

# Impact of Workplace Culture and Leadership Styles on Job Hopping Behaviour Among Millennials in the IT Sector

Elsa Jacob<sup>1\*</sup> and Dr.R. Jayalakshmi<sup>2</sup>

<sup>1\*</sup>Research Scholar, Department of Commerce, Karpagam Academy of Higher Education, Coimbatore, Tamil Nadu, India

<sup>2</sup>Assistant Professor, Department of Commerce, Karpagam Academy of Higher Education, Coimbatore, Tamil Nadu, India

E-mail: <sup>1</sup>[elsachackochan@gmail.com](mailto:elsachackochan@gmail.com), <sup>2</sup>[jayalakshmi.r@kahedu.edu.in](mailto:jayalakshmi.r@kahedu.edu.in)

ORCID: <sup>1</sup><https://orcid.org/0009-0003-9330-0052>, <sup>2</sup><https://orcid.org/0000-0002-8004-7030>

(Received 05 March 2026; Revised 10 April 2026, Accepted 24 April 2026; Available online 05 June 2026)

**Abstract** - The rapid growth of the millennial workforce in the Information Technology (IT) industry has raised concerns about frequent job shifts and employee retention. Millennials have become a major challenge in organizations, particularly in the knowledge-based industry, where human capital is the most important factor. This paper discusses the implications of workplace culture and the type of leadership on job-hopping behaviour among millennial workers in the IT sector in Kerala, India. The study employed a quantitative research design in which the researcher relied on a structured questionnaire to gather primary data on 100 IT professionals. The data were analysed using SPSS to examine the data by means of Exploratory Factor Analysis (EFA), reliability analysis, correlation analysis, and independent-samples t-test. It is found that there were seven significant dimensions influenced by the job-hopping behaviour based on the factor analysis, including work environment, leadership support, work-life strain, priority on growth, empathetic leadership culture, and cultural satisfaction. The suitability of the data in terms of factor analysis was determined using the Kaiser-Meyer-Olkin (KMO) of 0.701 and the Bartlett ( $\chi^2 = 875.836$ ,  $p = 0.001$ ) test. Internal consistency. The analysis of reliability demonstrated that the key constructs, such as the work environment ( $\alpha = 0.777$ ), leadership support ( $\alpha = 0.767$ ), and work-life strain ( $\alpha = 0.737$ ), were acceptable. The correlation analysis showed that leadership support, work-life strain, and organizational culture all had strong correlations as well. The findings reveal that a good working environment, effective leadership, and career development prospects are significant factors that lead to lower turnover intentions among the millennial generation. The implications of the research to IT organisations are useful as it proposes that organizations should look at flexible working policies, understand leadership practices, and enable organizational cultures to increase employee retention and organizational stability.

**Keywords:** Job Hopping, Millennials, Leadership Style, Workforce Culture, IT Sector

## I. INTRODUCTION

### *Background*

High mobility of workforce has already been observed in the Information Technology (IT) Industry, with a significant

percentage of workers being influenced by the millennial generation who value career growth, flexibility, and meaningful work (Ivanovic & Ivancevic, 2019). This change has contributed to job-hopping, a high frequency of role changes within a short period of time, which becomes a major challenge for retention in knowledge-intensive organizations. This turnover is critical from an information science perspective, as IT companies depend on the specialized skills of knowledge workers; knowledge loss disrupts the continuity of knowledge, learning within the organization, and the management of information resources. Therefore, mobility is an important concept for human resources and for efficient knowledge management systems. Although studies identify job satisfaction, work-life balance, and organizational commitment as the most significant factors driving millennial job-hopping, the leader and culture are also crucial. Healthy workplace cultures and positive, supportive, or transformational leadership styles increase engagement, and inflexible and authoritarian styles promote dissatisfaction and turnover. Although this has been illuminated, there is a significant gap in the research: most studies have examined these factors separately or in Western and Southeast Asian settings, with little research on the interaction effects of culture and leadership in the Indian IT sector. Moreover, although financial and professional motivations are well reported, non-financial aspects, such as emotional support, cultural orientation, and the ability of leaders to understand one another, are underestimated.

### *Research Gap*

Despite previous research on job-hopping behaviour among millennials, scarce information exists on the combined influence of workplace culture and leadership styles on the mobility of employees in the Indian IT sector (Pandey, 2019; Dewi & Ekowati, 2025; Haidir et al., 2023). Presumptive studies on psychological variables, such as job satisfaction and work-life balance, have been conducted frequently, although very few have examined the interplay between organizational culture and leadership practices to influence employees' decisions to stay in or quit an organization. In

addition, empirical data on the Kerala IT industry is rather scarce, even though the industry in the region is increasingly contributing to the country's technology sphere. Thus, this study seeks to address this gap by analysing the roles of workplace culture and leadership styles in job-hopping behaviour among millennial employees in the IT industry in Kerala.

#### *Statement of the Problem*

Although talent is in high demand in the IT sector, organizations are having difficulty retaining millennial workers who are increasingly seeking non-monetary incentives such as flexible working hours, accommodating leadership, meaningful work, and a healthy working environment, rather than traditional approaches to talent retention (Tetteh et al., 2021). Many companies do not understand the role of organizational culture and leadership styles in increasing turnover rates (Nanda et al., 2024; Utami et al., 2025). The study, therefore, answers fundamental questions about how support leadership styles and a positive workplace culture, particularly those that emphasize empathy and flexibility, can minimize job-hopping behavior. It also examines the degree to which communication, recognition, and work-life balance contribute to loyalty, and what changes the organization must implement to better align IT companies' practices with millennials.

