

PROFILE AND BEHAVIOR OF ICT PROFESSIONALS IN YANGON

In this chapter, the profile of the ICT Industry, demographic profiles and behavior and practice of ICT professionals, research design with sample selection, questionnaire design and reliability of the variables are described. After that, determination of the behavior of ICT professionals towards job-hopping, which is assessed by using theory of planned behavior, is presented.

3.1 ICT Industry in Myanmar

Myanmar is advancing from an economic and technological point of view, and the use of ICT is becoming more and more part of everyone's daily life. ICT and computers are used for a variety of purposes, both in business and in personal life. Thinking of work in any sector that does not require the use of ICT and computers on a day-to-day basis is very rare. ICT and ICT professionals are a central part of any business.

ICT and computer roles are varied. ICT Jobs include working with hardware (physical devices such as monitors, mice, hard disks and printers) in design, manufacture, sales, transportation, installation or maintenance, working with software, such as design, programming, sales and maintenance and involve network establishment, maintenance, repair and support. The ICT department or the ICT team is an integral part of any organization, as communication is vital today. Some ICT professionals work front-end, directly related to the user experience, and others work back-end on server and database efficiency. ICT professionals are in the ICT department, or some ICT professionals work with ICT consultancies, work on projects, work remotely even for freelance basis. Every professions require the use of ICT to keep abreast with sustained continuous education.

A Study on ICT development in Myanmar, by Htun (2019), is associated with development in technologies and ICT professional knowledge and skills. The study point out that Myanmar is shown to be at an early stage of development. ICT usage is mainly for day-to-day operational activities and using ICT effectively and efficiently not only in current tasks but also in other tasks in different ways should be encouraged. Myanmar's ICT Development Index is in 26th position among 34 Asia and Pacific region nations.

Regarding Network Readiness Index 2017, which measures the capacity of countries to leverage ICT for increased competitiveness and well-being, Myanmar is 135th among 176 nations. Myanmar has been using ICT since 1981 and, the progress in ICT development is in an unplanned manner, and the potential of Myanmar ICT has yet to be implemented. Myanmar needs skilled and experienced ICT professionals. Though there are graduates with high competency in ICT from universities across Myanmar, there are still shortages of ICT expertise in both the government and the private sectors. IT literacy of government officials at all levels is still in need of improvement and basic education in ICT is an important strategy for human resource development.

The Myanmar Computer Professionals Association is the largest association of ICT professionals in Myanmar and operating under the guidelines of Union of Myanmar e-National Task Force and Myanmar Computer Federation (MCF). Myanmar Computer Federation (MCF) was established first in 1998 by the promulgation of "Computer Science Development Law" of 1996, by the Union Government of Myanmar. MCF is the official federation and umbrella organization of all official computer-related associations, working groups, technical committees in the Republic of the Union of Myanmar. MCF is comprised of over ten thousand IT student & professional members, six hundred corporate members and over a hundred thousand young basic education student members. MCPA was established on 17 May 1998. MCPA is operated in nine regions of Myanmar and comprised of over ten thousand professional members and ICT students and this number is still low compare with graduates in ICT from universities across Myanmar.

Organizations are spending large amount of money recruiting or replacing ICT professionals. ICT professionals possessing good technical skills and competencies that interconnect business processes are costly to replace. Most important thing is departing ICT professionals often take intellectual property, relationships, and investments with them. ICT graduates with the right technical knowledge, a hybrid of business and ICT skills, and cognitive and behavioral qualities associated with critical thinking, problem solving, and communication skills are essential for the development of ICT in Myanmar. Therefore, the present study aimed to conduct ICT industry.

3.2   Demographic Profile of ICT Professionals

To identify the basic profile of the participants who respond to the survey demorgraphic data were collected. The following Table (3.1) describes the profile of the

respondents to the study.

Table (3.1) Profile of ICT Professionals

Demographic	Description	No. of Respondents	Percentage %
	Total	**127**	**100**
Gender	Male	70	55
	Female	57	45
Marital Status	Single	48	38
	Married	77	60
	Divorced	2	2
Age group	25-35 years	40	32
	36-45 years	59	46
	46-50 years	15	12
	> 50 years	13	10
Current Position	Manager – General Manager	85	65
	Director and above	42	35
Education	Bachelor Completed	79	63
	Master Completed	44	34
	Doctorate Completed	4	3
Work experience	1 - 5 Years	24	18
	5 - 10 Years	24	18
	10 - 15Years	22	16
	> 15 Years	57	46
Work experience in current company	1 -3 Years	46	36
	3 – 5 Years	18	14
	5 – 10 Years	31	24
	> 10 Years	32	26
Work experience in current position	< 1 Years	14	11
	1 – 3 Years	28	22
	3 – 5 Years	20	16
	> 5 Years	65	51
Experiences of quitting a job within 1 year	None	103	80
	≤ 2 times	22	17
	3 – 6 times	2	3
Switched jobs times (changing organization and occupation)	Never	34	26
	≤ 2 times	57	4
	3 – 6 times	34	26
	> 6 times	2	2

Source: Survey Data, 2019

Descriptive statistics of Table (3.1) revealed that, the majority of the respondents fall into 36 to 45 years age group therefore it can be seen that most of the people working

at manager and above level are at this age group. Younger employees of 25 to 35 years age group are second most common age group, which point out that younger generations managers are increasing in todays' working environment. In the aspect of the gender, male respondents are more than the female and this is in agreement with ICT industry is male dominated industry. This may be because coping rapid change in ICT industry workplace stress poses a greater burden for women than men. This also explains the culture in Myanmar that ICT profession is regarded as a very suitable profession for man. More than half of the respondents are married, this shows that at manager and above levels most are settled down with family life. All the respondents have bachelor's degree and it explains that the certain standard of education is essential to become an ICT professionals.

The majority of the respondents have more than 15 years tenure and this is because the study already aims to high position level participants. In terms of the tenure in current company, most participants have more than 5 years. This infers job stability of ICT professionals and less job-hopping nature of ICT industry in Yangon. When seeing tenure in current level, 11% has less than 1 year experience and 22% has 1-3 years' work experience at current position. When combining these two findings, it shows that younger generation has an immediate opportunity of higher position.

