

# An Empirical Study of Job-Hopping Intention among Private Banking Employees with Reference to Income Group

**Reetu Parmar**

Assistant Professor  
History, Govt. College Jhadol, Udaipur (Rajasthan)

## **Abstract:**

Employee mobility has become an important concern in the private banking sector, where compensation expectations, career opportunities and work conditions often shape employees' intention to remain with or leave an organisation. This study examines job-hopping intention among private banking employees with specific reference to the income group. The objective is to assess the influence of income group on job-hopping intention among employees working in the banking sector. A quantitative research approach was adopted, and primary data were collected from 264 private banking employees through a structured questionnaire. Job-hopping intention was measured using ten Likert scale statements, and the internal consistency of the instrument was confirmed through Cronbach's alpha of 0.91. Descriptive statistics and one-way ANOVA were used for analysis. The findings show a decreasing pattern in job-hopping intention as income level increases, with the highest mean score among employees earning up to Rs. 25,000 and the lowest among those earning above Rs. 75,000. The ANOVA result confirmed a significant difference across income groups,  $F(3, 260) = 22.30, p < .001$ . The study highlights the relevance of income-based differences in understanding employee retention concerns within private banking institutions.

**Keywords:** Employee mobility; Turnover intention; Compensation perception; Private sector banks; Retention behaviour.

## **INCOME GROUP AND EMPLOYEE MOBILITY IN PRIVATE BANKING**

The private banking sector operates in a competitive employment environment where employees are expected to manage performance targets, customer relationships and changing organisational demands. In such a setting, employee retention has become a significant concern for banking institutions, particularly when employees perceive better salary packages, career growth opportunities, work conditions or compensation benefits outside their present organisation. Job hopping intention, therefore, reflects more than a simple desire to change employment; it indicates an employee's inclination to evaluate alternative opportunities when present employment expectations remain only partly fulfilled.

Income group is an important factor in this context because employees at different earning levels may experience their current job conditions differently. Lower income employees may be more sensitive to salary adequacy, benefit comparison and future earning prospects, while higher income employees may perceive greater stability or fewer immediate reasons to shift employment. The working results of the present study show this pattern clearly, as job hopping intention gradually declines from the lower income groups to the higher income group. Employees earning up to Rs. 25,000 recorded the highest mean score, whereas employees earning above Rs. 75,000 recorded the lowest mean score.

Existing scholarship on employee turnover and retention commonly recognises the role of compensation, career growth, organisational commitment and perceived employment alternatives in shaping employees' intention to leave. Within private banking, these factors may become more visible because employees

often compare salary structures, benefits and growth prospects across financial institutions. However, job hopping intention cannot be understood only as a general behavioural tendency. It requires closer examination across employee categories so that retention concerns can be interpreted with greater precision.

The present study addresses this need by examining whether job hopping intention differs across income groups among private banking employees. By using a structured questionnaire, composite mean scores and one way ANOVA, the study provides empirical evidence that income group is associated with meaningful differences in job hopping intention. This positions the study as a focused contribution to employee retention research in the private banking sector, particularly by showing that income related variation should be considered while designing retention and human resource strategies.

## REVIEW OF LITERATURE

(Mauswa et al., 2025) examined the relationship between job engagement and turnover intention in commercial banks, with decent work treated as a moderating condition. The study was situated in the commercial banking context and showed that employment quality, engagement and retention related attitudes are closely linked in banking organisations. Its relevance to the present study lies in showing that employees' intention to leave is not only a personal decision, but is also shaped by work related conditions that influence perceived stability and attachment to the organisation.

(Mohd Fuzi & Baki, 2025) conducted a systematic review of turnover intention in the financial services sector and synthesised studies on the factors that influence employees' quit mindset in banking and finance. The review highlighted that turnover intention research in this sector remains fragmented, with several studies focusing on fairness, stress, organisational support, engagement, leadership and employment conditions. The study is directly relevant because it confirms that turnover intention in financial institutions requires closer investigation through specific employee related variables rather than broad generalisations.

(Lin et al., 2024) investigated job stress, job satisfaction and turnover intention among 501 bank employees during the COVID 19 pandemic using a cross sectional research design. The analysis used descriptive statistics, t tests, ANOVA, correlation and regression, and reported that job stress was positively related to turnover intention, while job satisfaction was negatively related to it. Importantly, demographic factors such as income, age and education moderated work related outcomes, with lower income employees showing greater vulnerability to stress and turnover intention. This study is especially relevant to the present research because it supports the need to examine job hopping intention across income groups in the banking sector.

