

Influential Article Review - A Research on the Organizational-Level Turnover amongst Chinese Companies

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This paper examines strategic management. We present insights from a highly influential paper. Here are the highlights from this paper: In this essay, the authors discuss the neglected state of organizational-level turnover research in the Chinese context. They provide a brief overview of the importance of turnover research in the organizational sciences, highlight the role of performance-related turnover rates research, and outline general theories and findings that appear in the Western and English-language literature. This evidence is compared with a dearth of studies using samples of Chinese organizations and in Chinese-language journals. They conclude by calling for additional theory and empirical studies on turnover rates. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Turnover, Retention, Strategic human resource management, Organizational performance, Productivity, Strategic management

SUMMARY

- The organizational-level turnover literature is poly-theoretic; four main themes predominate. The first is a view of depletion via human capital or social capital losses. Per this perspective, higher turnover rates damage organizational performance by reducing the organization's ability to function effectively. The mechanisms between voluntary turnover and the ultimate financial performance of the organization are presumed to be workforce-related, viz., lower productivity and customer satisfaction as well as higher disruption, accidents and errors. A related view originated in Price's sociological perspective on turnover. Price's theorization takes a similar direction of thought, but instead presumes that turnover effects are not monotonic. Instead, he argues that the first instances of voluntary quits are the most damaging to performance. In these studies, turnover data are typically obtained from key informants in large samples of organizations within or across industries. These turnover reports are then placed into empirical models with archival data obtained from industry associations, government databases, or purchased from third-party suppliers. Although individual-level survey data sets seem to be relatively easy to collect within Chinese organizations, organizational-level research conducted with a key informant design appears to be lacking. Third, strong industrial associations often characterize or bring together organizations in Western industries. Researchers are often able to access organizations and data via industry associations and trade conferences. These connections lead researchers to rich data sources

underpinning years' worth of within-industry studies, for example, in automobile manufacturing and trucking, to name only two. It is possible that these associations function differently in China, making it more difficult for researchers to obtain the data and access needed for large organizational samples.

- To conclude, we hope this call challenges and energizes Chinese researchers to consider the value in turnover rate studies at the unit and organization level. Such endeavors will surely balance the scales of empirical evidence. Additional studies in the fascinating Chinese context will also likely lead to facets of insights that, despite its 100-year history, have yet to be observed in the turnover literature.
- A third view originates in the organizational behavior literature and, perhaps, enjoys the most popularity, but the least empirical support, in terms of describing turnover's effects. Dalton and Todor and others lauded a functional view of turnover, arguing that moderate turnover rates bring new ideas and infuse the organization with stagnation-fighting energy from outside. In direct opposition to Price's arguments, the functional view presupposes that low-to-moderate turnover improves organizational functioning; Price suggests that these levels are the most damaging. In the inverted-U view, at higher turnover levels the negative depletion effects on performance will ultimately prevail.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Shaw, J. D., & Shi, S. (2017). The neglected state of organizational-level turnover studies in the Chinese context: A call for research. *Frontiers of Business Research in China*, 11(1), 1–10.

This is the link to the publisher's website:

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INTRODUCTION

The study of turnover—voluntary and involuntary departures from the organization—spans 100 years and the area is considered a foundation area within industrial and organizational psychology, human resource management, and organizational behavior (Hom et al., 2017). Aside from the practical value of turnover research, this domain has produced some of the most iconic individual-level theories in our field, such as March and Simon's (1958) pioneering desirability and ease of movement theory, Mobley's (1979) job content model, Lee and Mitchell's (1994) unfolding model, and Mitchell et al.'s (2001) job embeddedness theory. Spanning nearly 70 years, these theories provide detailed, multifaceted explanations for why people quit their jobs and why they stay.

In terms of implications for management and organizations, organizational-level turnover research may be even more critical. This stream details not only the antecedents of turnover patterns in organizations, but also how workforce churn impacts the organizational performance. At this level of analysis, the research tradition is nearly as rich. Researchers in many disciplines (e.g., management, finance, economics, sociology, medicine, marketing, and public administration) have detailed conceptual models and accompanied them with empirical testing for why and how the organizational context and practices influence quit and discharge rates (e.g., Batt and Colvin, 2011; Shaw et al., 1998) and for how turnover patterns relate to important outcomes such as accident rates, productivity, profitability, and stock market returns (e.g., Arthur, 1994; Huselid, 1995; Shaw, Gupta, et al., 2005; Shaw, Duffy, et al., 2005). These findings are showcased in two major meta-analyses (Heavey et al., 2013; Park and Shaw, 2013). Theory tradition at the organizational level is also abundant; major, differential theories have been developed or brought to bear in economics, sociology, human resource management, and organizational behavior, to name a few (Park and Shaw, 2013; Shaw, Gupta, et al., 2005).