Very few participants has experience of quitting a job within a year, However, few have history of change job 2 times in a year and two of the participants change jobs 3-6 times in one-year period so it is sure that there are some ICT employees who have job-hopping behavior. Last variable of the profile is switching jobs frequency in their working life and it revealed that nearly half switch less than two times and one fourth of the participants never switch job. This is due to Myanmar culture where employee loyalty has been assumed as a good reputation.

3.3   Behavior of ICT Professionals in Yangon

The majority ICT professionals have longer working experience in ICT field and this show that ICT profession is a stable career. Tenure in current company is long and this infers job stability of ICT professionals and less job-hopping nature of ICT industry in Yangon. There are also ICT professionals with very long tenure therefore broader and deeper knowledge in their working environment and have creative freedom in their work. Regarding overall job switching time, some never switch job, some often switch job and

most of ICT professionals have history of switch job for one and two times. This showed that ICT professionals in Yangon change job for career opportunities or challenging work. This is true as there are also ICT professionals, with short work experience in current level and current company, who gain career development by switching job. ICT professionals who never switch job are mostly owner or entrepreneur. Regarding experience of quitting a job within a year, very few participants has such kind of experience and this show job-hopping in ICT industry in Yangon, Myanmar is not drastic as in others countries. However, there are few ICT professionals changing job frequently in a year and they are ICT employees with job-hopping behavior or less skill or finding career path. When sum up, ICT professionals in Yangon have job security, loyalty and less job- hooping problem.

3.4 Research Design

This research aims to study the job-hopping behavior and success in career of ICT professionals. The study is a quantitative research methodology. Data are collected through a self-administered electronic and paper form questionnaire targeting professional and fellow members from Myanmar Computer Professionals Association who work at both public and private sectors in Yangon. In order to compare individual's scores with the distribution score, a five-point Likert scale was used, which ranged from strongly disagree, disagree, neutral, agree, and strongly agree.

Study participants are ICT professionals of manager and above level who are working in private and public sectors. Myanmar Computer Professionals Association MCPA is comprised of over ten thousand professional members and ICT students however about two hundred members are actively participating and working update. In order to promote participation, anonymity and confidentiality are confirmed by excluding the respondent's email address in the electronic questionnaire. In paper form questionnaire, self-administered survey without interview is carried out so that anonymity is confident. Questionnaires were modified also in the Myanmar context and respondents were not required to identify themselves in order to ensure anonymity.

3.4.1 Sample Selection

For the purpose of the study, since the population size was known, the sample

size for this study was determined using Yamane formula. Though MCPA members were over ten thousands, only 200 members were actively participating and working update at that moment. The outcome of the formula was 133 participants and selected by simple random sampling. Six of the responses were rejected due to skipped questions.

$$n = \frac{N}{1 + N(e)^2}$$

n = Accepted sample size

N = Population size (N = 200)

e = Margin of error (MoE), 0.5 for the present study

95% confidence level and p=0.5 level are assumed

Source : Yamane, Taro, 1967.

3.4.2 Questionnaire Design

A structured questionnaire set was developed with four parts, the first part is multiple choice question type for demographic data, and other three parts represent questions for three variables in the study. The questionnaire design for this study was adopted from previous studies and authors as follows in Table (3.2).

Table (3.2) Questionnaire Design

No.	Description	Question No.	Source
1	Attitude	Q.II.1 - QII.4	Sze Hang YUEN (2016)
2	Subjective Norms	Q.II.5 – QII.10	Sze Hang YUEN (2016)
3	Perceived Behavioral Control	Q.II.11 – QII.17	Sze Hang YUEN (2016)
4	Job-hopping Behavior	Q.III.1 – QIII.6	Wong Chyi Feng (2003)
5	Success in Career	Q.IV.1 – QIV.4	Andrea E. Abele, et.al. (2010)

Source: Own Compilation from Previous Studies, 2019.

Van Breukelen et al. (2004) develop the TPB scale originally, the scale is asking about soldier's desire towards leaving the Navy, the subjective norms and perceived control. This scale is modified and used in Sze Hang Yuen (2016) study where participant's

attitude is job-hopping and this questionnaire is used in the present study. Attitude was measured by asking to answer the opinion on job-hopping with adjectives words. Subjective norms are measured by means of asking the questions about the agreeableness of participants" important others to their job-hopping behavior and the importance of the opinions from their important others to their decisions to hop job. Originally, Van Breukelen et al. (2004) just defined the important others as parents, girl friends or wife. In the present study, the important others include family members (i.e., parents, siblings or spouses), peers (i.e., friends, colleagues or former schoolmates) and individuals affecting their probability of being hired (i.e., employers, human resources managers or supervisors). Perceived control is measured by participants" perceived employment opportunity after job-hopping and the positive or negative impacts of their age, work experiences and perception of the current labor market on finding other jobs after hopping jobs.

Job-hopping behavior is assessed with three factors based on personal perception on whether switching job is rational or not, job-hopping intention scale based on development opportunities and job satisfaction. Questionnaires were developed from modification of measures from Wong Chyi Feng (2003).

Regarding success in career, an assessment of an individual's success in career was carried out with questionnaire for overall job satisfaction and career satisfaction, work life balance in current job and satisfaction compare with a reference person. Questionnaires are developed from the measures from Andrea E. Abele, et.al. (2010) study. In the present study, the objective career success was not evaluated as the study participants had already reached to certain positional level.

3.5   Reliability Test

The reliability test to ensure internal consistency of different items of a variable in the questionnaire was carried out. Reliability and validity are important in quantitative research. The reliability among the variables was checked with the Cronbach's alpha or reliability coefficient. Cronbach's alpha value nearly zero indicates low reliability and nearly one indicate high reliability. For academic purpose it value above 0.7 is accepted. (Tavakol, 2011). Table (3.3) represents the results of reliability test for each component in this study.

