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How to stitch loyalty: Understanding the factors leading to job hopping in the apparel industry in Sri Lanka

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Abstract

The clothing and textile manufacturing industry in Sri Lanka is one of the most important and active contributors to the country's economy. Sri Lanka has had the opportunity to move beyond traditional exports with the advent of garment and textile producers who started entering worldwide markets with their novel designs tailored to give sophisticated and creative solutions through fashion BPO services, research, development, and innovations. Sri Lanka's exports to the European Union (EU) enjoy the benefits of the GSP+ program offered by the EU, which covers 28 countries. There are approximately 300-350 garment firms in Sri Lanka. Sources in the apparel industry in the country have been concerned about a trend of job hopping by its employees. The purpose of this study was to find out the factors affecting job hopping in the apparel sector in Sri Lanka. A descriptive study was conducted among the used 80 respondents out of 370 executives working at the ABC Apparel Solutions, Sri Lanka. Primary data were collected through questionnaires, and SPSS was used as an analytical tool to analyze the data. The quantitative research methodology was the one used for the study. Job satisfaction, commitment, workplace stress, and the reputation of the organization were taken as the relevant parameters that affect hopping jobs. Surprisingly, job satisfaction was found to have no impact on job hopping. Commitment had an impact on job-hopping. ABC apparel company executives showed a low impact on workplace stress levels towards their job-hopping. The organization's image was found to be a major factor that affected job-hopping at ABC Apparel Solutions. Those findings would be useful to human resource managers of the apparel sector to make their retention plans and future strategies. Furthermore, the findings would help entrepreneurs, job hoppers, and researchers to understand the causes of job-hopping in the apparel industry in Sri Lanka.

Keywords: Apparel industry, Commitment, Job hopping, Job satisfaction, Workplace stress

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Introduction

Human resources are one of the most important assets in an organization to reach both short-term and long-term organizational goals. Organization goals can be achieved when employees work hard, show their dedication, and are open to new challenges for their career development. However, some employees are unable to devote themselves to the organization continuously for long periods. They move from one company to another due to various reasons, one of which is because they see better opportunities in other companies. This activity of employees, which is known as job-hopping, has existed since the early industrial era.

Job hoppers are described as “employees who work briefly in one position before finding another without staying at any one job or organization long-term”. Although an average person may change jobs from time to time, a job hopper is the one who does it more often (Pranaya, 2014, p. 67). According to some authors, people who have changed their jobs more than twice in the past four years have been categorized as leavers or job hoppers (Shahnawaz & Jafri, 2009). The practice of frequently hopping from one job to another has been referred to as job-hopping (Shrift, 2016). Today, it is hard to hear that person who started their career in one position retiring from the same organization. The job-hopping concept is mostly seen in private sector organizations, and it can be seen more in millennials than in any other generation (Pandey, 2019).

Kruse (2014) rationalized another reason for job hopping by employees, which is the dream of earning more money. Meanwhile, according to Harris (2014), job hoppers will gain a broader connection with the outside world. The job-hopping behavior of employees has a lot of negative impacts on companies and fellow employees. Companies will have to spend more money to recruit new employees (Liu et al., 2010). Additionally, the current employees will be under the burden of an increased workload, which results in sub-optimal productivity. (Memon et al., 2015). Worse than that, confidential information such as trade secrets or future plans of the previous company would spread to other companies via job hoppers (Hirono, 2001).

Job hopping has both positive and negative consequences for an employee's career. Job-hopping gives the employee a chance to have experience across different jobs and employers (Khatri & Fern, 2001). It helps to build all-around employees equipped to succeed, specifically in managerial and executive functions (Fan & Varo, 2015). Work experience helps to develop new skills in one's career (Rosen, 1972). Job-hopping brings more work experience in different types of jobs. Job-hopping will help employees to find a suitable job that meets their developed skills and needs (Jovanovic, 1979). The entrepreneurship model shows that having experience in many roles helps one to become an entrepreneur. It may increase the chances of entering self-employment. The reason behind job-hopping is that employees do not believe staying in one job rather than switching to another job would give them opportunities like financial gain or career advantage (Astebroa & Thompsonb, 2011). The advancement of technology, transportation, and globalization have been the major reasons for people to leave their jobs to join other jobs. Job-hopping has negative effects such as disloyalty, impatience, a short attention span, less productivity, and a high possibility for turnover (Fan & Varo, 2015).