#### *Key Contribution of the Study*

This study makes several important contributions. First, it provides empirical evidence on the relationship between workplace culture, leadership styles, and job-hopping behaviour among millennials in the IT sector. Second, the study identifies key organizational factors such as work environment, leadership support, work-life balance, and empowering culture that influence employee retention. Third, the findings provide practical insights for organizational leaders and human resource professionals to design effective leadership strategies and workplace policies to reduce employee turnover. Finally, the study contributes to the broader literature on organizational behaviour and knowledge-based workforce management in technology-driven industries.

The remaining part of the paper is organized in the following way. Section 2 involves a review of literature on job-hopping behavior, leadership styles, and the culture of the workplace. Section 3 gives the research methodology that will be applied in the study. Section 4 contains the results and data analysis and provides the findings and managerial implications, and the study is concluded in Section 5 by providing recommendations on future research.

## **II. REVIEW OF LITERATURE**

Recent studies have revealed that the millennial job-hopping phenomenon is a multifaceted complex of psychological, organizational, and cultural factors and not traditional financial motives. Studies in various fields have also found that millennials believe that a career progression and learning strategy is to change jobs regularly. One such example is the recent systematic reviews that indicate job-hopping as a phenomenon that is mediated through a set of internal and external trends and that retention should be considered at a multidimensional level. Though career development has a positive effect on job-hopping behaviours, research indicates that emotional anchors, such as affective job security and person-organization fit, have a bigger impact in deterring turnover among Gen Y workers (Bhatti & Alvi, 2022; Hassan et al., 2019; Iftikhar et al., 2025).

The significance of non-financial and non-material rewards, such as work-life balance, organizational climate, and leadership encouragement, is stressed in most of the contemporary literature. In the knowledge-based sector, such as IT, the key to attaining stability is alleviating job-hopping through specific strategies that address the particular needs of millennials (Shakya et al., 2025). Research on the job-hopping syndrome indicates that organizational culture and leadership behaviour are most significant: positive, supportive, or transformational leadership styles enhance engagement, whereas strict, or authoritarian, leadership styles promote dissatisfaction and turnover (Al-Twal et al., 2025; Hassan et al., 2023; Binolac et al., 2022).

Furthermore, recent findings suggest that navigating the transition from pay to culture to growth is essential for millennial retention. The interplay of job involvement, satisfaction, and affective commitment serves as a mechanism for breaking the chains of frequent mobility. While many existing studies have focused on Western contexts, there is a growing need to synthesize the combined influence of leadership empathy and workplace culture within the Indian IT sector. This study fills that gap by examining these specific organizational traits within Kerala's knowledge-intensive IT landscape.

While many existing studies focus on Western or Southeast Asian contexts, there is a growing need to synthesize the combined influence of leadership empathy and workplace culture within the Indian IT landscape. A summary of the key studies that inform the theoretical basis of this research is presented in table I.

TABLE I LITERATURE SURVEY SUMMARY OF RECENT KEY STUDIES ON JOB-HOPPING

Reference	Sector/Focus	Methodology	Key Findings	Inference for Current Study
Shakya et al., (2025)	IT Sector	Quantitative	Strategies like mentorship and clear growth paths are vital for IT stability.	Validates the focus on Growth Priority as a retention factor.
Utami et al., (2025)	Millennials	Mixed Methods	Navigating the balance between pay and culture is key to reducing transitions.	Supports the finding that Empowering Culture can outweigh salary.
Dewi & Ekowati, (2025)	Gen Y Employees	Quantitative	Job involvement and affective commitment are primary deterrents to hopping.	Highlights the role of Cultural Satisfaction in building commitment.
Hassan et al., (2022)	Private Sector	Quantitative	Servant leadership significantly reduces turnover through job satisfaction.	Justifies the inclusion of Empathetic Leadership as a dimension.
Bhatti & Alvi, (2022)	Corporate	Regression	Career growth impacts hopping, but is moderated by perceived job security.	Reinforces the need to study Leadership Support in career mapping.
Binolac et al., (2022)	BPO/IT Industry	Qualitative	Culture and management styles are more influential than physical work conditions.	Confirms that Workplace Culture is a strategic resource for IT firms.
Ivanovic & Ivancevic, (2019)	Millennials	Survey (N=251)	High turnover intentions are linked to a lack of professional development.	Supports the Work-Life Strain and growth links in your model.

Based on the gaps identified in these existing studies, the following section outlines the research design and conceptual framework used to evaluate these dimensions in the Kerala IT sector.

#### *Significance and Scope of the Study*

The study gives crucial information on the non-financial aspects of leadership styles and cultural issues that are in line with the millennial values to sustain performance in the organization by looking at the distinctive expectations of the respective professionals, their working patterns, and their motivations. It is an HR strategy and a corporate asset to make long-term commitment, loyalty, and participation, as the findings provide a framework to achieve this. Finally, this study can enhance the creation of effective talent management policies and the orientation of leadership activities to the needs of millennial careers to minimize turnover and fuel the growth of the IT sector. This research study is particularly limited to taking a sample of 100 individuals in different organizational roles in the Information Technology (IT) industry. The area of the research is the Ernakulam district, Kerala, India, where the localized study is done on job-hopping behavior among millennials, as in this regional center of technology (Rahmania et al., 2025).

#### *Objectives of the Study*

- To analyze the influence of workplace culture on the job retention decisions of millennial employees in the IT industry.
- To evaluate the impact of various leadership styles on millennials' intention to stay or leave their current job.

- To assess how communication, recognition, and work-life balance contribute to job-hopping tendencies.
- To explore whether supportive leadership mitigates job-hopping among millennial IT employees.
- To provide recommendations for IT firms to align leadership practices with millennials' career preferences.