Table (3.3) Reliability Test of Data

Description	Cronbach's Alpha	Items No.	Interpretation
Theory of Planned Behavior	0.711	17	Acceptable
• Attitude	0.754	4	Acceptable
• Subjective Norm	0.779	6	Acceptable
• Perceived Behavioral Control	0.793	7	Acceptable
Job-Hopping Behavior	0.642	6	Questionable
Success in Career	0.715	4	Acceptable
Overall Items	0.702	27	Acceptable

Source: Survey Data, 2019

As shown in Table (3.3), TPB was measured by the 17-item questionnaire which showed an acceptable internal consistency. The internal consistency of 4-items for career success was acceptable so their reliability was reasonable. To measure job-hopping behavior, a 5-item questionnaire was used which showed a questionable internal consistency. Overall item Cronbach's Alpha was 0.702 that has acceptable internal consistency and stability.

3.6   Planned Behavior towards Job-Hopping of ICT Professionals

The following section describes the results from the survey conducted regarding planned behavior towards job-hopping in ICT professional. Based on the proposed conceptual framework, there are three sub-titles of planned behavior, namely attitude, subjective norm and perceived behavioral control.

3.6.1   Attitude

Attitude towards Job-hopping is one of the contributors in theory of planned behavior. It access the degree to which a person has a agree or disagree evaluation of the behavior and It cause a consideration of performing the behavior It was assessed by four items with 5 points scaled questions and the respondents are asked to answer their opinions

on job-hopping attitude. The result of each statement means is calculated and presented in Table (3.4)

Table (3.4) Attitude

No.	Attitude	Mean	SD
1	Pleasant situation	2.29	.788
2	Favorable condition	2.91	.938
3	Won't annoyed	2.7	.945
4	Good for individual	2.5	.958
Overall Mean		2.6	

Source: Survey Data, 2019

According to Table (3.4), it is seen that general mean value for the attitude towards job-hopping is 2.6. Highest mean score is 2.91. Overall mean shows that most of ICT professionals disagree for the job-hopping attitude opinion. The highest mean indicates most of the participants did not assume job-hopping is a favor for improvement by gaining new skills and experiences, which can help advance in career.

3.6.2 Subjective Norm

Subjective Norms towards Job-hopping was measured by means of asking the questions about the agreeableness of people of importance of the participant to their job-hopping behavior and the importance of the opinions from their important one in making their decisions to hop job. The important one includes family members (i.e., parents, siblings or spouses), peer (i.e., friends, colleagues or former schoolmates) and individuals affecting the participant's opportunity of being hired (i.e., employers, human resources managers or supervisors).

It has been constructed with six different statements and judge how far an individual accept with the following opinion by choosing the Likert scale number 1 to 5. The result of each statement means is calculated and presented in Table (3.5)

Table (3.5) Subjective Norms

No.	Subjective Norms	Mean	SD
1	Superiors agree with Job-hopping behavior	3.36	1.029
2	Superiors' opinions are important in decision	3.10	.462
3	Colleagues agree with Job-hopping behavior	3.52	.933
4	Colleagues' opinions are important in decision	4.08	.948
5	Family agree with Job-hopping behavior	3.75	.899
6	Family's opinions are important in decision	3.88	.887
	Overall Mean	**3.6**	

Source: Survey Data, 2019

According to the Table (3.5), the highest mean is 4.08. Second highest mean is 3.88 and overall mean is 3.6. These show that participants agree with friends and colleagues' opinion is the most imperative in making decision to job change and family members' opinion in making job-hopping decision is also important. This may be due to the assumption that people from the same era age and coworkers have common in experiences and opinions and so more understand each other. Overall mean result shows most of the respondents agree that there is some influence of subjective norm on their behavior.

3.6.3 Perceived Behavior Control

Perceived behavioral control refers to a person's perception of the ease or difficulty of performing the behavior of interest and it varies across situations and actions, which results in a person having varying perceptions of behavioral control depending on the situation. In this study, Perceived behavior control towards job-hopping was participant's perceived employment opportunity when switching job such as the positive or negative impacts of their age, work experiences and perception of the current labor market and participant's intention to quit. Seven statements with 5 points scaled questions assessed it and the result of each statement means and standard deviation is calculated. The result of each statement means is calculated and presented in Table (3.6)

Table (3.6) Perceived Behavioral Control

No.	Perceived Behavior Control	Mean	SD
1	Age influence	3.89	.936
2	Work experience	3.01	1.212
3	Labor market influence	3.66	.411
4	Chance of finding another good job	4.06	.710
5	Looking for another more ideal job	3.43	1.013
6	Hop job if not satisfied in current company	3.99	.802
7	Desire to continue working for this organization	2.91	1.057
Overall Mean		3.6	

Source: Survey Data, 2019

As shown in the Table (3.6), the highest mean 4.06, the second largest mean 3.99 and overall mean is 3.6. These show that most of the respondents agreed with the easiness of job-hopping if they wish and this may be because the job opportunity in ICT field is high. Most of the respondents agreed with job-hopping if they are not satisfied in the current organization. This may be due to rapid advancements in IT industry where professionals think they must keep their skills fresh by finding opportunities in order to remain in a highly competitive market. Overall mean indicates that respondents agreed with that most of the people have perceived control towards job-hopping.

CHAPTER 4

ANALYSIS ON THE EFFECT OF PLANNED BEHAVIOR ON JOB-HOPPING BEHAVIOR AND CAREER SUCCESS

This chapter presents survey findings on the job-hopping behavior and the findings on career success of ICT professionals. Then, analysis on the relationship of planned behavior and job-hopping behavior of ICT professionals and the effect of job-hopping behavior on career success of ICT professionals in Yangon are presented.

4.1 Job-Hopping Behavior of the ICT Professionals in Yangon

In this study, the agreement on job-hopping behavior of ICT professionals is determined. Job-hopping behavior is assessed with personal perception toward agreement on whether switching job is rational, personal job-hopping intention and insight on job-hopping. Job-hopping behavior is analyzed by 5-point Likert scales questionnaires. The result of each statement mean is calculated and presented in Table (4.1).