According to the organization's viewpoints, most scholars described job-hopping as a challenge to the organization. The organization spent money to develop the employees. The cost of replacement costs increases with job hopping. Costs of replacement include advertising, processing of candidates, interviewing and selection, training cost, and other direct costs, administrative requirements, payout of unused vacation time, cost of temporary workers or

overtime for co-workers (Leidner & Smith, 2013). If companies invest more in employees, losing one employee can be very expensive, which makes job-hopping a big bone of contention for many companies (Johari et al., 2012). Job hopping is a major challenge that can be observed in today's labor market, with the new generation (Dharmawansha & Thennakoon, 2014).

Job-hopping is “an attitude or behavior where employees migrate from one job to another, irrespective of better alternatives or other rational motives” (Khatrī, Fern, & Budhwar, 2001, p. 56). A job-hopper was described as someone taking charge of their career, who gains a lot of valuable experience through job-hopping. Job-hopping is moving from one job to another, without thinking of growth or other rational motives. In the past researchers defined job-hopping as a hobo syndrome (Ghiselli, 1974). Job hopping is described as frequently changing jobs or moving jobs from one company to another company to find the best job. Especially job-hopping is frequently seen in millennials (Larasati & Aryanto, 2019). Job-hopping is a practice of switching jobs frequently, particularly as a means of quick financial gain and career advancement. Researchers found that there were two types of job-hopping. The first type links to an interest in new experiences because some people think that they want new experiences. The other type of job-hopping is related to the turnover culture. Some people are job-hopping just because others are doing the same (Saleem, Noor, Jalil, & Saleem, 2016, p. 227). Yuen (2016) defined job hoppers as people who look for new jobs, and they demonstrate job-hopping behavior by frequently changing jobs. Job hopping refers to the practice of leaving companies on their enthusiasm more often than in the case of downsizing or firms ceasing to work. It is a trend that causes experts in human resources to face difficulties in recruiting workers and having employees stay in their organizations.

Some researchers described job-hopping as switching jobs frequently. Job hoppers are usually seen as individuals who cannot stay within an organization for a longer period or people who spend a short period of time and energy and have no passion for their work. Work insecurity, frustration, downsizing are some of the factors behind voluntary turnover. Other organizational factors that may cause severe job-hopping are insufficient training, fewer work prospects, challenging tasks provided by the company, and unfair treatment of leadership problems. Some experts indicated that job-hopping is simply the tactic workers use to hold themselves in the labor market with strengths and skills and develop their abilities by working in different organizations (Saif & Siddiqui, 2019). Further researchers identified some reasons that influence millennials to hop on the job, like seeking better opportunities, low pay structure, no perspective of growth, low job securities, and unfair management treatment (Pandey, 2019). The literature described that there is a relationship between the principles of employment, attitude and conduct, and the interpersonal skills of the respective generations. Workers who are highly committed to the company can have less propensity to leave or change jobs. Job hoppers are especially recognized as individuals who want to change jobs. They have low loyalty and dedication to their work (Verasamy et al., 2020).

Job-hopping is influenced by two factors: intrinsic factors and extrinsic factors. Extrinsic factors are the low level of commitment, higher salary offered by other firms, a clear career path, and seeking new knowledge. A high-level manager may job-hop because he or she wants a better status. Middle-level employees may hop the job for higher pay or promotion. Researchers have found that a low level of managerial employees hop the jobs for self-development. When employees want to extend their network, employees go for higher-salary jobs (Larasati & Aryanto, 2019).

In the global labor market, job-hopping can be identified as a greater problem among millennials. Research carried out in Pakistan explained that tangible and intangible incentives play the most important role in influencing job-hopping among millennials. Tangible rewards were identified as fair pay for the market, monetary allowances, and performance allowances. Intangible rewards were inspiration and estimates, quality of work, work-life balance, and future growth and change. It was found that job-hopping among millennials positively correlated with intangible rewards and negatively correlated with tangible rewards. It helped employers to identify which factors must be considered when designing employee strategies to reduce job-hopping behavior (Saif & Siddiqui, 2019). Malaysians were found to be interested in job-hopping. They remained in an organization for a maximum duration of 3 years. Sometimes organizations hired the wrong candidates for jobs because the applicants share false information during the recruitment interview, only to be identified later that there was a mismatch between the nature of the position and the needs of the employees who plan to hop the job and look for another job (Mahadi, Woo, Baskaran, & Yaakop, 2020).