In this editorial, we outline the importance of such organizational-level turnover rate research and note the striking dearth and major omission of this type of research in the Chinese context, and outline a call for contextual and industry studies in China to fill the gap.

CONCLUSION

The preceding review makes the purpose of this essay—a call for additional organizational-level turnover and performance research—clear. Our search efforts were meticulous, if not exhaustive. These endeavors uncovered only a handful of Chinese studies, while hundreds of such studies conducted in Western samples appear in the Western literature. The reasons for the dearth are unknown, but we can offer some speculation. First, it is possible that researchers believe that turnover consequences are not as severe in this context. The meta-analytic evidence does show that the turnover—organizational performance correlation is somewhat weaker in Asian samples (Park and Shaw, 2013) but it is difficult to place confidence in this comparison given the small number of Asian-sample studies. Second, it is possible that it is more difficult to collect or obtain such data in China compared to North America, where most of the studies originate. In the North American context, key-informant research designs are plentiful (Gupta and Shaw, 2000). In these studies, turnover data are typically obtained from key informants (e.g., plant managers or HR managers) in large samples of organizations within or across industries. These turnover reports are then placed into empirical models with archival data obtained from industry associations, government databases, or purchased from third-party suppliers (e.g., Huselid, 1995; Shaw et al., 2009). Although individual-level survey data sets seem to be relatively easy to collect within Chinese organizations, organizational-level research conducted with a key informant design appears to be lacking. Third, strong industrial associations often characterize or bring together organizations in Western industries. Researchers are often able to access organizations and data via industry associations and trade conferences. These connections lead researchers to rich data sources underpinning years' worth of within-industry studies, for example, in automobile manufacturing (MacDuffie et al., 1996; Jacobides et al., 2016) and trucking (Shaw et al., 1998; Shaw, Gupta, et al., 2005; Shaw and Gupta, 2007), to name only two. It is possible that these associations function differently in China, making it more difficult for researchers to obtain the data and access needed for large organizational samples.

Whatever the root causes, our contention is that such research is potentially fruitful and may offer insights that are not apparent in the existing broader literature. First, there is certainly a need to continue to test alternative theories of the turnover—performance relationships that already appear in the literature. Indeed, as Shaw, Gupta, et al., (2005) and others have pointed out, tests of differential or competing theories are needed in the literature, as are attempts to integrate these alternative theories (see Nyberg and Ployhart, 2013; Shaw et al., 2013). Second, it is certainly possible that turnover—performance dynamics operate differently in Chinese organizations, leaving open the possibility for new theoretical development and empirical comparisons against existing conceptual foundations. Third, there are many clear differences in employment relationships, workforce management, and the labor market in China. These contextual factors could be brought to bear as antecedents of turnover rates, or as moderating factors between workforce outflow and performance. Fourth, Chinese organizations face some temporal and seasonal challenges that are unique. For example, there are severe, yet somewhat predictable, mass turnover events after the Lunar Year Holiday and/or after bonus payments. In addition, many organizations near metropolitan centers deal with frequent influx and outflow of migrant workers, which creates administrative, hiring, exit, and productivity-related challenges that are not seen in Western countries where the residential population and labor market are more stable.

To conclude, we hope this call challenges and energizes Chinese researchers to consider the value in turnover rate studies at the unit and organization level. Such endeavors will surely balance the scales of empirical evidence. Additional studies in the fascinating Chinese context will also likely lead to facets of insights that, despite its 100-year history, have yet to be observed in the turnover literature.