Table (4.1) Job-Hopping Behavior

No	Description	Mean	SD
1	Habitual.	3.06	1.057
2	Environmental custom.	2.98	.963
3	Doesn't need to be rational	2.62	.991
4	Has better job opportunity	3.95	.722
5	Hop job if have chance	3.51	1.022
6	Perception regarding job- hopping	3.84	.791
Overall Mean		3.3	

Source: Survey Data, 2019

The descriptive statistics of mean of job-hopping behavior are summarized in Table (4.1). The highest mean was 3.95. It showed most of the respondents agreed with good chance of finding another good job if they wish. This revealed that ICT jobs are most in demand. Then the second largest mean was 3.84. It showed most respondents agreed the opinion that changing jobs within a year is frequent job changing. Overall mean value for

JHB questionnaires was 3.3 that can be assumed that ICT professionals in Yangon have less job-hopping behavior.

4.2 Career Success of ICT Professionals

In this study, Career satisfaction as self-referent criteria is taken because satisfaction is rated with respect to the self and it is related to the evaluation of one's occupational development. Job satisfaction refers to satisfaction with one's working conditions. In other-referent subjective success, an individual compares his/her career relative to a social standard, for instance a reference person, or a social norm. An assessment of an individual's success in career is carried out with four questionnaire for overall job satisfaction and career satisfaction, work life balance in current job and satisfaction compare with a reference person. The result of each statement means and standard deviation is calculated. The result of each statement means is presented in Table (4.2).

Table (4.2) Career Success

No	Description	Mean	SD
1	Job Satisfaction	3.46	1.068
2	Career Satisfaction	3.86	.710
3	Work Life Balance	3.3	.978
4	Compares with former fellow graduate	3.54	.915
Overall Mean		3.54	

Source: Survey Data, 2019

The descriptive statistics of mean of success in career questionnaire are summarized in Table (4.2). The highest mean was 3.86 which show most of the respondents satisfied with their career life. Then the second largest mean was 3.54, which indicate most ICT professionals assumed themselves as getting high career opportunities and are satisfied with their improvement until now. Lowest mean value was 3.3 so most respondents are not satisfied with the balance between working life and family life. Most of the ICT jobs actually offer rather favorable working conditions; working hours are often more flexible and employees have more autonomy in adjusting them to their needs. However, the literature shows that women and men may use their autonomy differently in choosing their working time; women tend to use it to achieve better work–life balance, while men use it to increase their work commitments, thereby actually increasing their work–life conflict.

However overall mean value for success in career questionnaires was 3.54 which showed that most of the ICT professionals are succeed in their career to some extent.

4.3   Analysis on the Effect of Planned Behavior on Job-Hopping Behavior of ICT Professionals

This sector analyzes relationship of planned behavior with job-hopping behavior of ICT professionals in Yangon, which meets the first objective of the study. A linear regression method is used. The job-hopping behavior is treated as dependent variable while variables of theory of planned behavior are treated as independent variables in the model.

Table (4.3) The Effect of Planned Behavior on Job-Hopping Behavior

Model	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std. Error				
Constant	.913	.375		2.439	.016	
Attitude	.248***	0.062	0.308	4.029	0.000	1.124
Subjective Norm	.080	0.051	0.151	1.575	0.118	1.764
Perceived Behavioral Control	.397***	0.123	0.310	3.215	0.002	1.789
R						0.601
R Square						0.361
Adjusted R Square						0.345
F value						23.165***
Durbin- Watson						1.588

Source: Survey data, 2019

*** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

As shown in Table (4.3), R (the correlation between the observed value and the predicted value of dependent variable) is 0.601. Thus, job-hopping behavior (dependent variable) reported by respondents and the levels predicted for them by independent variables are correlated. R^2 (proportion of the variance in the dependent variable accounted by model) is 0.361 and adjusted R^2 is 0.345. Thus, according to the linear regression model, R square for relationship between theory of planned behavior and job-hopping behavior is

34 percent and so three TPB predictors (attitude, subjective norms and perceived behavioral control) accounted for an additional 34% of total variability in job-hopping behavior. Moreover, t-values in all factors are greater than zero, showing evidence against the null hypothesis that there is no significant difference. The standard coefficient (Beta) value of the planned behavior is positive which is indicating that the planned behavior has positive relationships with the job-hopping behavior of ICT professionals.

The results indicate that attitude has significant relationship with job-hopping behavior of the ICT professionals at 1 percent significant level. This means that ICT professionals agree with job-hopping behavior when they have attitude towards job-hopping. Based on the data collected through the survey, professionals who agree with the entire attitude towards job-hopping also agree with the behavior of job-hopping also.

Perceived behavioral control has significant relationship with job-hopping behavior at 1percent significant level. This shows that ICT professionals agree with job-hopping behavior when their perceived control is positive towards job-hopping. This means that professionals who agree with perceived control behavior also agree with the behavior of job-hopping.

However, the results indicate that the relationship between subjective norm and job-hopping behavior of the ICT professionals is not significant. This means that agreement from the important person has no impact on ICT professionals job-hopping behavior. Based on the data findings, though the participants noticed the agreed or disagreed of important people on their job-hopping behavior, they did not include these opinions in making actual decision.

The value of F test, the overall significance of the model is highly significant at 1 percent level so this specified model is valid. According to the results from the survey, it is concluded that there is positive relationship and consistency between theory of planned behavior toward job-hopping and job-hopping behavior of ICT professionals. The relationship is prominent in attitude and behavioral control of an individual. This finding was consistent with the theoretical assumption of TPB, that is, people would have a stronger intention to do a specific behavior when they hold more positive attitude and believe that they are able to perform such a behavior.

4.4 Analysis on the Effect of Job-Hopping Behavior on Career Success of ICT Professionals

A linear regression method is used to analyze the effect of job-hopping behavior on career success. In this model, job-hopping behavior is treated as independent variable while the success in career is treated as dependent variables.