The review of existing literature indicates that job-hopping behaviour among millennials depends on several organizational and psychological factors such as job satisfaction, work-life balance, career growth opportunities, and organizational commitment (Eldiana & Herdiana, 2025; Hassan et al., 2022). However, the results of the past research indicate that there are some discrepancies in the significant role of financial and non-financial variables. Although other researchers also mention salary and career progression as the main determinants of job mobility, the role of the organizational culture, leadership behaviour, and workplace relations is also vital in determining job mobility. Such contradictions imply that the retention of employees cannot be attributed to one factor. Rather, to gain a full picture of job-hopping behaviour, it is necessary to consider the joint effects of leadership styles and workplace culture on a particular organizational and regional level.

### III. RESEARCH METHODOLOGY

Fig. 1 is the theoretical foundation of this study, as it plots the effect of non-financial factors in an organization on job-hopping intentions of IT professionals.

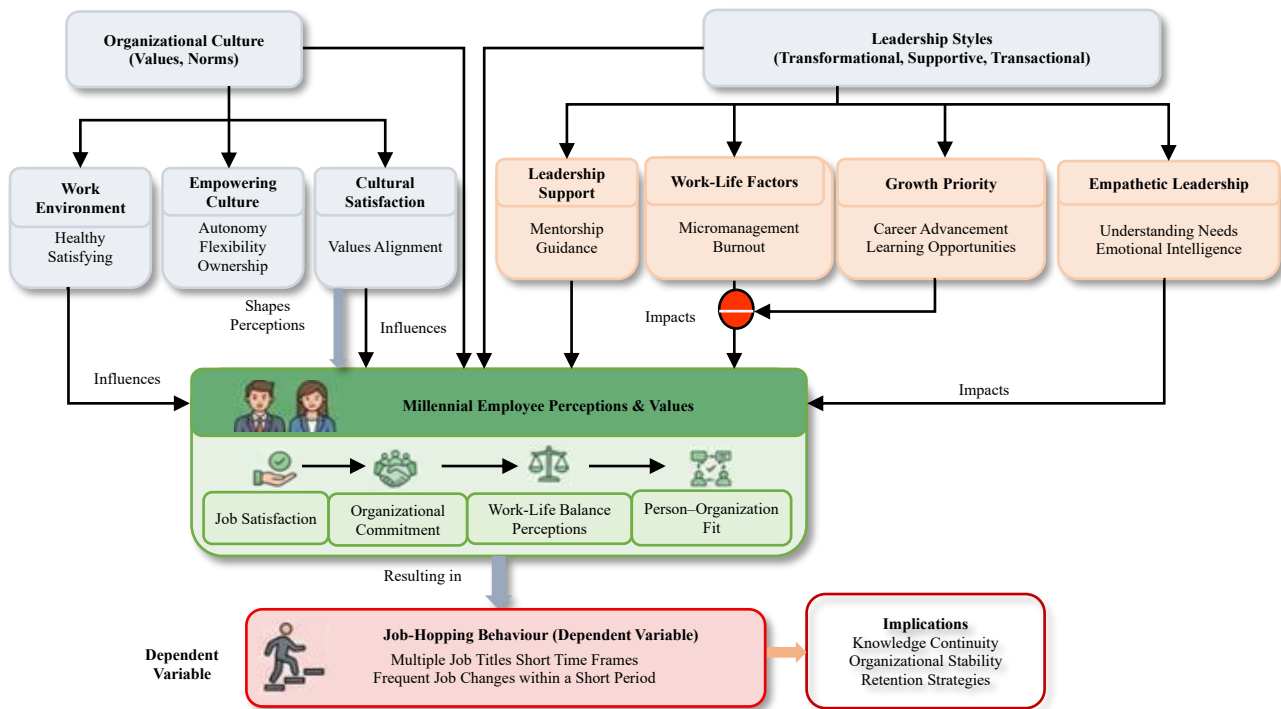


Fig. 1 Conceptual Framework of Millennial Job-Hopping Drivers

Fig. 1 shows the causal connection between the corporate elements and ensuing job-hopping among millennials in the IT industry. The framework defines Workplace Culture (Work Environment, Empowering Culture, and Cultural Satisfaction) and Leadership Styles (Leadership Support, Work-Life Strain, Growth Priority, and Empathetic Leadership) as the main independent variables. The flow indicates that these organizational characteristics influence the internal perceptions of the employees in terms of job satisfaction, organizational commitment, and person-organization fit. These perceptions are the psychological mediating factor that defines the end result, Job-Hopping Behavior. The model notes that leadership empathy and cultural alignment that are high reduce the likelihood of job transitions, and hence, organizational knowledge continuity and stability are assured.

### 3.1. Research Design

The paper follows the following research design, which is quantitative, by testing how leadership style and workplace culture affect the job-hopping behaviour among millennial workers in the IT sector. The quantitative approach was found to be suitable since the research will be quantitative in determining the relationships between various organizational variables and employee behavioural outcomes through statistical analysis. Quantitative research techniques are popular in information systems and organizational research to examine trends in employee perceptions, workplace, and organizational behaviour. The research will target millennial employees based in the Information Technology industry in the Ernakulam district of Kerala, where knowledge workers are of crucial concern in information processing within the organization, development of systems, and delivery of digital

services. It is also significant to understand which factors in the workplace affect employee retention in order to sustain the continuity of knowledge and performance of the organization (Shinde, 2025).

### 3.2. Data Sources and Data Collection

The research involves the use of both secondary and primary data. A structured questionnaire survey was given to millennial workers of different IT firms in the Ernakulam district, as primary data was used. The questionnaire was formulated in such a way that it allows the employees to answer the questions based on their perception of the workplace culture, leadership practices, work-life balance, career development opportunities, and job-hopping tendencies. The secondary data was acquired by way of published research articles, journals, and academic databases available on leadership style, workplace culture, and employee retention in the information technology industry. These materials assisted in gaining a theoretical background and in the formulation of the research framework.

