

Causes for leaving jobs: a comparative analysis

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Abstract

Organizational rewards can retain employees at work if are accordingly perceived or can push them to search other jobs that offer the desired rewards, or which satisfy them better. This research is a small piece from a complex study focused on organizational rewards, based on a quantitative method. Data was collected in 2017 in Romania by administrating a questionnaire that had been completed by hand by 627 respondents. The main purpose of the current paper is to find out if there are any differences between three categories of respondents (employed students, employees from Romanian companies and employees from Multinational companies) regarding the reasons that conducted to leaving their last job. The results show that there are no significant differences between these groups if – another job in the same area with the studies, better working conditions or misunderstandings with the boss – are considered, while there are significant differences between groups when considering – a better paid job, a job that offers more benefits, stress and other reasons. Most of the employees from the Romanian companies put accent on better wages, at least third from the students left their last job from another in accordance with their studies and for extra benefits and the most invoked reason for leaving jobs because of stress was found to corporatists. The main findings suggest that organizations should seriously pay attention to the causes that conduct to demission and to mitigate them, if possible.

Keywords: employees; extra benefits; demission; Romania; stress

1. Introduction

Leaving jobs and new jobs can provide to employees, new professional opportunities regarding advancement, career development or new rewards and benefits. But from the point of view of employers, this repeated behavior can generate real problems in the working process, because of the delays in recruiting and selecting new human resources. There are many factors that can generate resignations: better salaries, better working conditions, the desire of advancement, relocation, change of field of activity, etc. These factors are usually related to the organizational reward packages.

The attention to an organizational context in which total reward it is used involves both, the use of intrinsic and extrinsic motivations to achieve a balance in reward management (Zhou et al., 2011). Many studies show that it is appropriate to design a mix for employees that should contain financial rewards, rewards related to the companies' prestige, and rewards specific to work tasks, to increase the staff' contributions to the organizational rewards (Zhou et al., 2011). Employers should fully cover the employees' contributions by using the rewards packages (Sullivan, 2009), and by applying the total reward, employees should

be attracted, motivated, and retained (Boswell et al., 2011). This paper was designed to find out the main reasons for leaving jobs, which can be used in mitigating these behaviors.

2. Literature review

In the information technology domain, there is a shortage of careers, which make employees to consider other professions (Shropshire & Kadlec, 2012). The alternative options are in fact pushed by stress, job insecurity, and burnout (Shropshire & Kadlec, 2012). Another study revealed that for maintaining workforce it is necessary to provide a supportive working environment to the employees (Mohammad & Jahangir, 2014).

The retention in the public organizations it is correlated with the perceived work-life balance by employees, and it is normal to have this result since in public administration activities are better planned as they are in the private sector (Sanjeevkumar, 2012). Organizational commitment and career opportunities are also correlated with staying into the public organizations, because these opportunities are especially for the internal employees (Sanjeevkumar, 2012).

In fact, there are many factors (as constructs) identified as determinants for the option of leaving jobs (Mohammad & Jahangir, 2014):

- Empowerment and growth;
- Fulfillment of one's job expectations and organization's image;
- Nature of job and updated training;
- Pay and environment;
- Satisfactory job, conditions, and organizational support;
- Sound administration and scope of personal development.

However, opportunities for advancement also lead to employees' satisfaction (Lovett et al., 2004), while dissatisfaction it is associated with stress, low productivity, depression, and intention to leave (Tzeng, 2020). Job satisfaction is negatively correlated with turnover intention, as it shows an empirical investigation made in Pakistan (Rahman et al., 2008).

3. Methodology and Results

The objective of the research was to test the differences between students, employees from Romanian companies and employees from Multinational companies, regarding their declared reasons that made them to leave their previous job.

The sample of the research was initially composed by 627 respondents (employed and unemployed), from which 297 employees had resigned at least once from a job. Data was collected in 2016, through a questionnaire administered by hand. Some details about all the participants involved in the study are: age (46.9% between 18-25 years; 39.6% between 26-33 years; 10% between 34-41 years; 3.5% over 41 years); gender (62.5% female; 37.5% male); the level of studies (7.2% high school; 56.6% undergraduate; 33.7% master; 2.5% doctoral programs and other studies).

To test the differences between the 3 considered groups, were established 7 possible causes, which determined 7 hypotheses:

- A better paid job (reason for H1);
- A job in accordance with the studies (reason for H2);

- A job that offers more benefits (reason for H3);
- Disagreements with the boss (reason for H4);
- Poor working conditions (reason for H5);
- Stress (reason for H6);
- Other reasons (reason for H7).

In Table 1 are presented the reasons for which employees leaved their previous jobs. To obtain these results, it was checked for each respondent the condition of having at least one past job during his/ her professional career.