(Alnehabi & Al-Mekhlafi, 2024) analysed the factors influencing employee turnover intention in the Saudi banking sector through a quantitative cross sectional survey of 550 banking employees. Using structural equation modelling, the study examined organisational commitment, organisational identification, employee performance and corporate reputation in relation to turnover intention. The results showed that several organisational factors explained a meaningful proportion of variance in turnover intention. This work is relevant because it reinforces the view that employee retention in banking is influenced by measurable organisational and personal perceptions that can be tested empirically.

(Gautam & Gautam, 2024) studied occupational stress and employee turnover intention in the banking industry, with service climate and emotion regulation considered as mediating factors. The research used stratified sampling and collected data from commercial bank employees in two stages, followed by confirmatory factor analysis, regression and mediation testing. The findings indicated that workload, role ambiguity and growth opportunity expectations acted as occupational stressors that increased turnover intention. The study is useful for the present work because it identifies growth expectations and employment pressure as relevant conditions behind employees' intention to leave banking jobs.

(Qureshi et al., 2024) explored continuance performance management and turnover intention in the banking industry in Dubai, with employee motivation and job autonomy examined as mediating factors.

The study is relevant because it connects performance related organisational practices with employees’ intention to remain or leave. For the present study, its value lies in supporting the view that banking employees’ job mobility intentions are influenced by organisational experiences that affect motivation, perceived control and future employment choices.

(Kasa et al., 2023) investigated human resource practices, organisational commitment and turnover intention among bank employees in Sarawak, Malaysia. The study distributed 283 questionnaires and found a negative relationship between human resource practices and turnover intention, with organisational commitment mediating the association. This research is relevant to the present study because it shows that turnover intention among bank employees can be reduced when employees perceive organisational practices as supportive and fair, which is conceptually linked with salary progression, benefits and retention related expectations.

(Majeed et al., 2023) focused specifically on job hopping in the banking sector of Pakistan by examining emotional exhaustion, organisational commitment and job hopping behaviour. The study used questionnaire data from 200 banking employees and reported that emotional exhaustion was positively associated with job hopping, whereas organisational commitment was negatively associated with such behaviour. Its relevance to the present study is direct, as it treats job hopping as a banking sector issue and shows that employees’ intention to move between jobs can be studied through structured behavioural and attitudinal measures.

(Wan & Duffy, 2023) examined decent work and turnover intentions among Chinese millennials through a longitudinal research design. The study was grounded in the psychology of working theory and social exchange theory and addressed why employees are more likely to consider leaving when work is not perceived as decent. Although the study was not confined to banking employees, it is relevant because income, work quality, employment security and perceived fairness are closely connected with the broader idea of decent work, which helps explain why employees in different earning groups may vary in job hopping intention.

(Wan & Duffy, 2022) analysed the influence of decent work on turnover intention among new generation employees, with job satisfaction and job autonomy included in the model. Using a sample of 391 employees in China and statistical analysis through SPSS and AMOS, the research showed that decent work is important in reducing turnover intention, while job satisfaction and autonomy help explain this relationship. The study is relevant to the present research because it supports the assumption that employees’ intention to leave is shaped by their evaluation of work conditions, rewards and future prospects.

**RESEARCH OBJECTIVE**

To assess the influence of income group on job-hopping intention among employees working in the banking sector.

**LIKERT STATEMENT**

*Table 1.1: Opinion of the Respondent*

Likert Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I frequently think about leaving my current job for another employment opportunity.	3	32	108	99	22
I am likely to apply for jobs in other banks or financial institutions in the near future.	4	35	121	90	14

Likert Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I would consider changing my job if I receive a better salary package elsewhere.	1	17	102	113	31
I feel that my current income level encourages me to look for alternative job opportunities.	2	31	93	105	33
I often compare my present job benefits with those offered by other employers.	2	42	116	90	14
I may leave my present job if I find better career growth opportunities outside my current bank.	3	42	100	103	16
I feel less committed to staying in my present organisation when better employment options are available.	9	44	116	81	14
I actively observe job openings that match my skills and banking experience.	3	33	99	112	17
I would prefer to switch jobs if another organisation offers improved work conditions and compensation.	1	28	110	102	23
I am seriously considering a job change within the foreseeable future.	4	47	116	83	14

Job hopping intention: The Likert scale responses indicate a moderate to relatively higher tendency towards job hopping intention among private banking employees. Several statements show stronger agreement for considering job change when better salary, career growth, work conditions, or compensation are available, while neutral responses are also visible across items. This suggests that job hopping intention is present but varies in strength depending on income related and career related considerations among respondents.