### 3.3. Sampling Strategy and Participant Selection

The study used a convenience sampling method to gather the responses of employees in the IT industry. The convenience sampling method was chosen because of the availability of respondents, since the employees were willing to take part in the survey. The 100 millennial workers in the IT-related fields, including software development, system administration, testing, and technical support, took part in the survey. The following criteria were used to select the respondents: Employees who are in the age bracket of 21-40 years, Employees in jobs involving the IT sector, and

Employees with minimum work experience in the IT industry. The chosen respondents will be the early and mid-career professionals who are likely to have any job mobility in the technology sector.

### 3.4. Survey Variables and Measurement Constructs

The questionnaire contained various questions that were used to gauge the important constructs pertaining to the workplace culture, styles of leadership, and job-hopping behaviour. These constructs were formulated in relation to the past literature on organizational behaviour as well as human resource management.

All the survey questions were rated on a five-point Likert scale between:

Strongly disagree, disagree, neutral, agree, strongly agree 1, 2, 3, 4, 5.

The key variables of the research are seven key dimensions defining the millennial job-hopping behaviour based on structural organizational characteristics, interpersonal dynamics, and leadership. The Work Environment and Leadership Support dimensions are concerned with the background of the atmosphere in the office, and in particular, this dimension measures the perception of supervisor mentorship, professional guidance, and recognition on time. Work-Life Strain and Growth Priority, in turn, describe the internal forces and ambitions of the employee and put the experiences of job strain and managerial restraints, and the need to get a job promotion and become innovative, side by side. More so, organizational climate is measured by Empowering Culture that promotes autonomy and participation, and Empathetic Leadership that insists on the emotional intelligence of a leader in interpreting the needs of staff. Finally, Cultural Satisfaction is a scale of person-organization fit, and it is a scale that indicates the correspondence of the personal values of an employee with the corporate culture at large.

### 3.5. Data Analysis Tools and Software

The data obtained was coded and analysed using the Statistical Package of Social Sciences (SPSS) programme. A number of statistical methods were used to examine the data and meet the research objectives. The statistical tools of the study involve the fact that the study has adopted a detailed statistical framework to analyse the data, and the analysis starts with the descriptive statistics to summarize the demographic format of the respondents. Exploratory Factor Analysis (EFA) is applied to determine the underlying dimensions that determine the movement of employees to reveal the latent variables. These measurement constructs are then confirmed by the internal consistency and reliability using the analysis of Cronbach's alpha. Moreover, correlation research is carried out to investigate the degree and the relationship of the interrelationships among the workplace culture, leader styles, and job-hopping dispositions. Lastly, an independent sample t-test is used to establish whether the

differences in demographics play a significant role in employee perceptions, making sure that the factors that contribute to professional stability are understood with a certain level of depth (Udayani et al., 2025).

### 3.6. Analytical Workflow

The data analysis was carried out in a sequence of systematic actions, and the initial part of the process entailed gathering and coding the answers to the structured questionnaires. To explore the demographics of the respondents and general patterns of the responses, the descriptive analysis was conducted first. This was followed by the Exploratory Factor Analysis (EFA) that was to uncover the underlying dimensions that influence the behaviour of job-hopping, followed by the measurement of reliability, which was conducted to establish the internal consistency of the discovered dimensions. Once the factors were validated, composite scores were developed on each of the dimensions extracted so that they could be further tested. Finally, it was the correlation analysis testing the correlation between the key variables, which were supplemented with the independent sample t-tests testing whether the differences in the demographics significantly influenced the perception of the employees. This systematic workflow analysis of an analytical nature will be applied to ensure that the correlations between the leadership styles, workplace culture, and job-hopping behaviour will be examined in a rigorous fashion.

### 3.7. Ethical Considerations

Participation in the survey was voluntary, and respondents were informed about the academic purpose of the study. Confidentiality and anonymity of participants were maintained throughout the research process. No personally identifiable information was collected, and the responses were used solely for academic research purposes.

### 3.8. Limitations of the Study

Although this study is very informative, it has a number of limitations. The research is based on primary data gathered in the local geographical area of Ernakulam district in Kerala, which can limit the applicability of the results to the IT industry, as well as other geographical areas, in general. Also, the respondent bias might also affect the findings due to the fact that the data were collected using self-reported structured questionnaires. Therefore, the findings can be explained by the local context of this sample and the nature of any survey-based study.

## IV. RESULTS AND DISCUSSION

### 4.1. Descriptive Analysis

The descriptive statistics of the sample population are provided in this section. This section is aimed at the demographic traits, including age, gender, and years of experience, to summarize the number of respondents. Mean

scores and standard deviations for variables such as workplace culture, leadership styles, and job-hopping

behavior are also discussed to understand the general trends where employed.

TABLE II DEMOGRAPHIC PROFILE OF RESPONDENTS

	<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage</b>
Age	21 – 25 Years	64	64
	26-30 Years	17	17
	31- 35 Years	10	10
	36- 40 Years	9	9
	<b>Total</b>	<b>100</b>	<b>100</b>
Gender	Male	44	44
	Female	53	53
	Other	3	3
	<b>Total</b>	<b>100</b>	<b>100</b>
Education	Diploma	3	3
	Bachelor’s Degree	51	51
	Master’s Degree	45	45
	Other	1	1
	<b>Total</b>	<b>100</b>	<b>100</b>
Job Title	Software Developer/Programmer	8	8
	Tester/Analyst	25	25
	IT Support / System Administrator	31	31
	Team Leader/Manager	17	17
	Others	19	19
	<b>Total</b>	<b>100</b>	<b>100</b>
Years of Experience	Less than 1 Year	29	29
	1-3 Years	42	42
	4-6 Years	13	13
	7-8 Years	4	4
	More than 8 Years	12	12
	<b>Total</b>	<b>100</b>	<b>100</b>
Duration of Current Job	Less than 1 Year	<b>35</b>	<b>35</b>
	1-3 Years	<b>44</b>	<b>44</b>
	3-5 Years	<b>10</b>	<b>10</b>
	6-7 Years	<b>3</b>	<b>3</b>
	More than 7 Years	<b>8</b>	<b>8</b>
	<b>Total</b>	<b>100</b>	<b>100</b>

