

The unfolding model of voluntary turnover
in the occupational group of call center employees in Poland

Abstract

The PhD thesis addresses the issues related to decision-making processes leading to voluntary turnover. Excessive, dysfunctional employee turnover is associated with many negative consequences for organizations. These include the disorganization of work and generating high costs, which may cause difficulties in achieving the strategic objectives of the enterprise. Since an increase in the scale of voluntary turnover has been observed in the Polish labor market in recent years, this phenomenon has become one of the important and urgent problems of human resource management in modern organizations.

The main purpose of the dissertation is to verify the correctness of the assumptions of the Lee and Mitchell's unfolding model of employee turnover in a selected occupational group in Poland and its possible modification. Purposive sampling for the study was adapted and took place in two stages – the first concerning the entity and the second related to the professional group. The research was carried out in the Operations Center of one of the commercial banks, located in Łódź. The participants were all call center employees who had quit their jobs in the last four years (census). The research was conducted in the form of computer-assisted personal interviews.

The dissertation was divided into four chapters. The first chapter discusses the theoretical aspects of labor turnover and retention. The second chapter of the dissertation is devoted to chosen employee turnover models, in particular the Lee and Mitchell's unfolding model, which was verified by the author's own research. The third chapter presents the methodology of the author's own research. The last chapter contains the results and conclusions regarding voluntary turnover in the group of call center employees.

The results of the research indicate that as a consequence of technological, social and economic changes, the course of decision-making processes leading to employee turnover was modified in relation to the original form of the unfolding model. Based on the identified decision paths, the author's own, adjusted form of the unfolding model was created, taking into

account the conditions of the current situation in the Polish labor market. The timing of individual decision-making processes leading to employee turnover was determined and the existing knowledge of shocks and scripts as important elements of turnover decision-making paths was enriched.

The planned, broad research perspective also served to explore additional aspects of the employee turnover, including primarily reasons for leaving, the phenomenon of monitoring the labor market before the appearance of the first thoughts of quitting, and the occurrence of the so-called turnover contagion. Based on the research results, examples of retention practices, which can be implemented by employers, were indicated.

Keywords: labor turnover, employee turnover, voluntary turnover, model of voluntary turnover, employee turnover and retention management