

What is Job-Hopping?

Hiring Managers' Evaluations
of Job Applicant Work Histories

Collaborators

- Chi-Leigh Warren, Rebecca Ryan, Morgan Griffis, Taylor Hofeling, Nathaniel M. Voss, Cassandra Chlevin, Landon Fossum

KANSAS STATE

UNIVERSITY

Outline

- Job-hopping in popular media & research
- Importance of topic
- Research gap: Hiring manager judgments of job-hopping
- Policy-capturing study using resume stimuli
- Preliminary analyses: cue weights
- Implications for organizations and workers

FORTUNE

*Millennials: How to Stop
Them From Job Hopping*

*Millennials – Stop
Apologizing for Job
Hopping*

Forbes



*Job Hopping Can Boost
your Career*

*Why Job Hopping Will Kill
Your Career*

Inc.

Job-Hopping in the Media



- Contradictions Everywhere
- Conjecture, Anecdotes
- Unclear if job-hopping is acceptable or harmful

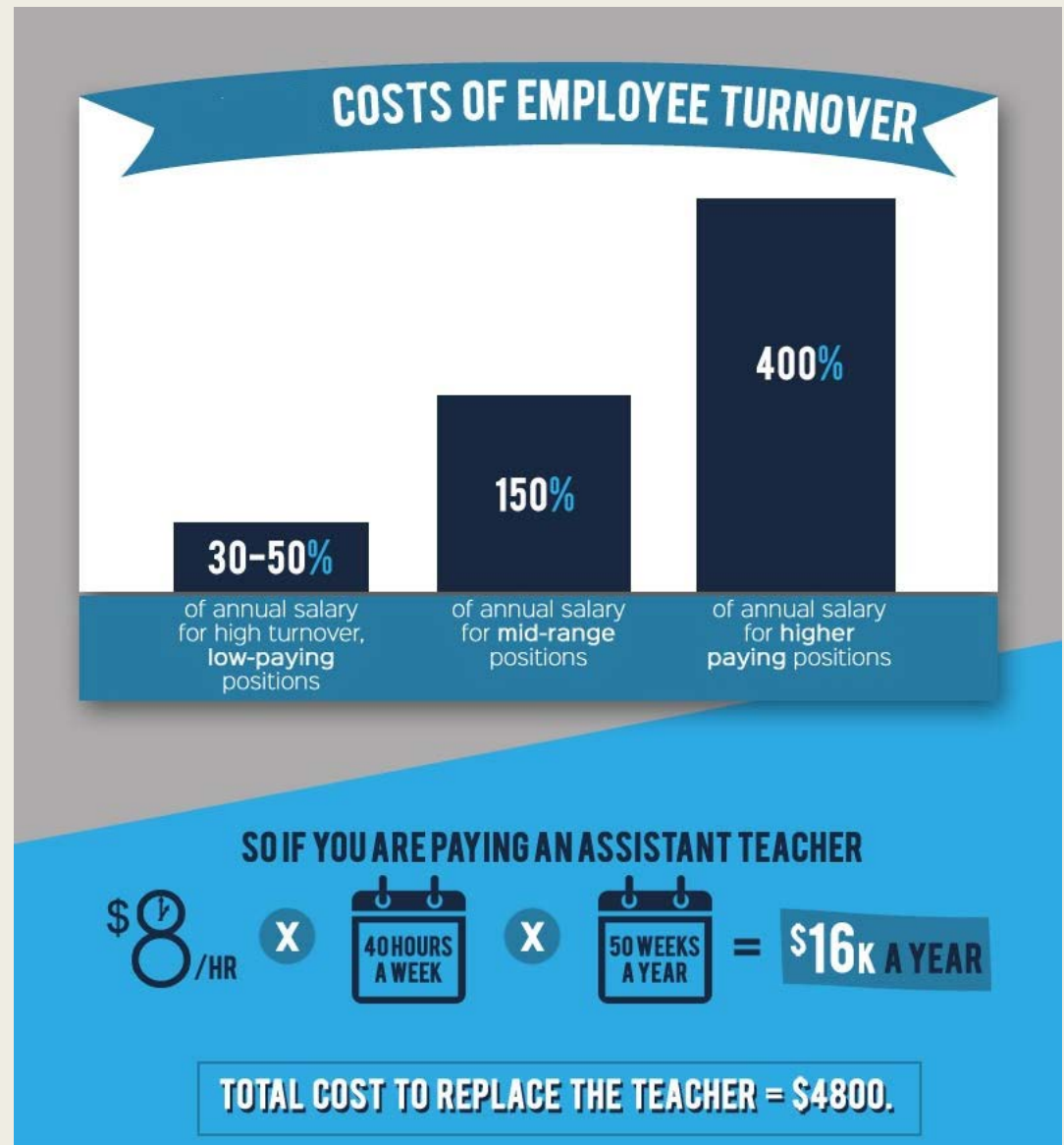
Job-Hopping in the Research Literature



- Contradictions Everywhere
- Conjecture, Anecdotes