Source: Primary Data

Table II shows that a large number of respondents (64%) are between 21 and 25 years of age, indicating that the sample primarily includes younger individuals. The gender distribution is nearly even, with females (53%) slightly higher than males (44%), and a small percentage were other genders (3%). When it comes to educational background, a majority of respondents had a Bachelor's degree (51%), where 45% have completed a Master's Degree, pointing to a well-educated group. When it comes to jobs, a greater number of participants are engaged in IT Support/System Administration (31%) and Tester/Analyst positions (25%), indicating a dominance of technical and operational roles. 42% of respondents have between 1- 3 years of experience, followed by 29% which is having less than one year of experience. This data is also reflected in the figures for the time on the job, where 44% have 1-3 years of tenure in their current jobs. In general, the demographic data indicate that the respondents are a young, well-educated, and

technologically proficient segment of the population, with the majority of them being at the beginning of their careers.

4.2. Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) was performed in order to find out the dimensions of workplace culture and leadership styles. Suitability of the data in factor analysis was checked with the Kaiser- Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett test of Sphericity. Extraction was done on Principal Component Analysis with Varimax rotation.

TABLE III KMO AND BARTLETT’S TEST RESULTS

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.701
Bartlett’s Test of Sphericity	Approx. Chi-Square	875.836
	Df	276
	Sig.	.000

Source: Primary Data

Table III displays that the Kaiser- Meyer-Olkin (KMO) value is 0.701, which is an average value of sampling adequacy. The value is larger than 0.6, which is acceptable in factor analysis. This implies that there are appropriate underlying structures or factors that this data can be used to identify. Bartlett Test of Sphericity also has a significant value with a Chi-Square value of 875.836, degrees of freedom (df) =276, and probability value (p-value) of.000. It demonstrates that the correlations among variables are strong enough to perform factor analysis because it is possible to reject the null

hypothesis (that the correlation matrix is an identity matrix). Overall, the two tests support the suitability of the data to be analyzed using the exploratory factor analysis (EFA).

Principal Component Analysis was used to determine the underlying dimensions. According to the Eigenvalues that exceed 1, seven factors were obtained in total that explain the total variance. Table IV shows the information about the variance attributed to each component.

TABLE IV TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.519	22.997	22.997	5.519	22.997	22.997	3.394	14.141	14.141
2	3.098	12.909	35.906	3.098	12.909	35.906	3.154	13.143	27.283
3	1.806	7.524	43.430	1.806	7.524	43.430	2.709	11.287	38.571
4	1.528	6.367	49.797	1.528	6.367	49.797	1.875	7.811	46.381
5	1.302	5.424	55.221	1.302	5.424	55.221	1.655	6.896	53.277
6	1.192	4.968	60.189	1.192	4.968	60.189	1.430	5.958	59.235
7	1.082	4.508	64.697	1.082	4.508	64.697	1.311	5.461	64.697
8	.922	3.843	68.540						
9	.857	3.571	72.110						
10	.778	3.241	75.352						
11	.693	2.888	78.239						
12	.682	2.842	81.082						
13	.632	2.632	83.713						
14	.564	2.352	86.065						
15	.546	2.274	88.339						
16	.496	2.067	90.406						
17	.449	1.871	92.277						
18	.416	1.732	94.009						
19	.344	1.432	95.441						
20	.289	1.204	96.645						
21	.282	1.175	97.820						
22	.198	.827	98.647						
23	.174	.726	99.373						
24	.151	.627	100.000						

Extraction Method: Principal Component Analysis

A Varimax rotation was done to obtain a simpler and more meaningful structure. Table V below presents the factor loadings of all items, or the Rotated Component Matrix. The final factor was assigned only to items that had loadings more than 0.5.

This study has used Exploratory Factor Analysis (EFA) to find out the seven essential dimensions that affect job-hopping among millennials working in the IT sector, which are Work Environment, Leadership Support, Work-Life Strain, Growth Priority, Empowering Culture, Empathetic Leadership, and Cultural Satisfaction. The results reveal that workplace experience and leadership exposure are interconnected to achieve retention, and that traditional financial rewards and job titles cannot be used individually to

achieve retention. The former two factors of Work Environment and Leadership Support reveal the need to have a healthy environment, which includes emotional support, recognition, and mentorship. There are high chances of Millennials staying with leaders who are caring and encouraging ethical conduct in organizations and have invested in the personal development of their teams. On the other hand, the third dimension, Work-Life Strain, recognizes the stress triggers that are related to micromanagement, the absence of empathy, and inflexible structures as the major causes of turnover. This proves that this population is responsive to controlling leadership and gives priority to autonomy and flexibility. The Growth Priority and Empowering Culture dimensions underscore the fact that salary is usually dominated by career growth and organizational climate. The employees are encouraged to remain in positions where they are able to provide

innovations and project ownership, even as they volunteer to be paid less in a culture where they are allowed to develop professionally. Moreover, Empathetic Leadership based on emotional intelligence and Cultural Satisfaction, the alignment of personal and corporate values appears to be a key quality of ensuring turnover intentions reduction. The employees develop the tendency to quit their jobs when they discover the lack of alignment between their values and the workplace culture. In the end, the combination of these characteristics accounts for a significant percentage of the variance in employee perceptions, supporting the idea that in

knowledge-intensive sectors such as IT, positive culture and supportive leadership play a crucial role in terms of knowledge continuity and stability in operations. In order to curb job-hopping, IT organizations need to go beyond the traditional retention approaches and develop inclusive, flexible, and understanding frameworks that meet the demands of millennials. Through the enhancement of these organizational characteristics, companies will be able to boost motivation and gain long-term commitment from their most valuable human resource (Apriliani et al., 2025).