**HYPOTHESIS**

**H<sub>01</sub>: There is no significant difference in job-hopping intention among private banking employees across different income groups.**

The one way ANOVA was applied to examine whether job hopping intention differed significantly among private banking employees across income groups. Income group was treated as the independent and grouping variable, while job-hopping intention was treated as the dependent variable.

*Table 1.2: Descriptive Statistics*

	n	Mean	Std. Deviation
Up to Rs. 25,000	58	3.66	0.51
Rs. 25,001 to Rs. 50,000	92	3.51	0.55
Rs. 50,001 to Rs. 75,000	70	3.27	0.54
Above Rs. 75,000	44	2.81	0.68
<b>Total</b>	<b>264</b>	<b>3.36</b>	<b>0.63</b>

The descriptive results show a clear decreasing pattern in job hopping intention as income group increases. Employees earning up to Rs. 25,000 reported the highest mean score ( $M = 3.66$ ,  $SD = 0.51$ ), followed by those earning Rs. 25,001 to Rs. 50,000 ( $M = 3.51$ ,  $SD = 0.55$ ), Rs. 50,001 to Rs. 75,000 ( $M = 3.27$ ,  $SD = 0.54$ ), and above Rs. 75,000 ( $M = 2.81$ ,  $SD = 0.68$ ). This pattern indicates that lower income groups showed comparatively stronger job hopping intention than higher income groups.

*Table 1.3: ANOVA*

	Sum of Squares	df	Mean Square	F	p
Income Group Code	21.06	3	7.02	22.30	<.001
Residual	81.87	260	0.31		
<b>Total</b>	<b>102.93</b>	<b>263</b>			

The ANOVA result confirmed that the difference across income groups was statistically significant,  $F(3, 260) = 22.30$ ,  $p < .001$ . This indicates a meaningful group difference within the context of the study.

### **Decision**

For  $H_{01}$ , one way ANOVA was applied to test whether there is a significant difference in job hopping intention among private banking employees across different income groups. Since the obtained result was statistically significant at the 5% level,  $H_{01}$  is rejected. The null hypothesis is rejected.

### **Finding**

The result shows that job hopping intention is not similar across all income groups of private banking employees. Employees in lower income categories appear to show a comparatively higher intention to change jobs, while those in the highest income group report the lowest level of such intention. This suggests that income group may be an important differentiating factor in understanding job hopping intention within the private banking sector.

### **Conclusion**

Since the null hypothesis is rejected, the researcher concludes that there is a significant difference of income group on job hopping intention.

## **RESEARCH METHODOLOGY**

### **Research Design**

The study adopted a descriptive and analytical research design to examine job hopping intention among private banking employees with reference to income group. The descriptive component was used to present the overall and group wise pattern of job hopping intention, while the analytical component was used to test whether the level of job hopping intention differed significantly across income categories. This design was suitable because the study aimed not only to describe employees' responses but also to examine the statistical influence of income group on job hopping intention.

### **Research Approach**

The study followed a quantitative research approach, as the variables were measured through structured responses and analysed using statistical techniques. Job hopping intention was measured through Likert scale statements and converted into a composite mean score, while income group was treated as a categorical grouping variable. The quantitative approach was appropriate because the objective required numerical comparison of mean scores across income groups and hypothesis testing through one way ANOVA.

### **Population and Sample**

The target population consisted of employees working in private banking institutions. The study was conducted on a sample of 264 private banking employees, classified into four income groups: up to Rs. 25,000, Rs. 25,001 to Rs. 50,000, Rs. 50,001 to Rs. 75,000, and above Rs. 75,000. The sample included 58 respondents in the first income group, 92 in the second group, 70 in the third group, and 44 in the fourth group. Purposive sampling was used, as the respondents were selected on the basis of their direct relevance to the study, namely their employment in the private banking sector and their ability to provide responses on job hopping intention. The sample size was adequate for comparing mean differences across the four income groups.

### **Research Variables**

Income group was treated as the independent and grouping variable, while job hopping intention was treated as the dependent variable. Income group refers to the monthly income category of the respondent, classified into the four groups used in the study. Job hopping intention refers to the employee's tendency or inclination to consider leaving the present job for another employment opportunity. The construct mean score for job hopping intention was calculated by adding the responses obtained from the ten Likert statements and dividing the total by the number of items. This composite score represented the overall level of job hopping intention for each respondent and was used for descriptive analysis and hypothesis testing.

