

CONTENTS

<i>List of Figures</i>	<i>xv</i>
<i>List of Tables</i>	<i>xvii</i>
<i>Author Biographies</i>	<i>xviii</i>
<i>Series Foreword</i>	<i>xx</i>
<i>Preface</i>	<i>xxii</i>

1 What is Employee Turnover, Why is it Important, and How is it Measured? The Practical and Academic Significance of Turnover	1
<i>Definitions of Employee Turnover</i>	3
Voluntary vs. Involuntary Turnover	3
Functional and Dysfunctional Turnover	6
Avoidable and Unavoidable Turnover	7
Withdrawal Behavioral Construct	8
Turnover Destinations	9
<i>Collective Turnover</i>	10
2 Turnover Consequences	17
<i>Consequences for Leavers</i>	18
Positive Consequences for the Leaver	18
Negative Consequences for the Leaver	18
Forfeiture of Seniority and Fringe Benefits	19
Transition Stress in New Employment	19
Relocation Costs	20
Disruption of Spouses' Careers and Marital Discord	21

- How Leavers Leave and Where They Go 21
- Consequences for Stayers* 22
 - Opportunities in Promotion and Empowerment for Stayers 22
 - Employee Demoralization 22
 - Social Network Disruption 23
- Consequences for Organizations* 24
 - Costs and Benefits for Organizations 24
 - Negative Consequences for the Organization 25
 - Productivity Losses 26
 - Impaired Quality of Service 27
 - Lost Business Opportunities 29
 - Positive Consequences for the Organization 29
 - Functional Turnover and Displacement of Poor Performers 29
 - Infusion of New Knowledge and Technology 30
 - New Business Ventures 31
 - Labor Cost Savings 31
 - Theories of the Consequences of Turnover Rates and Collective Turnover 31
 - Empirical Evidence of the Consequences of Turnover Rates and Collective Turnover 32
 - Is There an Optimal Turnover Rate? The Search for Curvilinearity 34
 - Executive Post-Acquisition Turnover 37
- Future Directions for Research* 38
 - Study the Processes Linking Collective Turnover to Unit Performance 38
 - Track Types of Turnover, Turnover Destinations, and Interactions of Types and Levels of Turnover 38

3 Causes and Correlates of Turnover 47

- Demographic and Personal Characteristics* 48
- Job Satisfaction and Organizational and Work Environment* 50
 - Commitment 50
 - Other Commitment 53
 - Met Expectations 53
 - Compensation-Related Predictors 53
 - Leadership and Supervision 54
 - Peer-Group Relations 54
 - Role States 55
 - Company Climate 55
 - Promotions 56
- Job Content, Intrinsic Motivation, and Miscellaneous New Constructs* 56
 - Job Scope 58
 - Routinization 58

Work Satisfaction	58
Job Stress/Exhaustion	58
Intrinsic or Internal Motivation	58
Job Involvement	58
Professionalism	59
Managerial Motivation	59
<i>A Variety of New Constructs</i>	59
New Predictors Weakly Related to Turnover	59
New Predictors Moderately Related to Turnover	60
A New Predictor Strongly Related to Turnover	60
Overall Conclusions for New Variables	60
<i>External Environment</i>	60
Alternative Employment	60
Comparison of Alternatives to Present Job	62
<i>Probability of Finding Another Alternative</i>	63
Expected Utility of Alternatives	63
Withdrawal Cognitions and SEU Beliefs about Withdrawal Acts	63
Withdrawal Cognitions	63
Expected Utilities of the Present Job, Searching, and Quitting	63
<i>Other Withdrawal Behaviors</i>	65
<i>Concluding Remarks</i>	67
4 Theories of Employee Turnover	72
<i>March and Simon: Theory of Organizational Equilibrium</i>	72
Perceived Desirability of Movement	73
Perceived Ease of Movement	73
Review	74
<i>Porter and Steers: Met-Expectation Model</i>	74
Review	75
<i>Mobley: Turnover Process Model</i>	76
Review	77
<i>Hom and Griffeth: Revised Intermediate Processes Model</i>	78
Price: Structural Model	81
Review	82
<i>Mobley, Griffeth, Hand, and Meglino: Expanded Model</i>	83
Requisites for Intentions	84
Job Satisfactio	84
Expected Utility of the Present Role	84
Expected Utility of Alternative Roles	84
Moderators and Distal Determinants	85
Review	85
<i>Muchinsky and Morrow: Multidisciplinary Model</i>	86
Review	86