Table (4.4) The Effect of Job-Hopping Behavior on Career Success

Model	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std. Error				
Constant	5.328	.331		16.097	.000	
Job-Hopping Behavior	-.537***	0.98	-0.440	-5.478	.000	1.000
R						0.44
R Square						0.194
Adjusted R Square						0.187
F value						30.006***
Durbin- Watson						1.971

Source: Survey data, 2019

*** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

The correlation between the observed value and the predicted value of dependent variable (R-value) is 0.44. R^2 (proportion of the variance in the dependent variable accounted by model) is 0.194 and adjusted R^2 is 0.187. Thus, the linear regression model can explain job-hopping behavior of ICT professionals accounted for an additional 19% of total variability in career success.

The analysis showed that there is negative relationship between job-hopping behavior and career success and it is significant at 99% confidence interval. The data finding also showed that a unit increase in job-hopping behavior would lead to 0.537 units decrease in career success. There is no autocorrelation in sample because the Durbin Watson value is 1.971. VIF (variance inflation factor) of independent variable is less than 10 thus there is no problem of multicollinearity. Though the power of the models to explain effect of job-hopping behavior on career success is considered weak as the value of R square is 19 percent and adjusted R square is 19 percent, however the study is social science

field and so it is acceptable. F value, overall significance of the model is significant at 1 percent level and the model is fit for the study.

It is concluded that there is negative relationship between job-hopping behavior and career success of ICT professionals. ICT professionals agreed with job-hopping behavior are not successed in their career. In the study, ICT professionals accept they have higher chance of getting new job opportunity and think of changing job if they have better job offer. This behavior is risky, as the advantages of job-hopping do not always outweigh the immediate favor. There is a risk of getting an employer denial towards an investment in a job-hopper and other thing is most of the in-depth knowledge are acquired after working many years in the same industry or company. These consequences affect career development as well as success. In this study, there are some ICT professionals assuming job-hopping as a habit or custom, agree of irrational job switch and changing job easily and not loyal and they are not satisfied with their job, career and suffer work life imbalance.

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CHAPTER 5

CONCLUSION

The objectives of this study are to investigate the effect of planned behavior on job-hopping of the ICT professionals and to analyze the effect of job-hopping on career success of the ICT professionals in Yangon. This chapter represents the findings and discussions, suggestions and recommendations and need for further research.

5.1. Findings and Discussions

This study is intended to examine the effect of planned behavior on job-hopping of the ICT professionals and to analyze the effect of job-hopping on career success of the ICT professionals in Yangon. Total 127 complete responses from professional and fellow members from Myanmar Computer Professionals Association was taking part in the study. Descriptive quantitative method and linear regression model were applied to find out the correlation between job-hopping behavior and success in career of ICT professionals in Yangon. The main conclusion of the study is the planned behavior towards job-hopping and job-hopping behavior of the ICT professionals are directly related and findings are significant. Moreover, there is also statistically significant correlation between job-hopping behavior and career success of the ICT professionals.

Based on the result findings, the response rate for the study is close to perfect. In this study, ICT professionals working at manager and above level were recruited and many participants fall into middle age group followed by younger age group. The majority of the respondents were male as compared to female respondents and this finding is in line with international studies. More than half of the participants are married and it is understood that people of that position level tend to settle down with family life. The majority of the respondents hold Bachelor's degree and more than one third of the participants had completed advance degree. This is in agreement with international studies findings that said ICT professionals need high educational qualifications to be in the field.

The majority of the participants are in employment with current company for many years so most of the ICT professionals did not switch jobs frequently however they switch jobs for one to two time in their work life to reach that position. This response, together with the answer that some participants have less year experience in the current

company and current position, showed that change job is a chance to find the right opportunities or position. Participants who have loyalty to mother company and participants with frequent job hop history are fall into same proportion. This finding may be due to that some of the participants are owner or entrepreneur of the organization so never job hop.

With regards to Theory of Planned Behavior, it is found that ICT professionals didn't agree with job-hopping attitude and didn't agreed that advance in career gained only by job-hopping. In ICT profession coworkers' opinion has influences in job changing decision. Most of the ICT professionals have control on their behavior through experiences and perceptions.

According to the analysis result, among the three TPB predictors (attitude, subjective norms and perceived behavioral control), attitude and perceived behavioral control significantly predicted the job-hopping behavior. Subjective Norm has no significant prediction on job-hopping behavior. Two predictors have positive correlation with job-hopping behavior of ICT professionals. This means that if a participant would held a more positive attitude towards job-hopping and believes easy job availability after job-hopping then that participant also accompanied with job-hopping behavior.

Findings from this study indicate most of the study participants believe in easily availability of another job and agree with that a person should not change job in less than a year. Job-hopping behavior in ICT professionals are also few. According to the study, Most of the ICT professionals satisfied with their achievements in life. They also assume that career opportunities for them are promising for them. However, some ICT professionals have problem in balancing working life and family life. When sum up, most of the ICT professionals are satisfied with their career success to some extent. Analysis finding shows job-hopping behavior significantly has negative correlation with success in career of ICT professionals.

This research provides significant contributions in spite of the limitations mentioned above. These findings highlighted the important role of the TPB variables on predicting an individual's job-hopping intention and the related effect of TPB and job-hopping behavior on success in career.

5.2.   Suggestions and Recommendations

Regarding the study findings, younger age groups are second most common in middle and high level in an organization and this point out that younger generation managers are increasing in today's working environment. In ICT industry the younger generation is more enthusiastic to work on new technology. An Organization should encourage enabling older adults to interact with new technologies and determine the separate type of training that works best for older. The study involves less female and this explains the culture in Myanmar in general that ICT profession and even usage is viewed as work for the man. In Myanmar, Female ICT professionals are fewer, which suggests for female encouragement in ICT profession. Gender diversity in universities and working environments should encourage as it benefits everyone by promoting mutual respect among employees, and offering different talents, skills, experiences and ideas that are beneficial to an organization. ICT is a community-based and community-driven sector and emerging technologies like artificial intelligence are making their way into people's lives so both genders should involve in evolving technology. One of the challenges for ICT professionals is the need for continuous upscaling of skills, which is a prerequisite for a successful career in this sector. For that, they have to give time to engage in improving outside office hours, it may be difficult for female as the family duties, and responsibilities are more. To involve more females in ICT professionals, role infrastructure investments such as child care centers, policy changes such as paternity leave should be done. More than half of the respondents are married, this can refer that at manager level and above most are settled down with family life. On the other hand, half of the respondents are unmarried and this may be due to continuous learning in a rapid changing industry. All of the participants are graduated as ICT is knowledge-intensive and requires a high level of education. The organization should encourage potential senior-level IT professionals to study for a higher level of education, such as a master's degree or specific IT certifications. Organizations should help pay for the expensive certifications so that they feel more embedded in work.

