

JOB MOVEMENT PATTERNS AMONG YOUNG EMPLOYEES INSPITE OF SUSTAINABLE EARNINGS IN TCS (COIMBATORE BRANCH)

Dr. P. Jayasubramanian¹, Ms. K. A. Sri Harini², Ms. D. Mohana Priya³

Professor, Department of Commerce CA, Dr. N.G.P. Arts and Science College, Coimbatore¹

B. Com CA, Department of Commerce CA, Dr. N.G.P Arts and Science College, Coimbatore²

M.Com CA, Department of Commerce CA, Dr. N.G.P Arts and Science College, Coimbatore³

Abstract: The present study focuses on analysing the reasons for job change among employees despite receiving sustainable earnings, with special emphasis on career growth, learning opportunities and job satisfaction. In the current competitive work environment, employees increasingly prioritize professional development and job satisfaction over monetary benefits. The study is based on primary data collected from 150 respondents using a structured questionnaire, and statistical tools such as percentage analysis, correlation analysis, chi-square test and standard deviation have been used for analysis. The findings reveal that career progression, skill development and job satisfaction are the major factors influencing job change decisions, and a negative relationship exists between career growth, job satisfaction and job change intention. The study highlights that organizations must focus on providing growth opportunities, maintaining a positive work environment and improving employee satisfaction to reduce turnover and enhance long-term organizational performance.

Keywords: Job Change, Career Growth, Learning Opportunities, Job Satisfaction, Employee Retention Work Environment, Correlation Analysis

I. INTRODUCTION

In the present dynamic work environment, employee expectations have evolved significantly beyond traditional factors such as salary and job security. Employees now seek meaningful work, career advancement and opportunities to enhance their skills. As a result, organizations are facing increasing challenges in retaining talented employees, as job mobility has become more common due to changing aspirations and competitive job markets.

Career growth, learning opportunities and job satisfaction play a crucial role in influencing employee decisions. Employees are more likely to stay in organizations that provide clear career paths, continuous learning and a supportive work environment. On the other hand, lack of growth opportunities and dissatisfaction at the workplace lead to higher employee turnover. Therefore, this study aims to analyse the key factors influencing job change and examine the role of career growth and job satisfaction in employee retention.

II. OBJECTIVES OF THE STUDY

1. To identify the reasons for job change despite sustainable earnings.
2. To analyse the role of career growth and learning opportunities in influencing job change.
3. To examine the impact of job satisfaction on job change decisions.

III. RESEARCH METHODOLOGY

Research Design: Analytical study

Source of Data: Primary data

Sample Size: 150 respondents

Tool for Data Collection: Questionnaire

Statistical Tools Used:

- Percentage Analysis

- Correlation Analysis
- Chi-square Test
- Standard Deviation

IV. DATA ANALYSIS AND INTERPRETATION

1) TO IDENTIFY THE REASONS FOR JOB CHANGE DESPITE SUSTAINABLE EARNINGS

Table – 1: Table showing Reasons for Job Change

Reason	No. of Respondents	Percentage
Career progression	46	30.7%
Skill development	40	26.7%
Job satisfaction issues	32	21.3%
Work-life balance	28	18.7%
Others	4	2.6%
Total	150	100%

INTERPRETATION

The majority of respondents (30.7%) change jobs for career progression, followed by skill development (26.7%).

INFERENCE

Employees prefer growth opportunities over salary, indicating that earnings alone do not ensure retention.

2) TO EXAMINE THE IMPORTANCE OF CAREER GROWTH AND LEARNING OPPORTUNITIES

Table – 2: Table showing Role of Career Advancement And Learning Opportunities

Factor	Frequency	Calculation	Percentage
Career advancement	48	$(48/150) \times 100 = 32.0$	32.0%
Work-life balance	40	$(40/150) \times 100 = 26.7$	26.7%
Learning new skills	32	$(32/150) \times 100 = 21.3$	21.3%
Organizational culture	18	$(18/150) \times 100 = 12.0$	12.0%
New challenges	12	$(12/150) \times 100 = 8.0$	8.0%
Total	150		100%

INTERPRETATION

Career advancement (32.0%) is the most important factor influencing job movement.

INFERENCE

Employees prioritize long-term career development over immediate financial benefits.

CORRELATION ANALYSIS

Table – 3: Table showing Correlation Between Career Factors And Job Change

Variables	Correlation (r)
Career Growth vs Job Change	+0.68
Learning Opportunities vs Job Change	+0.61

INTERPRETATION

The correlation values indicate a strong positive relationship between career growth and job movement.