- Unclear if job-hopping is acceptable or harmful

Importance: Organizations

Frequent turnover very costly to organizations



Importance: Workers

Possible detriment to career



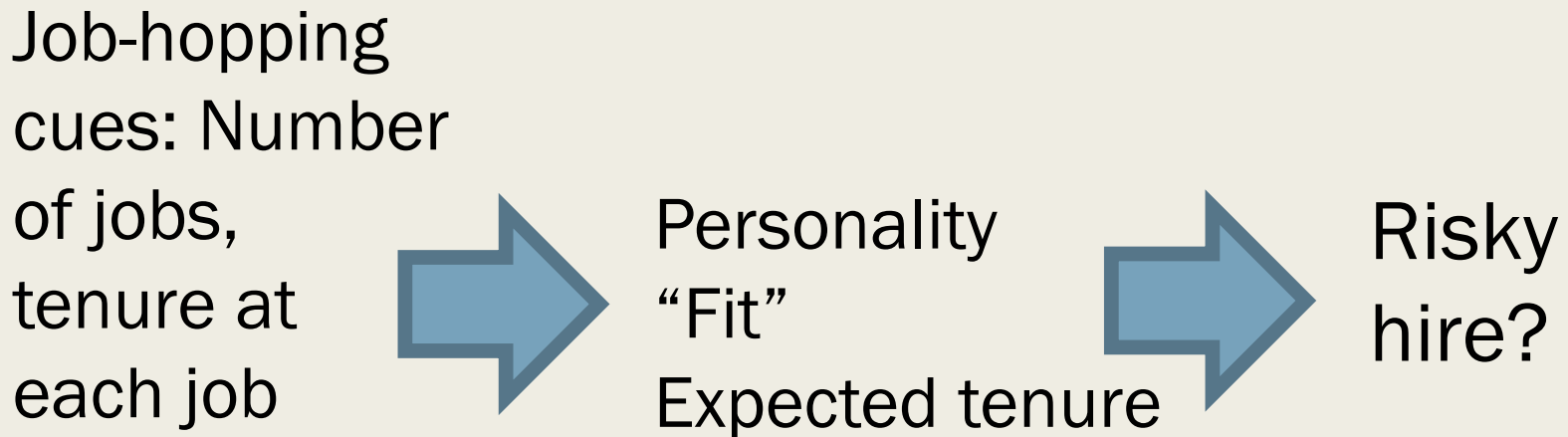
You've had how many jobs???

Gaps in Current Research

- Unclear how hiring managers form judgments of job-hopping, and use that to inform hiring decisions



Hiring Managers' Mental Processes



Method: Policy Capturing Design

Long history in organizational sciences, particularly with resume stimuli

Hiring managers rated manipulated job applications

2 practice applications, then
48 applications in random order

Completion time: *Mdn* = 40 min

Method: Policy Capturing Design

Realism

- Derived values based on coding of 3,000 resumes
- Real company names

Method: Policy Capturing Design

IVs

- Number of jobs applicant held
 - *1, 2, 4, 8, 16*
- Mean tenure of jobs
 - *3mo, 6mo, 1yr, 2yr, 5yr*
- Variability of tenure
 - *High, low*