Job Satisfaction

Job satisfaction is one of the main reasons for job-hopping because every employee expects compensation, including direct (salary, bonus, profit sharing), indirect (insurances, pension, sick leave), and nonmonetary (job security, flexible hours, recognition, job satisfaction). Employees mainly get dissatisfaction and unpleasant emotional state with negative appraisal, supervision, physical working conditions, job security, and interpersonal relationship with supervisors, peers, and subordinates (Rivers, 2018).

The factors that lead to job hopping were identified as low pay structure, the poor perspective of growth in the current job, seeking better opportunities, low job security, and conflicts with immediate supervisors or coworkers. The average number of retaining in the organization for a millennial was one year (Pandey, 2019). In Sri Lanka, the five main reasons for employee job-hopping were salary packages, career growth, working environment and culture, the reputation of the organization and job satisfaction. Lack of job satisfaction is the third element that motivates employees to leave one company for another regardless of how wonderful the company is when there are opportunities in more secure companies. As evidence, job satisfaction has risen to the third most significant consideration for employees when considering new employment (Dharmawansa & Thennakoon, 2014). It affects all sorts of positions albeit marginal significant for permanent private-sector employees (Clark & Vinay, 2005). The increased desire for work satisfaction reflected a high-risk aversion, leading to less turnover. The study could benefit from including motivations for job jumping and personal beliefs like work-life balance, flexibility, diversity, career opportunities, and job security (Guerry, 2016).

Job Commitment

By enlisting the emotional commitment of the employee, performance improvement in an organization goes beyond the generally understood concepts of good management and effective leadership (Katzenbach, 2000). Top performing firms and those with mediocre performance differ by their commitment (Katzenbach, 2000). Employees who are emotionally engaged are more productive and customer-focused. Superior financial success in firms is strongly connected with high levels of employee engagement, as seen by considerable gains in operating and net profit margin (International et al., 2001; Gallup, 2002; Watson et al., 2003).

Teams and individuals who are dedicated to an organization's beliefs and goals tend to be more productive, have lower turnover, and have higher morale (Cohen, 2003; Meyer & Allen, 1997; Mowday et al., 1982). Actively disengaged workers were said to cost the American economy up to \$350 billion annually, according to Gallup (2002). Even though employee commitment improves organizational, individual, and job happiness, low levels of commitment were common across most industries.

More than a third of workers acknowledged that they were less committed to their jobs and their employers than they were to their careers (TNS Worldwide, 2002). Just one in twelve (8%) workers were "company-oriented," primarily dedicated to their employer (TNS Worldwide, 2002). The USA had much lower levels of employee commitment than half of the other major economies in the world, which was a disadvantage for US businesses when they compete internationally (International Survey Research, 2001).

The degree to which an individual pledges or binds themselves to a particular set of behaviors and is thus motivated to perform is referred to as commitment (Kiesler, 1971). Once people start to identify with the organization, they are likely to develop a sense of care for its larger goals, such as its reputation, survival, and continued success. This leads to activity and resource sharing (reflecting increased concern between employer and employee), which promotes further identification (Rousseau, 1998). According to Katzenbach (2000), an energized workforce is high-performing (performing above the industry standards) and whose emotional engagement enables them to produce and deliver goods or services that represent a long-term competitive advantage.

Workplace Stress

The idea of stress has been anticipated and demonstrated with varied features according to various inquiries. Hence, Stress is defined as "the non-specific response of the body to any strain placed upon it" by one scholar from the lengthy past (Selye, 1987, p.17). According to recent literature, the term "stress" has been reinvented as a phrase that can describe a force that results in or otherwise causes deformation. Meanwhile, the response to stress is now possibly described as "strain," referring to the manifestation in a body (Le Fevre et al. 2003). When discussing a company, the idea of stress is always accompanied by other ideas like performance, motivation, and employee health.

Businesses maintain regular tabs on the ideal stress levels to improve employee performance as documented in many studies on employee stress levels. Yet, it was also noted that these kinds of activities would not significantly aid in maintaining the delicate balance between stress levels, motivation, and one's welfare. According to Papasolomou Doukakis et al. (2004), to be eligible and completely engaged in the competitive climate inside an existing organization, the level of pressure or stress that might occasionally develop can also work as a motivator.