TABLE V ROTATED COMPONENT MATRIX

	1	2	3	4	5	6	7
Are you satisfied with the work environment in the Organisation	.773						
The overall environment at my company is Healthy	.767						
I receive recognition for my work in a timely and appropriate manner	.741						
The current leadership style in my organization reflects what I expect from a modern workplace	.634						
I feel emotionally supported by my immediate supervisor	.571						
I would stay longer in an organization where the leadership genuinely cares for employees.		.786					
I prefer leaders who offer continuous learning and growth opportunities.		.748					
The lack of mentorship and support is a factor in my decision to leave a company.		.705					
Workplace values and ethics influence my decision to continue with the organization.		.561					
Team collaboration influences my loyalty to the company.		.375					
Poor work-life balance has made me think about switching jobs.			.748				
I feel micromanagement affects my decision to leave a job.			.721				
I would recommend leadership training that focuses on empathy and adaptability.			.634				
A controlling leadership style makes me less likely to stay long-term.			.576				
I am motivated to stay when I am mentored by visionary leaders.			.471				
I value career advancement more than job security.				.712			
My supervisor encourages innovation and new ideas.				.498			
I am willing to accept lower pay to work in a positive workplace culture.					.842		
My manager takes an active role in my career development.					.504		
I would stay in a company where leadership empowers me to take ownership of projects.					.435		
My company supports flexible work arrangements.					.419		
Leaders who understand employee needs reduce staff turnover.						.856	
I am more likely to leave a company if I do not feel satisfied with the Organisational Culture.							.664
Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 15 iterations.							

Source: Primary Data

This study has used Exploratory Factor Analysis (EFA) to find out the seven essential dimensions that affect job-hopping among millennials working in the IT sector, which are Work Environment, Leadership Support, Work-Life Strain, Growth Priority, Empowering Culture, Empathetic Leadership, and Cultural Satisfaction. The results reveal that workplace experience and leadership exposure are interconnected to achieve retention, and that traditional financial rewards and job titles cannot be used individually to achieve retention. The former two factors of Work

Environment and Leadership Support reveal the need to have a healthy environment, which includes emotional support, recognition, and mentorship. There are high chances of Millennials staying with leaders who are caring and encouraging ethical conduct in organizations and have invested in the personal development of their teams. On the other hand, the third dimension, Work-Life Strain, recognizes the stress triggers that are related to micromanagement, the absence of empathy, and inflexible structures as the major causes of turnover. This proves that this population is

responsive to controlling leadership and gives priority to autonomy and flexibility. The Growth Priority and Empowering Culture dimensions underscore the fact that salary is usually dominated by career growth and organizational climate. The employees are encouraged to remain in positions where they are able to provide innovations and project ownership, even as they volunteer to be paid less in a culture where they are allowed to develop professionally. Moreover, Empathetic Leadership based on emotional intelligence and Cultural Satisfaction, the alignment of personal and corporate values appears to be a key quality of ensuring turnover intentions reduction. The employees develop the tendency to quit their jobs when they discover the lack of alignment between their values and the workplace culture. In the end, the combination of these characteristics accounts for a significant percentage of the variance in employee perceptions, supporting the idea that in knowledge-intensive sectors such as IT, positive culture and supportive leadership play a crucial role in terms of knowledge continuity and stability in operations. In order to

curb job-hopping, IT organizations need to go beyond the traditional retention approaches and develop inclusive, flexible, and understanding frameworks that meet the demands of millennials. Through the enhancement of these organizational characteristics, companies will be able to boost motivation and gain long-term commitment from their most valuable human resource (Apriliani et al., 2025).

4.3. Reliability Analysis

Cronbach's alpha reliability analysis was done to achieve internal consistency of each of the identified factors out of EFA. An acceptable level of alpha is 0.70 and above, meaning that the items in the scale are able to measure a similar underlying concept.

The reliability analysis in table VI also proves that the constructs applied in the study have acceptable internal consistency.

TABLE VI RELIABILITY STATISTICS (CRONBACH'S ALPHA) FOR IDENTIFIED FACTORS

Factor Name	Number of Items	Items Used	Cronbach's Alpha
Work Environment	5	Work Satisfaction, Healthy Environment, Recognition, Leadership Match, Emotional Support	.777
Leadership Support	5	Caring Leadership, Learning Opportunities, Mentorship, Ethics, Team Collaboration	.767
Work-Life Strain	5	Work-Life Balance, Micromanagement, Empathy Training, Controlling Style, Visionary Mentoring	.737
Growth Priority	2	Career Security, Innovation Encouraged	.573
Empowering Culture	4	Culture Pay, Career Support, Ownership, Flexibility	.566

Source: Primary Data compiled using SPSS

The comparatively good reliability scores of Work Environment ( $\alpha = 0.777$ ) and Leadership Support ( $\alpha = 0.767$ ) shows that the two variables continuously reflect the perceptions of the employees concerning organizational support and leadership practices adopted by the organization. Conversely, Growth Priority and Empowering Culture have lower values of reliability, which indicate that the two constructs could reflect more heterogeneous perceptions of employees. Nonetheless, as it is an exploratory study, these values are not problematic and give practical information on new organizational factors that affect job-hopping behaviour.