For each condition

- 1 of 4 randomly-displayed resumes

Method: Stimuli

8 jobs x 2yr x low variability

Job Applicant: **Janice Ross**

Applicant Number: AP-F6PM7Y

Status: Under Review

Company Name	Start Date	End Date
AMR Corporation	Apr 2016	Mar 2018
Albert County	Mar 2014	Apr 2016
Brunswick Corporation	Apr 2012	Mar 2014
Arrow Electrics	Mar 2010	Apr 2012
Morris Town & Country	Feb 2008	Mar 2010
Panda Energy International	Mar 2006	Feb 2008
Power Dynamics	Apr 2004	Mar 2006
Michael's	Mar 2002	Apr 2004

8 jobs

23 mo

25 mo

23 mo

25 mo

16 yr span =

2 yr @ each job

23 mo

25 mo

Method: Stimuli

8 jobs x 2yr x high variability

Job Applicant: **Aaron Peterson**

Applicant Number: AP-OZ9PWA

Status: Under Review

Company Name	Start Date	End Date
Orleaneering International	Aug 2014	Mar 2018
Authentix	Mar 2014	Aug 2014
Patterson Companies	Oct 2013	Mar 2014
Archer Daniels Midland	Mar 2010	Oct 2013
Onanon	Aug 2006	Mar 2010
William Blair & Company	Mar 2006	Aug 2006
W.C. Bradley Co.	Oct 2005	Mar 2006
Extra Space Storage	Mar 2002	Oct 2005

43 mo

5 mo

5 mo

43 mo

43 mo

5 mo

5 mo

43 mo

Method: Rating (DV) Measures

1. Work (In)Stability Measure

5-item measure:

“Janice Ross changes jobs frequently”

“Janice Ross is a job-hopper”

Definitely No to Definitely Yes

2. Predicted Tenure if Hired

years and months

3. Hiring Recommendation

“Would you hire Janice Ross?”

Definitely No to Definitely Yes

Method: Participants

Opaque screening of 4000
Mechanical Turk workers



481 had hiring experience



100 completed study

Preliminary Results

Multiple Regression Analysis

Non-independence due to effects of participant, resume

Standardized cue (beta) weights

Results: DV Correlations

	Work Stability	Predicted Tenure if Hired	Hiring Decision
Work Stability			
Predicted Tenure if Hired	.44		
Hiring Decision	.28	.62	