APPENDIX

TABLE 1
SUMMARY OF EMPIRICAL STUDIES AND FINDINGS

Study	Sample(s)	Turnover Type	Formal Theory	Antecedents	Consequences	Analysis Strategy	Key Findings
Cai and Li, 2016	A panel data of 187 companies listed in growth enterprise board covering the years 2010 to 2013	Top management team	Agency theory	Firm performance, pay level, stock incentive		Multiple regression analysis	Firm performance and stock incentive were negatively related to TMT members' turnover rates. Pay level had non-significant negative effect on turnover rates.
Chen et al., 2016	107 media reports on collective turnover events occurred in the period between 2000 and 2015	Networks	Social network theory	Centrality, strength of connection		Content analysis of media reports and depth interview with 8 employees of 4 companies	Centrality in a network predicted the first leaver. Strength of connection predicted following leavers.
Deng et al., 2016	376 top management teams in listed A-share companies from 2012 to 2013	Top management team	Tournament theory	Pay dispersion, pay level		Hierarchical regression analysis	Pay dispersion among top management teams was positively related to managers' turnover rates. This positive relationship was weakened by average pay levels.
Li and Liu, 2016	861 listed state-owned companies	Top management team	Tournament theory; social comparison theory	Pay dispersion		Fractional Logit model	Pay dispersion among top management teams was positively related to turnover rates of TMT members.
Liu and Tang, 2015	36 firms listed in growth enterprise board covering the years 2010 to 2013	Top management team		Pay level, stock options, firm growth, firm performance, firm size, firm longevity, managers' age		Hierarchical regression analysis	Firm growth was positively related to TMT members' turnover rates. Firm size was negatively related to turnover rates. Pay level, stock options, firm performance, firm longevity, and average age of TMT members were not related to turnover rates.
Mei and Zhao, 2016	Chinese A-share listed companies from 2005 to 2013	Top management team	Tournament theory; equity theory	Vertical and horizontal pay dispersion	Firm performance	Fractional Logit model	The relationship between pay dispersion and firm performance was mediated by turnover rates of VPs. The positive relationship between pay dispersion and turnover rates was stronger in state-owned enterprises than in non-state-owned ones.
Shen et al., 2011a	19 ST companies and 19 non-ST companies from 2008 to 2009	Top management team		Firm performance, TMT members' average pay levels, shareholder monopolization		Logistic regression	Firm performance and TMT members' average pay levels were related negatively to top management team's clustered turnover. Shareholder monopolization was related positively to turnover clustering.
Shen et al., 2011b	19 ST companies and 19 non-ST companies from 2008 to 2009	Top management team		Financial distress, shareholder monopolization, TMT members' average pay levels		Logistic regression	Financial distress and shareholder monopolization related positively to top management team's turnover clustering. TMT members' average pay level was related negatively to top management team's turnover clustering.
Shen et al., 2016	A Chinese hospital	All employees		Performance appraisal		Descriptive statistics	After a new performance appraisal system was implemented, turnover rates in a hospital dropped from 7.14% to 4.55%.
Yang, 2013	Chinese A-share listed companies	Top management team	Tournament theory; justice theory	Pay dispersion		Linear regression	Pay dispersion among top management teams was positively related to turnover rates.
Yang and Huang, 2008	64 top management teams	Top management team	Structural hole	Collective job satisfaction, trust, shared team vision, collective turnover intention, network intensity, structural hole, structural bridge, network centrality		EFA, CFA, SEM	The authors claimed that collective turnover intention and team social network structure were associated with turnover rates, but they did not report how these variables were measured and how the SEM model was tested.
Zhang et al., 2014	A Chinese hospital	All employees		Work system		Descriptive statistics	After integrated medical care working mode was implemented in the hospital, turnover rates of nurses dropped.
Zhao, 2016	419 firms listed in growth enterprise board from 2009 to 2014	Top management team	Agency theory; prospect theory	Stock incentive, restricted stock		Linear regression	Stock incentive was positively related to management turnover rates, and restricted stock options were positively related to abnormal turnover rates.
Zhou, 2008	211 listed companies from 2004 to 2006	Top management team	Social identity theory	Demographic heterogeneity		Hierarchical regression analysis	Age heterogeneity and education heterogeneity related significantly and positively to turnover rates. Team tenure was positively related to turnover rates, but the relationship was not statistically significant.
He and Liu, 2011	14 plants of a company from 2007 to 2010	All employees			Productivity	Linear regression	Total turnover rates and involuntary turnover rates related positively to total defective rate. Total turnover rates, voluntary turnover rates, and involuntary turnover rates were positively related to defective rate caused by manpower.
Xie, 2012	100 open-ended funds of 50 fund companies from 2008 to 2010	Managers			Fund performance	Hierarchical regression analysis	Fund managers' turnover rates was negatively related to fund performance.

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

El estudio de la rotación —salidas voluntarias e involuntarias de la organización— abarca 100 años y el área se considera un área de fundación dentro de la psicología industrial y organizacional, la gestión de los recursos humanos y el comportamiento organizacional (Hom et al., 2017). Aparte del valor práctico de la investigación de volumen de negocios, este dominio ha producido algunas de las teorías más icónicas a nivel individual en nuestro campo, como March and Simon's (1958) pionero en la conveniencia y la teoría de la facilidad del movimiento, el modelo de contenido de trabajo de Mobley (1979), el modelo de desarrollo de trabajo de Lee y Mitchell (1994) y la teoría de trabajo integrada de Mitchell et al.s (2001). A lo largo de casi 70 años, estas teorías proporcionan explicaciones detalladas y multifacéticas de por qué las personas abandonan sus trabajos y por qué se quedan.