INFERENCE

Better career opportunities significantly increase the likelihood of job change.

3) TO ANALYZE HOW JOB SATISFACTION AFFECTS JOB CHANGE DECISIONS

HYPOTHESIS

- Ho: No significant relationship between job satisfaction and job change
- Hi: Significant relationship exists

Table – 4: Table showing Impact of Job Satisfaction Factors

Factor	Frequency	Calculation	Percentage
Work-life balance	44	$(44/150) \times 100 = 29.3$	29.3%
Work environment	38	$(38/150) \times 100 = 25.3$	25.3%
Growth opportunities	36	$(36/150) \times 100 = 24.0$	24.0%
Poor management	22	$(22/150) \times 100 = 14.7$	14.7%
Recognition	10	$(10/150) \times 100 = 6.7$	6.7%
Total	150		100%

INTERPRETATION

Work-life balance is the most influential factor affecting job satisfaction.

INFERENCE

Job dissatisfaction leads to higher employee turnover.

STANDARD DEVIATION

Table – 5: Standard Deviation of Job Satisfaction

Factor	Mean	Std. Deviation
Work-life balance	4.2	0.85
Work environment	4.0	0.90
Growth opportunities	3.8	0.95
Management	3.6	1.05
Recognition	3.2	1.10

INTERPRETATION

Low standard deviation indicates strong agreement among respondents.

INFERENCE

Employees consistently value work-life balance and work environment.

CHI – SQUARE TEST

Table – 6: Table showing Chi-Square Test

Particulars	Value
Calculated Value	1.932
Table Value	7.815
Result	Not Significant

INTERPRETATION

Since calculated value < table value, Ho is accepted.

INFERENCE

No significant relationship exists between work experience and work-life balance.

FINDINGS

- Career progression is the major reason for job change among employees despite sustainable earnings.
- Skill development and job satisfaction issues also significantly influence job movement.



- Work-life balance plays an important role in employees' decision to switch jobs.
- Career advancement is identified as the most influential factor affecting job change.
- There exists a positive relationship between career growth, learning opportunities, and job movement.
- Job satisfaction factors such as work-life balance, work environment, and growth opportunities strongly influence employee decisions.
- Employees show consistent opinions regarding the importance of job satisfaction factors.
- There is no significant relationship between work experience and work-life balance, indicating that all employees are equally affected.

SUGGESTIONS

- Provide clear career growth and promotion opportunities.
- Implement continuous training and skill development programs.
- Improve work-life balance through flexible work policies.
- Maintain a positive and supportive work environment.
- Enhance management practices and communication.
- Recognize and reward employee performance regularly.
- Develop long-term career planning strategies for employees.

V. CONCLUSION

The study clearly concludes that job movement among young employees is not primarily driven by salary, but by non-monetary factors such as career growth, learning opportunities, and job satisfaction. In the present competitive work environment, employees seek meaningful work, professional development, and a balanced lifestyle rather than just financial benefits.

The analysis highlights that career progression and skill development are the most significant factors influencing job change decisions. Employees are increasingly focused on long-term growth and prefer organizations that provide opportunities for advancement and continuous learning. This is further supported by the correlation analysis, which shows a strong positive relationship between career growth factors and job movement.

In addition, job satisfaction plays a crucial role in employee retention. Factors such as work-life balance, work environment, and growth opportunities significantly impact employees' decisions to stay or leave. The consistency in responses indicates that these factors are universally important across employees.

Overall, the study emphasizes that organizations must move beyond salary-based retention strategies and focus on employee development, workplace satisfaction, and a supportive organizational culture. By addressing these areas, organizations can reduce employee turnover, improve engagement, and achieve long-term success.

REFERENCES

- [1]. Turyatunga, P., & Twinamasiko, N – 2025 - Job-Hopping Behavior Among Millennials and Generation Z: A Systematic Review of Global Evidence. *International Journal of Human Resource Studies*, 15(1), 4562.
- [2]. Park, S., & Johnson, K. R – 2024 - The Performance–Turnover Relationship: The Role of Career Development and Mentoring Programs. *Journal of Organizational Behavior*, 45(2), 198–215.
- [3]. Jiang, Z., & Lavaysse, L. M – 2023 - Career Urgency and Turnover Intention: Understanding Early-Career Employee Mobility. *Career Development International*, 28(3), 245–260.
- [4]. Deloitte – 2021 - Global Millennial and Gen Z Survey 2021. Deloitte Insights Report, Annual Global Survey Edition, 1–40.