Most have long working experience as the study aims middle and higher level employees. Most participants have longer tenure in the current company because a large proportion of participants are baby boomers and Generation X where job-hopping opportunities and behavior are less popular and therefore did not switch jobs frequently. Organizations should give those long tenure professionals cross-training so that encouraging and motivating them to develop new skills, innovative ideas and more

qualifications for current or future positions.

　　Most of ICT professionals did not agree with job-hopping attitude for improvement this may be because ICT in Myanmar is still in a younger stage and every organization is doing a lot of learning with new technology. However there are also ICT professionals with frequent changing jobs history and hopping job in one year. Therefore, the organization should consider training and certification to stay up-to-date with technology and for advancement. Coworkers' opinions influence on ICT professionals and most of the participants have control on their behavior. This may be due to ever-changing and developing nature working environment of ICT industry therefore people of the same background can share experiences and emotions. Thus, the organization should nurture culture for good interrelationship.

　　Regarding analysis between TPB and job-hopping behavior, findings are different from other international studies where attitude and subjective norm has more significantly related. This is due to generation difference or controlling demographic variables of age, education and tenure in international study. Regarding job-hopping experience, it shows job-hopping in ICT industry in Yangon, Myanmar is not a common practice as in other countries. Myanmar ICT industry grows recently and the impact of the reforms and the resulting investments significantly improved ICT availability. At the professional level, however, ICT professionals are in short supply although the number of training and research staff has steadily increased from 1995 to 2011. Therefore, ICT professionals have a significant role and get opportunities wherever they work. The Organization should keep abreast of these advances in technology to provide meaningful and challenging work for IT professionals.

　　Most ICT professionals assumed themselves as getting high career opportunities and are satisfied with their improvement however, some are not satisfied with the balance between working life and family life. Most of the ICT jobs actually offer rather favorable working conditions; working hours are often more flexible and employees have more autonomy in adjusting them to their needs. However, the literature shows that women and men may use their autonomy differently in choosing their working time, women tend to use it to achieve better work-life balance, while men use it to increase their work commitments, thereby actually increasing their work-life conflict. Most of the ICT professionals are successful in their careers to some extent so they will not have intention to change work frequently. According to the finding, job-hopping can slow down career

growth as it can affect the way being perceived by employers and get less trustee and less career opportunities, hence employees should not hop job without having strong reasons.

In a business environment, employees leave a job is inevitable. An organization should make an effort to retain their best talent employees to reduce turnover. The best way to do this is by investing in human resources. The Organization should find the right people into the organization from the beginning. TPB predictors provide a complementary explanation of ones' job-hopping intention. The outcome of choosing a best-fit employee could lead to better business performance and faster career as well as organizational success. More research should be done to identify the right employee for the right place.

5.3.   Need for Further Research

For future studies of job-hopping behavior, controlling the demographic variables (i.e., age, education and tenure) to see the effect of generation difference should done. The study was conducted in Yangon ICT industry and limited to some ICT professionals in Yangon. This study does not cover the whole ICT industry in Myanmar and research is needed on other sectors as well. Given the limited scope of this study, the findings are not generalized across all ICT professionals. Besides the job-hopping behavior, more factors might have effects on the career success. For future researchers, this document provides a useful starting point for a quality research by including many factors that describe job-hopping phenomenon. Other factors that are overlooked when writing this document should target in other study.

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APPENDIX A

QUESTIONNAIRE FOR THE STUDY

This Question Survey is used for the study to meet the requirements of the Master Degree of Business Administration Program. The study aimed at investigation of relation between Planned Behavior, Job Hopping Behavior and success in career of ICT professionals. Completion of this information is voluntary and its confidentiality and anonymity is certain. No individual data will be reported. It will take about 10 minutes only. Your participation will be highly appreciated.

Part I: Demographic Data

Please choose the best answer.

1. Current Age group (at your last birthday)	1. ( ) 25-35 years 2. ( ) 36-45 years 3. ( ) 46-50 years 4. ( ) > 50 years
2. Gender :	1. ( ) Male 2. ( ) Female
3. Marital status	1. ( ) Single 2. ( ) Married 3. ( ) Divorced
4. Level of Position	1. ( ) Manager – General Manager 2. ( ) Director and above
5. Your Highest Completed Level of Education	1. ( ) High School /Diploma 2. ( ) Bachelor degree 3. ( ) Master degree 4. ( ) Doctorate degree

6. Duration you worked in your current company	1. ( ) <1 year 2. ( ) 1 – 3 years 3. ( ) 3 – 5 years 4. ( ) >5 years
7. Years of Work Experience	1. ( ) 1 – 5 years 2. ( ) 5 – 10 years 3. ( ) 10 – 15 years 4. ( ) > 15 years
8. Years of Work Experience at Current Position	1. ( ) 1 – 3 years 2. ( ) 3 – 5 years 3. ( ) 5 – 10 years 4. ( ) > 10 years
9. Experiences of quitting a job within 1 year	1. ( ) None 2. ( ) ≤ 2times 3. ( ) 3 – 6 times 4. ( ) > 6times
10.How many times have you switched jobs (including changing occupation types and organizations)	1. ( ) Never 2. ( ) ≤ 2 times 3. ( ) 3 – 6 times 4. ( ) > 6times

Part II: Theory of Planned Behavior towards Job Hopping

Job Hopping will be defined as changing jobs frequently within a short period of time in this questionnaire.