The reality of stress is "unmistakable in experience but difficult to articulate, like love or electricity" (Teasdale & McKeown, 1994). According to the British Psychological Society (1988), one of the top 10 industrial disorders in the US was occupational stress. "Previous research supported the assumption that at least 25% of the working population was psychologically stressed at any given moment," wrote Willcox (1994). If this is accurate, it has substantial ramifications for society's overall health, a point made in the government report *The Health of*

the Nation (HMSO, 1992), which named mental health as one of the major issues that must be resolved to improve the country's health.

The reputation of the organization

For a company to succeed, it must have a good reputation. The familiarity with an organization and beliefs about what to expect from it in the future make up an organization's reputation. One of the major issues that employees evaluate when joining a firm is the reputation of the organization. This demonstrates that a company's reputation aids HR managers in identifying competitive considerations. (Dharmawansha & Thennakoon, 2014).

Employees switch jobs due to unhappiness with their existing position or the discovery of better opportunities. The latter is influenced by the organization's reputation. According to this notion, employees rely on organizational reputation because they are uncertain about the organization's future behavior. Job hoppers believe that huge companies have a reputation for paying greater compensation to reduce employee turnover. Smaller organizations, on the other hand, are more difficult to observe. Those organizations don't have a good reputation for paying high wages, which means that their employees are looking for better career possibilities. As a result, this model implies that employer-to-employer mobility is higher in small businesses than in large businesses. Furthermore, employees in large businesses have more opportunities to advance in their careers and are thus less likely to job-hop, whereas individuals in small organizations are more reliant on the external labor market due to fewer openings and a flatter organizational structure (Guerry, 2016). The reputation of organizations is what mainly affects job-hopping. Accordingly, if your company's reputation is damaged, you may dramatically increase your recruitment and salary expenditures. This could save your company a lot of money when it comes to employing these people, as well as increase employee retention. (Ganco, Ziedonis, & Agarwal, 2013).

There is a significant challenge regarding job-hopping in Sri Lanka. Silva and Weerasinghe (2016) found that the work atmosphere, stimulating job, autonomy, task description, and salary satisfaction were significant determinants of job hopping in IT sector in Sri Lanka. The qualitative research used 30 interviews of knowledge workers over the phone. It revealed the challenges and opportunities of job hopping, and indicated that the pay package, career growth, working environment and culture, the reputation of the organization and job security affected job hopping. They suggested that specific industries face a high threat of sustainability due to the job-hopping behavior of employees and recommended further research be conducted to evaluate the fundamental factors affecting job hopping in other industries (Dharmawansha & Thennakoon, 2014). Workers who are highly committed to a company could have less propensity to leave or change jobs (Verasamy et al., 2020). Also, job satisfaction has risen to the third most significant consideration for employees when considering new employment (Dharmawansha & Thennakoon, 2014). People tend to leave jobs because of lack of job satisfaction (Clark & Vinay, 2005). The increased desire for work satisfaction reflected a higher risk aversion, leading to lesser turnover (Guerry, 2016).

Further, the poor working environment and worker stress were reported as the main reasons for employee turnover. Residency, civil status, recognition, workload, social image, job alternatives and work-life balance were the essential causes for the turnover intention of machine operators in Sri Lanka (Goonatillake & Jayatilake, 2018). Fernando, Selvam, and Bennet's (2010) study found that most stress-related factors were interrelated and significantly influenced by stress in

the apparel industry in Sri Lanka. Kelegama (2005) stated that the high turnover and absenteeism of apparel workers were due to the poor working environment, worker stress, and poor local social perception of the apparel workers. Employer-to-employer mobility is higher in small businesses than in large businesses. Furthermore, employees in large businesses have more opportunities to advance in their careers and are thus less likely to job-hop. In contrast, individuals in small organizations rely more on the external labor market due to fewer openings and a flatter organizational structure (Ganco et al., 2013). The research question of this study to determine the factors affecting the job hopping of executives in a leading apparels company in Sri Lanka was formulated considering these relationships which affect job-hopping behavior.

The clothing and textile manufacturing industry in Sri Lanka owned and maintained entirely by private individuals is the most important and active contributor to the country's economy. Sri Lankan garment and textile producers use worldwide market opportunities to move beyond traditional exports and tailoring designs to give sophisticated and creative solutions through fashion BPO services, research, development, and innovation centers. Sri Lanka's exports to the EU are under the GSP+ program, which covers 28 markets. There are approximately 300-350 garment firms. The apparel sector is the largest gross exporter and plays a key role in the economy of the country. There are several apparel companies in Sri Lanka.