Results: cue weights

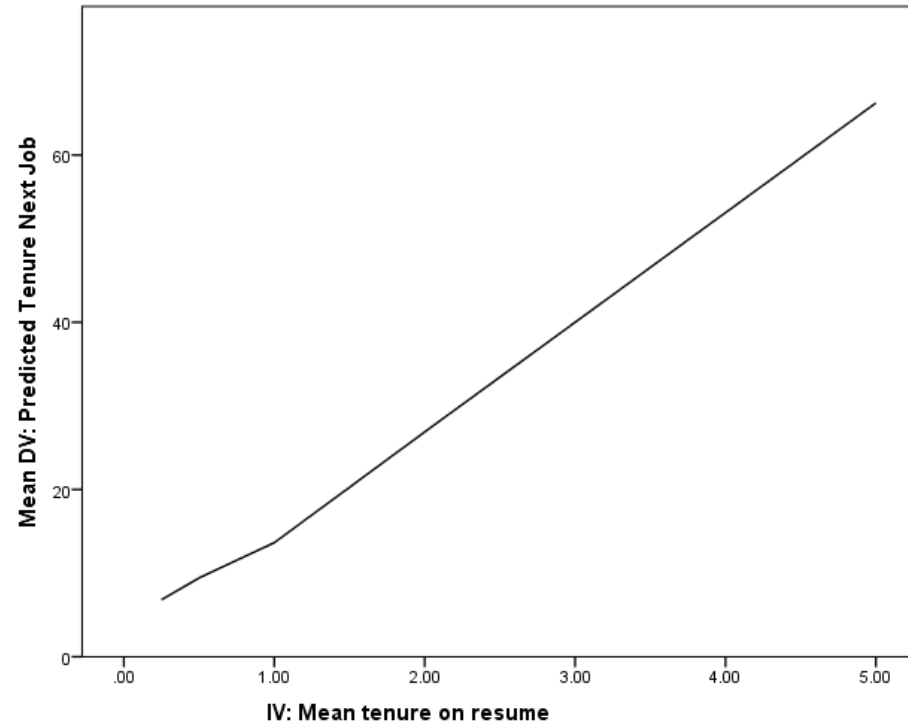
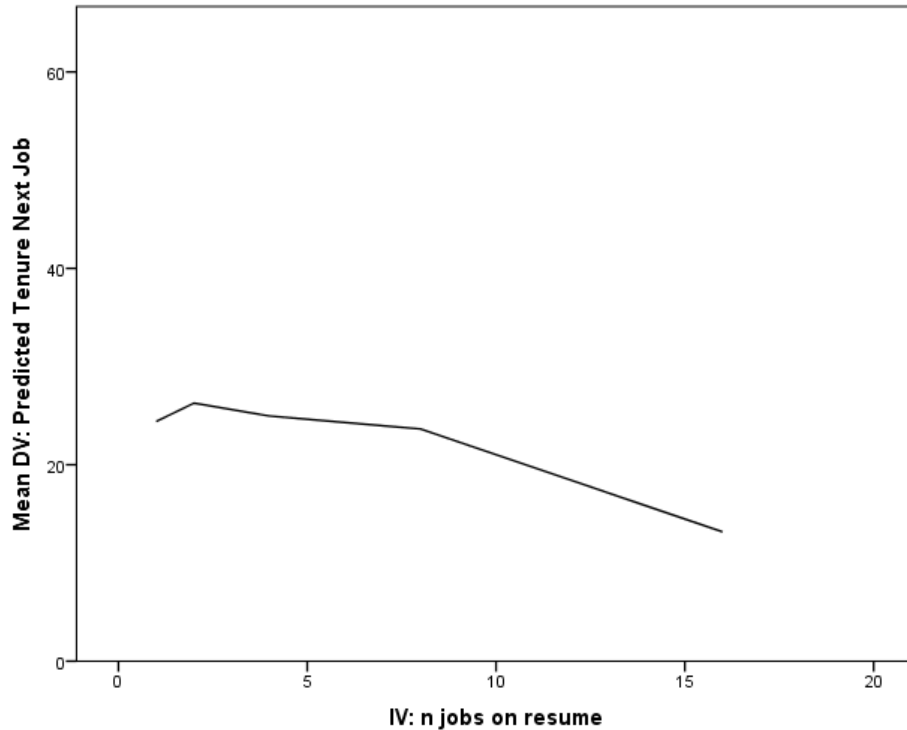
	DV = Work Stability	DV = Predicted tenure if hired	DV = Hiring decision
n Jobs	-.32	-.03	-.20
<i>M</i> tenure	+.61	+.73	+.64
Variability	n/s	+.05	n/s

$$R^2 = .54$$

$$R^2 = .54$$

$$R^2 = .50$$

DV = Predicted Tenure



n jobs on application
-.03

M tenure of jobs
+.73

Results: cue weights

	Work Stability	Predicted tenure if hired	Hiring decision
Longest Job			
Shortest Job	+.22		+.22
Applicant Sex			
Tenure @ Oldest Job		+.04	
Tenure @ Most Recent Job	-.05	-.12	
Participant Sex (1=m 2=f)	.04		-.03
Participant Age	.03		
Participant n Jobs			

Participant
Variables

Secondary
Variables

Summary



When evaluating applicant stability and hireability, managers...

- weigh Mean Job Tenure 2-3x more heavily than number of jobs
- are largely insensitive to variability

Implications



Organizations likely screening out people with *even a couple* short-tenure jobs

Early career exploration may be detrimental to workers



Communicating the findings

Organizations need to carefully track who is being screened out for jobs

- if job-hopping relates to age, SES (race/ethnicity), there are legal implications

Workers need to be informed about what hiring managers screen out

- Can edit resumes appropriately

Future Analyses

Multi-level

Interactions

Mediation:

Stimuli → Work Stability → Hiring Decisions

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