Table 1: Determinants for leaving the previous job (N = 297)

Variable	Scale	Multinational Co.		Romanian Co.		Students		Total	
		Frec v.	%	Frec v.	%	Frec v.	%	Frec v.	%
Finding a better paid job	“Yes/No”	86	38.9	29	54.7	7	30.4	122	41.1
Finding a job according to studies	“Yes/No”	53	24.0	9	17.0	7	30.4	69	23.2
Finding a job that offers more benefits	“Yes/No”	66	29.9	9	17.0	9	39.1	84	28.3
Misunderstandings with the boss	“Yes/No”	9	4.1	0	0.0	2	8.7	11	3.7
Working conditions	“Yes/No”	41	18.6	14	26.4	4	17.4	59	19.9
Stress from work	“Yes/No”	42	19.0	1	1.9	1	4.3	44	14.8

Source: Author's own contribution. Data processed using output from SPSS version 21.0.

38.9% from the employees that work in Multinational companies left a previous job for a better paid one, more than half of the employees from Romanian companies made the same choice (54.7%), and only 30.4% from students and PhD students (that work) made the same decision. Several possible causes can justify such choices, such as: increases of personal expenses, personal desire to earn more, or awareness of people that the work they do does not deserve to be remunerated at the level provided by the organization.

In Romania, many students, including PhD students, are working while studying, either to gain experience or for the simple reason that they need money. According to our data, 24% of the employees from Multinational companies chose a new job according to the studies, 17% of the employees from Romanian companies made the same choice, and a percentage of 30.4% of the students emphasized the work-study congruence when leaved their last job. In the questionnaire was explained to the respondents the concept of "benefits", with examples. 29.9% from the employees from Multinational enterprises chose a new job to have more benefits, 17% of the employees from Romanian companies made the same choice, and 39.1% from the students resigned considering this aspect.

A percentage of 4.1% of the employees from Multinational companies chose a new job due to the incompatibility with the direct hierarchical boss, none from the Romanian companies made this choice, and a percentage of 8.7% from the students considered this aspect when leaving the previous job. The disagreements with the boss did not cause many resignations. Such a reason should not appear if problems have been openly discussed with the supervisor and if employees are proactive and have an honest attitude.

A percent of 18.6% from employees from Multinational companies chose a new job due to poor working conditions, 26.4% from employees from Romanian companies made the same choice, and 17.4% of students resigned considering this aspect.

The employees from the Romanian companies were the most affected by the working conditions. On the second place are the respondents who currently work in Multinationals. The least affected group by this cause is that with students. To obtain organizational and individual performance, employees need airy, clean and lighted rooms, access to recreation areas, ergonomic furniture, etc. A healthy workforce involves good working conditions.

As it can be seen in the previous table, 19% from the employees from Multinational companies chose a new job due to stress, 1.9% from the employees from Romanian companies made this choice, and a percentage of 4.3% of students considered this aspect when leaving the previous job.

In Table 2 are presented the Kruskal Wallis' values and the p values useful in testing the hypotheses of the study.

Table 2: The Kruskal Wallis Test for testing the hypotheses

Indicators	A better paid job (H1)	A job in accordance with the studies (H2)	A job that offers more benefits (H3)	Disagreements with the boss (H4)	Poor working conditions (H5)	Stress (H6)	Other reasons (H7)
Chi-Square	5.559	1.893	4.928	3.717	1.750	12.049	5.046
df	2	2	2	2	2	2	2
p values	0.062**	0.388	0.085**	0.156	0.417	0.002*	0.080**

Note: * $p < 0.05$ ** $p < 0.1$.

Source: Author's own contribution. Data processed using output from SPSS version 21.0.

The value of p was set to the significance lower than 0.1, which it is transposed into a confidence level of at least 90%. As it can be seen, the following hypotheses obtained significant p values: H1, H3, H6 and H7.

For a better view of the testing, in Table 3 are named the hypotheses and synthetized the results of testing.

Table 3: The validation of the hypotheses

Code	Hypothesis	Test used for validation	Result
H1	There are significant differences between students, employees from Romanian companies and employees from Multinational companies regarding the leaving from the last job for a better paid job	Kruskal Wallis Test	VALIDATED
H2	There are significant differences between students, employees from Romanian companies and employees from Multinational companies regarding the leaving from the last job for a job according to the studies		NOT VALIDATED
H3	There are significant differences between students, employees from Romanian companies and employees from Multinational companies regarding the leaving from the last job for a job that offers more benefits		VALIDATED
H4	There are significant differences between students, employees from Romanian companies and employees from Multinational companies regarding the leaving from the last job due to disagreements with the boss		NOT VALIDATED
H5	There are significant differences between students, employees from Romanian companies and employees from Multinational companies regarding the leaving from the last job due to poor working conditions		NOT VALIDATED
H6	There are significant differences between students, employees from Romanian companies and employees from Multinational companies regarding the leaving from the last job because of stress		VALIDATED
H7	There are significant differences between students, employees from Romanian companies and employees from Multinational companies regarding the leaving from the last job for other reasons		VALIDATED

4. Conclusion

The objective of the research was to test the differences between students, employees from Romanian companies and employees from Multinational companies, regarding their declared reasons that made them to leave their previous job.

The main results show that there are no significant differences between these groups if – another job in the same area with the studies, better working conditions or misunderstandings with the boss – are considered, while there are significant differences between groups when considering – a better paid job, a job that offers more benefits, stress and other reasons.

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