Farrell and Rusbult: Investment Model 87
 Review 89

Steers and Mowday: Multi-Route Model 90
 Origins of Job Expectations and Attitudes 90
 Affective Responses to the Job 91
 How Job Attitudes Affect Intent to Leave 91
 The Process by Which Job Search Leads to Turnover 91
 Review 92

Sheridan and Abelson: Cusp Catastrophe Model 94
 Review 95

Hulin, Roznowski, and Hachiya: Model of Labor Market Effects 97
 Different Economies Produce Different Workforces 98
 Job Opportunities Directly Influence Job Satisfaction 98
 Job Opportunities Directly Affect Turnover 99
 Review 100

Lee and Mitchell: Unfolding Model 101
 Decision as a Response to Shock 102
 Review 105

Turnover Events and Shocks Scale (TESS) 107

Emerging Theories of Collective Turnover 113

5 The Psychology of Staying: Job Embeddedness

122

Additional Embedding Forces 123

Embeddedness Forms 125

Other Direct and Moderating Effects by Job Embeddedness 126

Multifocal Model of Job Embeddedness 127

Proximal Withdrawal State Theory (PWST) 130
 Reluctant Staying 132
 Reluctant Leaving 132
 Enthusiastic Staying 133
 Enthusiastic Leaving 133

Antecedents of Staying/Leaving Preferences 134

Antecedents of Perceived Volitional Control 136

PWS Subtypes 137
 Enthusiastic Staying Subtypes 137
 Reluctant Staying Subtypes 141
 Enthusiastic Leaving Subtypes 141
 Reluctant Leaving Subtypes 142

The Dark Side of Job Embeddedness 143

6	New Perspectives on Classic Turnover Antecedents	150
	<i>Organizational Commitment: Commitment Profiles</i>	150
	<i>Job Satisfaction: Satisfaction Trajectories</i>	155
	<i>Job Performance: Complex Relationships</i>	160
	<i>Movement Ease: Does It Explain Quits?</i>	167
7	Research Streams on Understudied Turnover Antecedents	181
	<i>Job Search Mechanism</i>	182
	<i>Evolutionary Job Search</i>	183
	<i>Leadership Influences</i>	186
	Leader Affect and Relationship Quality	186
	Leader Motivational Behaviors	187
	Leader Humility	188
	Leader Attempts to Predict and Prevent Turnover	190
	Leader Departures	191
	<i>Social Networks</i>	194
	<i>Personality Influences</i>	197
	<i>Cognitive-Affective Processing System Theory</i>	198
8	Methodological Approaches in Turnover Research	206
	<i>Standard Research Practice (SRP)</i>	206
	<i>Dominant Analytical Mindset (DAM)</i>	207
	<i>Statistical Methods of Turnover Prediction</i>	208
	Logistic Regression	208
	Survival Analysis	208
	Cox Regression Model	215
	Random Coefficient Modeling for Assessing Predictor Change	217
	<i>Testing Causal Models of the Turnover Process</i>	221
	Structural Equation Modeling (SEM)	222
	SEM Panel Analysis	224
	Latent Growth Modeling (LGM)	227
	Second-Order Factor (SOF) Latent Growth Modeling	230
	<i>Applying Other Research Methods</i>	235
9	Controlling Turnover	240
	<i>Realistic Job Previews (RJPs)</i>	240
	Theoretical Explanations	242
	Comprehensive Assessments of Mechanisms	244

Practical Design and Implementation 245
Job Complexity as a Moderator of RJP Efficacy 246
Recruitment Source: Employee Referrals 247
Biographical Predictors: Biodata 248
Personality 250
Fit 251
Socializing Newcomers 252
Work Design 255
Compensation and Reward Practices 256
Promising Avenues for Future Research 264

10 Diversity and Global Research on Turnover 276

Domestic Workforce Diversity and Turnover 276
Voluntary Turnover among Women in Male-Dominated Fields 276
Racial Minority Turnover 279
Double Jeopardy: Minority Female Flight 282
International Diversity and Turnover 286
Expatriate Withdrawal 286
Employee Turnover in Other Cultures or Societies 288

11 Future Research Directions 300

Methodological Recommendations for Turnover Research 300
Investigating Change Trajectories 300
Person-Centered Analyses 301
Construct Validation 302
Expanded Research on Shocks, Link Defections, and Turnover Destinations 302
Shocks 302
Link Defections 303
Turnover Destinations 304
Generalization vs. Contextualization 305
Collective Turnover 306
Empirical Research on Turnover Control or Prediction 306

Index 312