4.4. A Construction of Composite Scores for Identified Factors

According to Exploratory Factor Analysis, composite scores were calculated in each of the seven factors that had been identified. In multi-item factors, an average score on all the items of significance was created to form one variable that was used to represent that construct. Single-item factors were left as they are. These composite scores were then subjected to correlation as well as regression analysis to test how they were related to job-hopping behavior, as indicated in table VII.

TABLE VII COMPOSITE SCORES

Factor Name	Number of Items	Items Used	Composite Score Method
Work Environment	5	Work Satisfaction, Healthy Environment, Recognition, Leadership Match, Emotional Support	Mean of 5 items
Leadership Support	5	Caring Leadership, Learning Opportunities, Mentorship, Ethics, Team Collaboration	Mean of 5 items
Work-Life Strain	5	Work-Life Balance, Micromanagement, Empathy Training, Controlling Style, Visionary Mentoring	Mean of 5 items
Growth Priority	2	Career Security, Innovation Encouraged	Mean of 2 items
Empowering Culture	4	Culture Pay, Career Support, Ownership, Flexibility	Mean of 4 items
Empathetic Leadership	1	Understanding Leaders	Single Item
Cultural Satisfaction	1	Cultural Dissatisfaction	Single Item

Source: Primary Data compiled using SPSS

4.5. Correlation Analysis

The correlation analysis involving Pearson correlation was employed to investigate the relationships between the identified variables. The analysis assists in the realization of the presence of important relationships between workplace culture, leadership styles, and job-hopping tendency.

The correlation analysis in table VIII shows that there are significant relationships between the leadership support, work-life strain, and cultural satisfaction, implying that the leadership behaviour has a great impact on the perceptions of employees on the organizational culture.

TABLE VIII CORRELATION MATRIX BETWEEN THE FACTORS

		Leadership Support	Work-Life Strain	Growth Priority	Empowering Culture	Empathetic Leadership	Cultural Satisfaction
Leadership Support	Pearson Correlation	1	.551**	.429**	.477**	.224*	.461**
	Sig. (2-tailed)		.000	.000	.000	.025	.000
	N	100	100	100	100	100	100
Work-Life Strain	Pearson Correlation	.551**	1	.270**	.378**	.252*	.371**
	Sig. (2-tailed)	.000		.007	.000	.011	.000
	N	100	100	100	100	100	100
Growth Priority	Pearson Correlation	.429**	.270**	1	.225*	.159	.314**
	Sig. (2-tailed)	.000	.007		.024	.114	.001
	N	100	100	100	100	100	100
Empowering Culture	Pearson Correlation	.477**	.378**	.225*	1	-.003	.191
	Sig. (2-tailed)	.000	.000	.024		.973	.057
	N	100	100	100	100	100	100
Empathetic Leadership	Pearson Correlation	.224*	.252*	.159	-.003	1	.073
	Sig. (2-tailed)	.025	.011	.114	.973		.470
	N	100	100	100	100	100	100
Cultural Satisfaction	Pearson Correlation	.461**	.371**	.314**	.191	.073	1
	Sig. (2-tailed)	.000	.000	.001	.057	.470	
	N	100	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
\* . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data compiled using SPSS

Such findings are rational when compared to the other studies that emphasize the significance of supportive leadership and organizational climate in reducing employee turnover intention (Nanda et al., 2024). Previous studies have also emphasized the fact that millennials are more focused on positive work conditions and career growth opportunities than on pure financial rewards. The findings are supported in the present study by showing that the decisions of employees to stay or quit an organization are influenced by the support of leadership and workplace culture. This implies that the leadership practices can be employed to improve the

organizational commitment as well as minimize the job-hopping behavior of knowledge workers.

4.6. Independent Samples t-Test

Independent samples t-tests were conducted to determine the existence of job-hopping tendencies in different groups of people (e.g., gender). This is a test that is used to test the statistical difference between the means of two independent groups.

TABLE IX INDEPENDENT SAMPLE T-TEST RESULTS FOR COMPOSITE FACTORS ACROSS DEMOGRAPHIC GROUPS

Factor	Grouping Variable	Group 1 (M±D)	Group 2 (M±D)	t-value	Df	Sig. (p)	Significant
Work Environment	Gender	3.91 ± 0.42	4.12 ± 0.46	-1.296	95	0.198	No
Work-Life Strain	Gender	3.68 ± 0.74	3.92 ± 0.59	-1.837	95	0.069	No
Cultural Satisfaction	Gender	3.95 ± 0.96	3.94 ± 0.95	0.057	95	0.954	No

Source: Primary Data compiled using SPSS

The outcomes of the independent samples t-test suggest that gender has no significant effect on how employees perceive the workplace culture, work-life strain, and cultural satisfaction. This result indicates that male and female

workers are exposed to the same organizational environment in the IT industry. Lack of any notable differences in gender might also be an indication of the uniform work structures and organizational team culture usually seen in technology-

oriented workplaces. Thus, the need to enhance employee retention should be the subject of leadership practices and workplace policies that concentrate not on gender-specific initiatives but on other organizational factors.

#### 4.7. Comparative Discussion with Existing Research

As shown in table IX, the results of this study correspond to a number of other research studies that have investigated job-hopping behaviour amongst millennials. The research established that work-life balance and job satisfaction play a significant role in job mobility amongst young employees. Likewise, it was reported that the opportunities for development and organizational support are the key factors influencing employee retention. The current research expands on these results since it shows that the leadership support and work culture have a collective effect on the job-hopping intentions of the workers. Contrary to the earlier studies that mainly took financial incentives, the contemporary study places emphasis on non-financial incentives that include recognition, mentorship, emotional support, and organizational culture. It is an indication that the workers of the modern world, and millennials in particular, of the knowledge-based economy, appreciate meaningful working environments and supportive leadership approaches.