အောက်ပါမေးခွန်းများတွင်ပါဝင်သော Job Hopping (အလုပ်မကြာခဏပြောင်းရွှေ့ခြင်း) ဆိုသည်မှာ အချိန်တိုကာလ အတွင်း အလုပ်တစ်ခုမှ အခြားတစ်ခုသို့ ပြောင်းရွှေ့ခြင်းကို ဆိုလိုပါသည်။

Please judge how far you accept with the following opinion by choosing the scale number.

အောက်ပါဝါကျများကို မည်မျှသော အတိုင်းအတာအထိ သဘောတူသည်ကို နံပါတ်များရွေးချယ်၍ ဖြေဆိုရန်ဖြစ်ပါသည်။

1= Strongly Disagree; **2**= Disagree; **3**= Undecided or Neutral; **4**= Agree; **5**= Strongly Agree

1 = ပြင်းထန်စွာ သဘောမတူပါ; 2 = သဘောမတူပါ; 3 = မဆုံးဖြတ်နိုင်ပါ; 4 = သဘောတူပါသည်; 5 = အပြည့်အဝ သဘောတူပါသည်

No.	My opinion (Attitude)	Scale				
		1	2	3	4	5
1.	I think Job Hopping is a pleasant situation. အလုပ်မကြာခဏ ပြောင်းရွှေ့ခြင်းသည် ကျေနပ်နှစ်သက်ဖွယ်ဖြစ်သည်ဟု ကျွန်ုပ်ထင်သည်။					
2.	I think Job Hopping is a favorable condition အလုပ်မကြာခဏ ပြောင်းရွှေ့ခြင်းသည် အခွင့်သာခြင်းဖြစ်သည်ဟု ကျွန်ုပ်ထင်သည်။					
3.	I think Job Hopping won't annoyed individual. အလုပ်မကြာခဏ ပြောင်းရွှေ့ခြင်းသည် စိတ်ရှုပ်ဖွယ်ရာမဟုတ်ဟု ကျွန်ုပ်ထင်သည်။					
4.	In my opinion, Job Hopping is good for individual. အလုပ်မကြာခဏ ပြောင်းရွှေ့ခြင်းသည် ကောင်းသည်ဟု ကျွန်ုပ်ထင်သည်။					
5.	Employers, human resources managers or supervisors agree with my Job Hopping behavior. အလုပ်မကြာခဏပြောင်းရွှေ့ခြင်းကို ကျွန်ုပ် ၏ အလုပ်ရှင်၊ HR Manager နှင့် Supervisors များ သဘောတူလက်ခံမည်ဟု ထင်ပါသည်။					
6.	The opinions of employers, human resources managers or supervisors are important in my decision to hop job. ကျွန်ုပ် အလုပ်ပြောင်းရန် ဆုံးဖြတ်ချက်ချရာတွင် ကျွန်ုပ်၏အလုပ်ရှင်၊ HR Manager နှင့် Supervisors များ၏ အမြင်သည် ကျွန်ုပ်အတွက် အရေးပါသည်။					
7.	Friends, colleagues or former schoolmates agree with my Job Hopping behavior. အလုပ်မကြာခဏပြောင်းရွှေ့ခြင်းကို ကျွန်ုပ်၏ မိတ်ဆွေများ၊ လုပ်ဖော်ကိုင်ဖက်များ၊ ကျောင်းနေဖက်များ သဘောတူလက်ခံမည်ဟု ထင်ပါသည်။					
8.	The opinions of friends, colleagues or former schoolmates are important in my decision to hop job. ကျွန်ုပ် အလုပ်ပြောင်းရန် ဆုံးဖြတ်ချက်ချရာတွင် ကျွန်ုပ်၏ မိတ်ဆွေများ၊ လုပ်ဖော်ကိုင်ဖက်များ၊ ကျောင်းနေဖက်များ၏ အမြင်သည် ကျွန်ုပ်အတွက် အရေးပါသည်။					
9.	Parents, siblings or spouses agree with my Job Hopping behavior. အလုပ်မကြာခဏပြောင်းရွှေ့ခြင်းကို ကျွန်ုပ်၏ မိဘ၊ မောင်နှမနှင့် ဇနီး (သို့မဟုတ်) ခင်ပွန်း သဘောတူ လက်ခံမည်ဟု ထင်ပါသည်။					
10.	The opinions of parents, siblings or spouses are important in my decision to hop job. ကျွန်ုပ် အလုပ်ပြောင်းရန် ဆုံးဖြတ်ချက်ချရာတွင် ကျွန်ုပ် ၏ မိဘ၊ မောင်နှမနှင့် ဇနီး (သို့မဟုတ်) ခင်ပွန်း များ၏အမြင်သည် ကျွန်ုပ်အတွက် အရေးပါသည်။					
11.	My age has an influence to my chance of finding an acceptable alternative job. ကျွန်ုပ်၏အသက်အရွယ်သည် ကျွန်ုပ်လိုချင်သော အလုပ်အကိုင်သစ်တစ်ခု ရှာဖွေရရှိနိုင်ရေး အတွက် သက်ရောက်မှုရှိပါသည်။					