En términos de implicaciones para la gestión y las organizaciones, la investigación de volumen de negocios a nivel organizacional puede ser aún más crítica. Esta secuencia detalla no sólo los antecedentes de los patrones de rotación en las organizaciones, sino también cómo la rotación de la fuerza de trabajo afecta el rendimiento de la organización. En este nivel de análisis, la tradición de la investigación es casi tan rica. Los investigadores de muchas disciplinas (por ejemplo, gestión, finanzas, economía, sociología, medicina, marketing y administración pública) han detallado modelos conceptuales y los han acompañado con pruebas empíricas de por qué y cómo el contexto organizacional y las prácticas influyen en las tasas de abandono y descarga (por ejemplo, Batt y Colvin, 2011; Shaw et al., 1998) y por cómo los patrones de rotación se relacionan con resultados importantes como las tasas de accidentes, la productividad, la rentabilidad y los rendimientos del mercado de valores (por ejemplo, Arthur, 1994; Huselid, 1995; Shaw, Gupta, et al., 2005; Shaw, Duffy, et al., 2005). Estos hallazgos se muestran en dos metaanálisis principales (Heavey et al., 2013; Park y Shaw, 2013). La tradición teórica a nivel organizativo también es abundante; las teorías importantes y diferenciales han sido desarrolladas o llevadas a cabo en economía, sociología, gestión de recursos humanos y comportamiento organizacional, por nombrar algunas (Park y Shaw, 2013; Shaw, Gupta, et al., 2005).

En este editorial, delineamos la importancia de esa investigación de tasa de rotación a nivel organizacional y observamos la sorprendente escasez y la principal omisión de este tipo de investigación en el contexto chino, y delineamos un llamado a estudios contextuales y de la industria en China para llenar el vacío.

CONCLUSIÓN

La revisión anterior hace que el propósito de este ensayo —un llamado a una investigación adicional de volumen de negocios y desempeño a nivel organizacional— sea claro. Nuestros esfuerzos de búsqueda fueron meticulosos, si no exhaustivos. Estos esfuerzos descubrieron sólo un puñado de estudios chinos, mientras que cientos de estudios de este tipo realizados en muestras occidentales aparecen en la literatura occidental. Las razones de la escasez son desconocidas, pero podemos ofrecer algunas especulaciones. En primer lugar, es posible que los investigadores crean que las consecuencias del volumen de negocios no son tan graves en este contexto. La evidencia meta-analítica muestra que la correlación del rendimiento organizacional es algo más débil en las muestras asiáticas (Park y Shaw, 2013), pero es difícil confiar en esta comparación dado el pequeño número de estudios de muestras asiáticas. En segundo lugar, es posible que sea más difícil recopilar u obtener esos datos en China en comparación con América del Norte, donde se originan la mayoría de los estudios. En el contexto norteamericano, los diseños de investigación de informantes clave son abundantes (Gupta y Shaw, 2000). En estos estudios, los datos de volumen de

negocios se obtienen normalmente de informantes clave (por ejemplo, gerentes de plantas o gerentes de HRM) en grandes muestras de organizaciones dentro o entre industrias. Estos informes de volumen de negocios se colocan en modelos empíricos con datos de archivo obtenidos de asociaciones de la industria, bases de datos gubernamentales o comprados a terceros proveedores (por ejemplo, Huselid, 1995; Shaw et al., 2009). Aunque los conjuntos de datos de encuestas a nivel individual parecen ser relativamente fáciles de recopilar dentro de las organizaciones chinas, parece faltar una investigación de nivel organizativo realizada con un diseño de informante clave. En tercer lugar, las asociaciones industriales fuertes a menudo caracterizan o reúnen a organizaciones en las industrias occidentales. Los investigadores a menudo pueden acceder a organizaciones y datos a través de asociaciones de la industria y conferencias comerciales. Estas conexiones llevan a los investigadores a fuentes de datos ricas que sustentan los estudios dentro de la industria, por ejemplo, en la fabricación de automóviles (MacDuffie et al., 1996; Jacobides et al., 2016) y trucking (Shaw et al., 1998; Shaw, Gupta, et al., 2005; Shaw y Gupta, 2007), por nombrar sólo dos. Es posible que estas asociaciones funcionen de manera diferente en China, lo que dificulta a los investigadores obtener los datos y el acceso necesarios para grandes muestras organizativas.