### **Instrument Development and Measurement**

Data were collected through a structured questionnaire developed for the study. The instrument included ten Likert scale statements measuring job hopping intention among private banking employees. A five point scale was used, where 1 represented Strongly Disagree, 2 represented Disagree, 3 represented Neutral, 4 represented Agree, and 5 represented Strongly Agree. The statements covered employees' thoughts about leaving their current job, willingness to apply elsewhere, salary related reasons, career growth opportunities, comparison of benefits, commitment to the present organisation, observation of job openings, work conditions, compensation, and possible future job change.

### **Data Collection Procedure**

Primary data were collected from 264 employees working in private banking institutions through a structured questionnaire. The respondents provided their opinions on the ten job hopping intention statements using the five point Likert scale. The responses were then coded numerically and used to compute item level and construct level mean scores. The data were further classified according to income group to enable comparison of job hopping intention across different income categories.

### **Reliability of the Instrument**

The internal consistency of the job hopping intention scale was assessed using Cronbach's alpha. The reliability analysis was conducted on the ten items included in the scale, and the obtained Cronbach's alpha value was 0.91. This value indicates strong internal consistency, suggesting that the ten items were sufficiently coherent in measuring the same construct. However, the reliability result was interpreted cautiously and used only to support the suitability of the scale for the present analysis.

### **Statistical Tools and Techniques**

Descriptive statistics were used to summarise the level of job hopping intention among private banking employees. Mean and standard deviation were calculated both overall and across income groups to identify response patterns and group wise variation. One way ANOVA was applied to test the hypothesis that there is no significant difference in job hopping intention among private banking employees across different income groups. This test was appropriate because the dependent variable was measured through a composite mean score and the grouping variable consisted of four independent income categories.

### **OVERALL CONCLUSION**

The study examined job hopping intention among private banking employees with reference to income group. The findings indicate that job hopping intention differs across income categories, with employees

in lower income groups reporting comparatively higher mean scores than those in higher income groups. The descriptive pattern shows a gradual decline in job hopping intention as income level increases, suggesting that income group is an important factor in understanding employees' inclination to consider alternative employment opportunities in the private banking sector.

The one way ANOVA result confirmed a statistically significant difference in job hopping intention across income groups,  $F(3, 260) = 22.30, p < .001$ , with an eta squared value of approximately .205. Since the null hypothesis was rejected, the study concludes that income group makes a significant difference to job hopping intention among private banking employees. The study contributes by showing that job hopping intention in the private banking sector is not uniform across employees, but appears to be shaped by income based differences and related employment expectations.

### **SUGGESTIONS BASED ON FINDINGS**

The following are the suggestions based on findings

1. Private banks should give greater attention to employees in lower-income groups, as the findings indicate comparatively higher job-hopping intention among them.
2. Salary review mechanisms should be made more structured and transparent so that employees perceive fair income progression within the organisation.
3. Banks should consider periodic compensation benchmarking to ensure that salary packages remain reasonably competitive within the private banking sector.
4. Career growth opportunities should be communicated clearly to employees, particularly those in lower and middle income categories.
5. Banks should design internal promotion pathways that help employees see long term professional prospects within the same organisation.
6. Managers should regularly identify employees who show signs of reduced commitment or increased interest in external job opportunities.
7. Human resource departments should conduct periodic employee feedback exercises to understand salary, growth, and work condition related concerns.
8. Retention strategies should be income sensitive rather than uniform, as the results suggest that job hopping intention varies across income groups.
9. Employees in lower income categories may be offered skill development programmes linked to future growth and income improvement.
10. Banks should strengthen non monetary benefits such as recognition, training, flexible support systems, and career mentoring to reduce job change intention.
11. Work condition improvements should be considered alongside compensation, as respondents expressed job switching preference when better work conditions are available elsewhere.
12. Private banks should monitor benefit comparisons made by employees and improve communication about existing organisational benefits.
13. Exit intention indicators should be reviewed at regular intervals so that potential turnover risk can be addressed before employees actively seek other employment.
14. Supervisors should be trained to discuss career expectations with employees in a constructive and supportive manner.
15. Retention policies should focus on both financial and career related expectations, as job hopping intention appears connected with salary, growth, benefits, work conditions, and future employment possibilities.

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