The apparel industry under investigation is a leading provider of apparel solutions in Sri Lanka. They have provided inspired solutions to renowned brands worldwide for over 40 years. They have branches in India, Bangladesh, and Haiti. It is the largest employer in Sri Lanka's export sector and one of the highest foreign exchange earning companies. They have over 60,000 workforce within the whole conglomerate. Most of the associates are millennials. They are known for job-hopping. The research was conducted among executives and obtained data from millennials. The company also invests more money to improve the performance of the executives, which negatively affects the productivity and efficiency of the company. Job-hopping creates the risk of sharing important information with outsiders. This study has selected as the population the executive-level employees in the apparel sector. The organization invests more in creating knowledge workers than operational level workers. Evidence showed that the nature of job-hopping differs with gender, level of education and the nature of industry. Expectations of different educational levels are different from each other. Employees who hold a master's degree were more likely to move from one organization to another (Dharmawansa & Thennakoon, 2014). Therefore, investigating the executives with regards to job-hopping behavior becomes more relevant than investigating operational-level employees.

Job hopping, defined as the frequent change of jobs by employees within short periods, is influenced by several factors rooted in various theoretical frameworks. Social exchange theory posits that employees may engage in job hopping due to perceived inequities in the workplace, seeking better opportunities where their contributions are more valued (Blau, 1964). Similarly, the person-environment fit theory suggests that a mismatch between an individual's skills, values, and the organizational culture can lead to dissatisfaction, prompting job changes (Kristof-Brown et al., 2005). Additionally, the push-pull model highlights those external factors such as better compensation or career advancement opportunities (pull factors), alongside negative experiences in the current job (push factors), can significantly drive job hopping behavior (Lee & Mitchell, 1994). The following presents the conceptual model of the study.

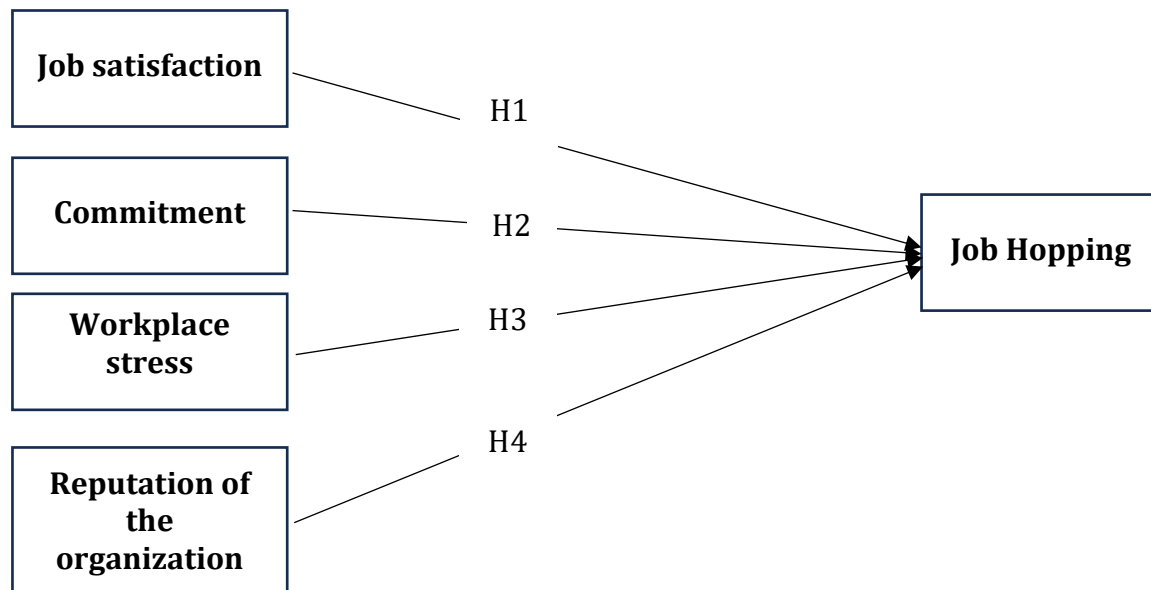


Figure 1. Conceptual Framework

H₁: There is an impact of job satisfaction on job-hopping.

H₂: There is an impact of commitment on job-hopping.