#### 4.8. Discussion of Findings

The demographic profile of the respondents indicates a predominantly young millennial workforce, with a significant majority (64%) falling within the 21–25 age bracket. The sample reflects a balanced gender representation, consisting of 53% females and 44% males. Educationally, the group is well-qualified, as 51% hold a Bachelor's degree and 45% possess a Master's degree. Professionally, the participants are largely engaged in technical capacities, with 31% working in IT Support or System Administration and 25% serving as Testers or Analysts. Furthermore, the experience levels suggest that most respondents are in the early stages of their careers; 42% have between one and three years of experience, while 29% have been in the workforce for less than a year.

#### 4.9. Identified Factors Influencing Job Hopping

This paper determines the important variables that affect job-hopping among millennials in the IT industry. Enabling Work and Leadership Support, in terms of mentorship and recognition, plays a great role in retention and bonding to the organization. Work-Life Strain, in its turn, is a stimulating factor of quitting the job, and it is caused by micromanagement and burnout. Growth Priority and an Empowering Culture are also among the priorities of Millennials, who tend to be more interested in autonomy and professional growth rather than in remuneration. Last but not least, Empathetic Leadership is an essential prevention of turnover, helping to create an environment of trust and promote commitment and long-term employment in the workforce.

#### 4.10. Correlation Analysis

The study finds that there are strong and significant correlations among leadership support, work-life strain, empowering culture, and cultural satisfaction. Correlation analysis shows that supportive leadership and manageable workloads positively influence the organizational culture, which in turn diminishes the job-hopping tendencies. Moreover, empathetic leadership exhibits a weak yet significant relation to leadership support and work-life strain. The results highlight the role played by a combination of organizational factors and leadership practices in defining the stability of the millennial professional lives and retention.

#### 4.11. Independent Samples t-Test

Statistical calculation shows that there are no significant gender differences in relation to the perceptions of the Work Environment ( $p=0.198$ ), Work-Life Strain ( $p=0.069$ ), and Cultural Satisfaction ( $p=0.954$ ). These findings indicate that male and female workers are in the same way affected by the workplace in these main dimensions, which means that the impact of the organization is similar irrespective of gender.

#### 4.12. Practical Implications

The implications of the findings of this study are significant to organizations that do business in sectors that involve information-intensive activities, such as the IT sector. The fact that the work of the employees in these areas is characterized by high turnover rates presupposes that they are primarily knowledge workers who are intended to work with the digital set of systems and information sources, which means that the change of staff members can disrupt the flow of knowledge within the organizations and reduce their productivity. Therefore, supportive leadership, flexible working hours, and favourable working cultures in organisations should be highlighted to increase employee retention. The creation of collaborative environments and empowerment of employees through avenues of mentoring and career development would allow organizations to improve the knowledge management processes and keep the workforce in the technology-driven industries stable.

#### 4.13. Suggestions

This paper has established seven key dimensions that determine millennial retention in the IT industry, which have been established through reliability and correlation tests. Work Environment ( $\alpha = .777$ ) became a predictor of the first rank, which implies that the adoption of structural recognition and feedback should be adopted by the firms. This research paper has developed seven crucial dimensions validated by reliability and correlation tests and identifies millennial retention in the IT industry. Work Environment ( $\alpha = 0.777$ ) was found to be one of the foremost predictors, implying that the structural recognition and feedback programmes should be embraced to enhance the climate at work. The Leadership Support ( $r = .767$ ) has a strong association with Empowering Culture ( $r = .477$ ) and Cultural Satisfaction ( $r = .461$ ), which

means that managers should focus on mentorship and ethical training to promote professional attachment. On the other hand, Work-Life Strain ( $\alpha = 0.737$ ) is a strong motivator of turnover, whereby flexible working hours and wellness programs can be used to oppose micromanagement. Although there are moderate levels of reliability in Growth Priority ( $\alpha = 0.573$ ) and Empowering Culture ( $\alpha = .566$ ), they confirm that millennials consider career promotion and independence more than financial reward. Project-based skill development and ownership can be used to increase loyalty in organizations. More so, the factor loading of Empathetic Leadership ( $\alpha = 0.856$ ) is a strong predictor in terms of the need to have emotional intelligence training. Lastly, Cultural Satisfaction confirms the necessity of frequent audits and open communication in order to keep organizational values in line with the changing expectations of employees.

## V. CONCLUSION

The current research examined how workplace culture and leadership styles affect job-hopping behavior among millennial IT professionals in Kerala and found seven dimensions that are work environment, leadership support, work-life strain, growth priority, empowering culture, empathetic leadership, and cultural satisfaction, which make up job mobility. The appropriateness of the dataset to factor analysis was statistically validated with a KMO value of 0.701 and a significant Bartlett test value ( $p < 0.001$ ), and Cronbach's alpha was  $\alpha = 0.777, 0.767, \text{ and } 0.737$  with the work environment, leadership support, and work-life strain, respectively. The correlation analysis also proved the vital role of the leadership in defining the organizational culture and retention. The above findings reveal that the financial incentive is not the only remedy that is needed to have the supporting leadership, the promise of professional growth, and friendly policies in order to decrease the turnover rates in the knowledge-based industries, where digital infrastructure and continuity of information are key to their operations. Emphasis and caring leadership will provide an opportunity for organizations to balance job hopping and a permanent workforce in the long run. After these results, the further research outlook of the specified research is to broaden the analysis to other geographical regions and the industry other than the technological one. An additional study would employ a comparative paradigm of the millennials and the Generation Z to capture the impending generational shifts in workplace expectations. Also, longitudinal research designs would allow tracking the impact of the changes in the leadership style or cultural changes on turnover in the long run. They should have included methods of qualitative data gathering, which include in-depth interviews or focus groups, as it would provide more informative information on the extent of the psychological and emotive drivers of job-hopping behavior and would ultimately provide a more holistic picture of the existing relationship between the workforce.

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