12	My work experience has an influence to my chance of finding an acceptable alternative job. ကျွန်ုပ်၏လုပ်ငန်းအတွေ့အကြုံသည် ကျွန်ုပ်လိုချင်သော အလုပ်အကိုင်သစ်တစ်ခု ရှာဖွေရရှိနိုင်ရေး အတွက် သက်ရောက်မှုရှိပါသည်။					
13	The situation on the labor market has an influence to my chances of finding an acceptable alternative job. ဈေးကွက်တွင် ဝန်ထမ်းလိုအပ်မှု အခြေအနေသည် ကျွန်ုပ်လိုချင်သော အလုပ်အကိုင်သစ်တစ်ခု ရှာဖွေရရှိနိုင်ရေး အတွက် သက်ရောက်မှုရှိသည်။					
14	The Chance of finding another good job if I want to is high. ကျွန်ုပ်အလုပ်ပြောင်းလိုသောဆန္ဒရှိပါက အခြားကောင်းမွန်သော အလုပ်တစ်ခု ရှာဖွေရနိုင် ခြေများပါသည်။					
15	I am looking for another more ideal job than the one I now work in. ကျွန်ုပ်သည် လက်ရှိအလုပ်ထက် ပိုမိုစံမြင့်သော အလုပ်တစ်ခုကို ရှာဖွေနေပါသည်။					
16	When I think that I am not satisfied by my company (e.g., no opportunities for learning new knowledge or skills, promotion or rising pay), I will be going to hop job. လက်ရှိအလုပ်တွင် ဗဟုသုတ၊ ကျွမ်းကျင်မှု၊ ရာထူးတိုးခြင်း၊ လစာတိုးခြင်းစသည်နှင့် ပတ်သက်၍ ကျေနပ်မှုမရှိပါက အလုပ်ပြောင်းမည်ဖြစ်သည်။					
17	I think I would not like to be working for this organization for more than 1 to 2 years from now. ကျွန်ုပ်သည် လက်ရှိအလုပ်တွင် ယခုမှစ၍ တစ်နှစ်၊ နှစ်နှစ်ထက် ပိုမလုပ်နိုင်ဖြစ်နိုင်ဟု ထင်မိပါသည်။					

Part III: Job Hopping Behavior

No.	As for me,	Scale				
		1	2	3	4	5
1	Switching job is a kind of habit အလုပ်သစ်ပြောင်းခြင်းသည် အလေ့အထတစ်ခုသာဖြစ်သည်။					
2	In my environment switching job frequently is a regular custom ကျွန်ုပ်၏ပတ်ဝန်းကျင်တွင် အလုပ်မကြာခဏပြောင်းရွှေ့ခြင်းသည် ပုံမှန်ဓလေ့တစ်ခု ဖြစ်သည်။					
3	I think changing job doesn't need to have apparent reasons. အလုပ်ပြောင်းရွှေ့ခြင်းအတွက် ရေရာသော အကြောင်းပြချက် မလိုဟု ထင်ပါသည်။					
4	I could find better job in other company. ကျွန်ုပ်အနေနှင့် အခြားနေရာတွင် ပိုမိုကောင်းမွန်သောအလုပ်ကို ရနိုင်သည်။					
5	As soon as I can find a better job, I will leave this company. လက်ရှိအလုပ်ထက် ပိုကောင်းမွန်သောအလုပ်ရရှိပါက အလုပ် ပြောင်းမည်ဖြစ်သည်။					

| 6 | I think change job within a year can be defined as jobs change frequently. တစ်နှစ်အတွင်း အလုပ်ပြောင်းခြင်းသည် အလုပ်မကြာခဏပြောင်းခြင်းဟု ဆိုနိုင်သည်။ | | | | | |

Part IV: Success in Career

No.	How do you think?	Scale				
		1	2	3	4	5
1	Job Satisfaction I am satisfied with my job at the moment. လက်ရှိ ကျွန်ုပ်၏အလုပ်အပေါ်တွင် အားရကျေနပ်ပါသည်။					
2	Career Satisfaction I am satisfied with the success I have achieved in my career. ကျွန်ုပ်၏ အသက်မွေးမှု၊ အလုပ်အကိုင်အောင်မြင်မှုအပေါ် အားရကျေနပ်ပါသည်။					
3	Work life balance I am satisfied with my working life balance with my family life at the moment. လက်ရှိတွင် ကျွန်ုပ်သည် အလုပ်တာဝန်နှင့် မိသားစုတာဝန်ကြား ဟန်ချက်မျှနေ သည့်အတွက် အားရကျေနပ်မှုရှိပါသည်။					
4	Compared with my former fellow graduates, I think I am successful at my career development so far. ကျွန်ုပ်နှင့် အသက်မွေးမှုအလုပ်အကိုင်တူသော ဝါရင့်သူများနှင့် နိုင်းယှဉ်ကြည့် ပါကလည်း ယခု ကျွန်ုပ်၏သက်မွေးမှုအလုပ်အကိုင်သည် အောင်မြင်သည်ဟု ထင်ပါသည်။					

End of Questionnaires

I appreciate for your valuable time and support!

APPENDIX – B 1

Regression Analysis on Effect of Theory of Planned Behavior on Job Hopping Behavior

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Sig. F Change	Durbin-Watson
1	.601[a]	.361	.345	.45116	.361	23.165	.000	1.588

a. Predictors: (Constant), Mean Value of Perceived Behavioral Control, Mean Value of Attitude, Mean Value of Subject Norm

ANOVA

b. Dependent Variable: Mean Value of Job Hopping Behavior	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14.145	3	4.715	23.165	.000[a]
Residual	25.036	123	.204		
Total	39.181	126			

a. Predictors: (Constant), Mean Value of Perceived Behavioral Control, Mean Value of Attitude, Mean Value of Subject Norm

b. Dependent Variable: Mean Value of Job Hopping Behavior

Coefficients

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1 (Constant)	.913	.375		2.439	.016		
Mean Value of Attitude	.248	.062	.308	4.029	.000	.889	1.124
Mean Value of Subject Norm	.080	.051	.151	1.575	.118	.567	1.764
Mean Value of Perceived Behavioral Control	.397	.123	.310	3.215	.002	.559	1.789

a. Dependent Variable: Mean Value of Job Hopping Behavior

APPENDIX – B 2

Regression Analysis on Effect of Job Hopping Behavior on Success in Career

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Sig. F Change	Durbin-Watson
					Change Statistics			
1	.440[a]	.194	.187	.61396	.194	30.006	.000	1.971

a. Predictors: (Constant), Mean Value of Job Hopping Behavior
b. Dependent Variable: Mean Value of Carrer Success

ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11.311	1	11.311	30.006	.000[a]
Residual	47.118	125	.377		
Total	58.428	126			

a. Predictors: (Constant), Mean Value of Job Hopping Behavior

b. Dependent Variable: Mean Value of Carrer Success

Coefficients

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1 (Constant)	5.328	.331		16.097	.000		
Mean Value of Job Hopping Behavior	-.537	.098	-.440	-5.478	.000	1.000	1.000

a. Dependent Variable: Mean Value of Carrer Success