H₃: There is an impact of the workplace stress on job-hopping.

H₄: There is an impact of the reputation of the organization on job-hopping.

Methodology

The population of this study was the executives in an apparel solutions company in Sri Lanka. The company had more than 6500 employees and 370 executives. Three plants of the organization and the 370 executives were selected as the population. According to Morgen table, 100 executives were selected as a simple random sampling frame. The data was collected through a standard questionnaire adopted from Larasati & Aryanto (2020) on job hopping from Selvanathan et al., (2019) on commitment, job satisfaction, workplace stress and reputation of the organization. SPSS 21 was used as an analytical tool. Descriptive statistics were used to analyze the data. Correlation test and regression test were applied to determine the relationship between five independent variables and job-hopping. The value of correlation coefficient which shows the relationship between two or more variables in a linear fashion can range from -1.0 to +1.0 with -1.0 indicating a perfect negative correlation, +1.0 indicating a perfect positive correlation, and 0 indicating no correlation among the variables (Sekaran & Bougei, 2012; Kothari, 2004). Regression analysis was used to analyze associative relationships between dependent variables and one or more independent variables to explain variance in the dependent variable and confirm that empirical results are consistent with the hypothesis (Sekaran & Bougei, 2012).

Results

Test of Reliability

Saunders et al. (2009) mentioned that the test of reliability was necessary to find out whether the data collection techniques or analysis procedures will yield reliable findings. Hence, the

applicability of the measure was confirmed by running the reliability test. Among the various methods that can be used to calculate the consistency of measurement, the Cronbach's coefficient alpha was used since it is the most frequently used measurement (Sekaran, 2003; Field, 2009). As a result of their insights, Cronbach's coefficient alpha values less than 0.60 are considered as poor, those within the range of 0.70 is acceptable, and those more than 0.80 is excellent. With reference to Table 1, Cronbach's alpha value of all five measurement scales were above 0.8. Therefore, the questionnaire could be considered reliable.

Table 1: Cronbach's Alpha values of variables

Variable	Cronbach's Alpha Value	Accepted Items
Job Hopping	0.93	4
Job Satisfaction	0.96	16
Commitment	0.99	28
Workplace Stress	0.96	13
The image of the organization	0.91	3

Correlation Analysis

The relationship between job hopping, job satisfaction, commitment, workplace stress and the image of the organization was identified based on the Pearson's Product Moment Correlation. Table 2 indicates the correlation values of the variables.

Table 2: Correlation between job hopping, job satisfaction, commitment, workplace stress and the image of the organization

Variables	Job Hopping	
	P value	Pearson Correlation Coefficient
Job Satisfaction	0.00	0.39
Commitment	0.00	0.51
Workplace Stress	0.00	0.33
The image of the organization	0.00	-0.48

According to the above table, the output P values of job satisfaction, commitment, workplace stress and the image of the organization were less than 0.05. Therefore, there were significant low degree of positive relationships between job hopping, job satisfaction, commitment, and workplace stress. Since the output P values of image of the organization was less than 0.05 there was a significant low degree of negative relationship between job hopping and the image of the organization.

Regression Analysis

Multiple regression analysis was used here because the conceptual framework had four independent variables. By using the Stepwise method to measure regression analysis, the researcher could study the relative strength of the impact of job satisfaction, commitment, workplace stress and reputation of the organization on employee job hopping at the apparel manufacturing company.

Table 3: Table of regression coefficient

	Dimension	Beta	Sig.
Model 1	Commitment	0.51	0.00
Model 2	Commitment	0.40	0.00
	The reputation of the organization	-0.37	0.00

H2: There was an impact of commitment on job-hopping of executives in the apparel solutions industry in Sri Lanka.

According to model 1 in Table 3, when considering the variable of commitment, the beta values of 0.51 and 0.40 and the 0.00 of p values with 95% confidence intervals, it could be concluded that there was a significantly impact of commitment on job-hopping of executives in this apparel solutions company in Sri Lanka.

H4: There was an impact of the reputation of the organization on job-hopping of executives in the apparel solutions industry in Sri Lanka.

According to model 2 in Table 3, the beta value of – 0.37 and 0.00 of p values with 95% confidence intervals proved that the reputation of the organization had a negative impact on job hopping. Hence, it could be concluded that there was a negative impact of the reputation of the organization on job-hopping of executives in this apparel solutions company in Sri Lanka.

Table 4: Table of regression coefficients exclude variable.

	Dimension	Beta	Sig.
Model 1	Job Satisfaction	-0.28	0.18
	Workplace stress	-0.43	0.02
	The reputation of the organization	-0.37	0.00
Model 2	Job satisfaction	-0.24	0.21
	Workplace stress	-0.32	0.07

H1: There was an impact of job satisfaction on job-hopping of executives in the apparel solutions industry in Sri Lanka.

According to Table 4 output P value (0.18) for job satisfaction was greater than critical P value (0.05). Hence, it could be concluded that with 95% confidence, there was no impact of job satisfaction on job-hopping of executives in this apparel solutions company in Sri Lanka.

H3: There was an impact of workplace stress on job-hopping of executives in the apparel solutions industry in Sri Lanka.

According to Table 4, the output P value (0.07) of workplace stress was greater than critical P value (0.05). Hence, it could be concluded that with 95% confidence, there was no impact of workplace stress on job-hopping of executives in this apparel solutions company in Sri Lanka.

Coefficient of Determination

The R-square(adjusted) value was 37% which indicated that 37% variation of job hopping was explained through commitment and reputation of the organization.

Discussion

Job hopping simply refers to constantly changing jobs or switching from one workplace to another and between organizations. The purpose of the study was to find out the factors affecting for job-hopping of executives in an apparel solutions company in Sri Lanka. There were three specific objectives as to identify the impact of job satisfaction on job-hopping, to identify the impact of commitment on job-hopping, to identify the impact of workplace stress on job-hopping, and to identify the impact of the reputation of the organization on job-hopping.

Sri Lankan findings showed that job-hopping was a major challenge in the labor market. Employees always try to go up their career ladder. They hop the jobs for career advancement, and try to cope up with the technology. Therefore, job-hopping was a challenge for organizations (Dharmawansa & Thennakoon, 2014). Organizations must bear the cost of replacement caused by job-hopping; advertising cost, interviewing cost, selection cost, training cost, exit interview time, and administrative requirements.

As per the correlation analysis, it could be witnessed that there was a remote relationship between Job hopping and the three other variables, namely job satisfaction, commitment, and workplace stress (As the correlation was less than 0.5 even though commitment was slightly over 0.5). This was one of the interesting findings as the general perception would be that there would be a strong correlation between the above variables and job hopping. However, it was proven to be less accurate with this analysis. Furthermore, job hopping and the organization's reputation had a negative, weak correlation. It explained that the reputation of the organization was relevant to job hopping. According to this study's findings, it could be concluded that job satisfaction does not impact on job-hopping. Job satisfaction did not affect job-hopping at the apparel solutions company in Sri Lanka that was under investigation. It was identified that there was an impact of commitment on job-hopping. Similar to previous studies, this study also proved that job commitment affects the job-hopping of executive employees in this apparel solutions company. Organizations need to improve their commitment to the organization to create opportunities for advancement in their jobs within the organization.

The image of the organization was a major factor affecting job-hopping in the apparel solutions industry. Therefore, organizations need to work towards their image and the reputation where they could retain the employees with them.

Conclusion

Job hopping was an issue seen in the apparel solutions company in Sri Lanka that was investigated as a model for job hopping among executive level employees. This study was to find out what were the factors that affect job-hopping in the selected apparel solutions company. The study identified that job satisfaction and commitment were major determinants for job-hopping in the apparel solutions industry.

It was found that their job satisfaction impact on job-hopping. Accordingly, organizations need to take action to increase the job satisfaction of employees. Organizations could support career development with proper training to help retain employees.

Organizations need to improve their commitment to the organization to create opportunities for career advancement within the organization. The image of the organization brings trust, and it is important for the organization's success. It attracts talented employees to the company because

employees feel safe and confident with the image of the organization. Organizations can continuously promote the brand and make brand loyalty among the employees. Organizations especially need to market themselves to retain their place in the market. Job hopping is a major issue for millennials, so organizations need to make succession plans to remain in the market. The organization wants to keep backup people and backup plans for the job hoppers. Organizations need to treat employees equally and offer a comfortable working environment to retain them.

The relevance of the findings of this study is limited to the apparel solutions company under investigation. Hence, the generalizability of the findings is limited. Future studies may add more variables and expand the study to include more industries.

Conflicts of Interest

The authors confirm that they had no conflict of interest.

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