Cualquiera que sea la causa principal, nuestra afirmación es que tal investigación es potencialmente fructífera y puede ofrecer ideas que no son evidentes en la literatura más amplia existente. En primer lugar, es ciertamente necesario seguir probando teorías alternativas de la rotación: relaciones de rendimiento que ya aparecen en la literatura. De hecho, como han señalado Shaw, Gupta, et al., (2005) y otros, se necesitan pruebas de teorías diferenciales o competidoras en la literatura, al igual que los intentos de integrar estas teorías alternativas (véase Nyberg y Ployhart, 2013; Shaw et al., 2013). En segundo lugar, es ciertamente posible que la rotación: la dinámica del rendimiento funcione de manera diferente en las organizaciones chinas, dejando abierta la posibilidad de nuevos desarrollos teóricos y comparaciones empíricas con los fundamentos conceptuales existentes. En tercer lugar, hay muchas diferencias claras en las relaciones laborales, la gestión de la fuerza de trabajo y el mercado laboral en China. Estos factores contextuales podrían ser llevados a cabo como antecedentes de las tasas de rotación, o como factores moderadores entre la salida de la fuerza de trabajo y el rendimiento. En cuarto lugar, las organizaciones chinas se enfrentan a algunos desafíos temporales y estacionales que son únicos. Por ejemplo, hay eventos graves, pero algo predecibles, de rotación masiva después de las vacaciones del año lunar y / o después de los pagos de bonificación. Además, muchas organizaciones cerca de los centros metropolitanos se ocupan de la afluencia y salida frecuentes de trabajadores migrantes, lo que crea desafíos administrativos, de contratación, de salida y relacionados con la productividad que no se ven en los países occidentales, donde la población residencial y el mercado laboral son más estables.

Para concluir, esperamos que esta llamada desafía y energiza a los investigadores chinos a considerar el valor en los estudios de tasa de rotación a nivel unitario y organización. Tales esfuerzos seguramente equilibrarán las escalas de evidencia empírica. Estudios adicionales en el fascinante contexto chino también conducirán a facetas de ideas que, a pesar de sus 100 años de historia, aún no se han observado en la literatura de rotación.

TRANSLATED VERSION: FRENCH

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VERSION TRADUITE: FRANÇAIS

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INTRODUCTION

L'étude du roulement du personnel — départs volontaires et involontaires de l'organisation — s'étend sur 100 ans et la région est considérée comme un domaine de fondation dans les domaines de la psychologie industrielle et organisationnelle, de la gestion des ressources humaines et du comportement organisationnel (Hom et coll., 2017). Mis à part la valeur pratique de la recherche sur le roulement, ce domaine a produit certaines des théories individuelles les plus emblématiques dans notre domaine, telles que Mars et Simon (1958) pionnier désirabilité et la facilité de la théorie du mouvement, Mobley (1979) modèle de contenu de l'emploi, Lee et Mitchell (1994) modèle de déroulement, et Mitchell et coll (2001) théorie de l'enclassement de l'emploi. S'étendant sur près de 70 ans, ces théories fournissent des explications détaillées et multiples pour expliquer pourquoi les gens quittent leur emploi et pourquoi ils restent.

En termes d'implications pour la direction et les organisations, la recherche sur le roulement au niveau organisationnel peut être encore plus critique. Ce volet détaille non seulement les antécédents des modèles de roulement dans les organisations, mais aussi la façon dont le taux de désabonnement de la main-d'œuvre influe sur le rendement organisationnel. À ce niveau d'analyse, la tradition de la recherche est presque aussi riche. Les chercheurs de nombreuses disciplines (p. Ex., gestion, finances, économie, sociologie, médecine, marketing et administration publique) ont des modèles conceptuels détaillés et les ont accompagnés d'essais empiriques pour savoir pourquoi et comment le contexte organisationnel et les pratiques influencent les taux d'abandon et de congé (p. Ex., Batt et Colvin, 2011; Shaw et coll., 1998) et pour la façon dont les tendances en matière de roulement se rapportent à des résultats importants tels que les taux d'accidents, la productivité, la rentabilité et les rendements boursiers (p. Ex., Arthur, 1994; Huselid, 1995; Shaw, Gupta et coll., 2005; Shaw, Duffy et coll., 2005). Ces résultats sont présentés dans deux méta-analyses majeures (Heavey et coll., 2013; Park et Shaw, 2013). La tradition théorique au niveau organisationnel est également abondante; des théories majeures et différentielles ont été élaborées ou mises à contribution en économie, en sociologie, en gestion des ressources humaines et en comportement organisationnel, pour n'en nommer que quelques-unes (Park et Shaw, 2013; Shaw, Gupta et coll., 2005).

Dans cet éditorial, nous décrivons l'importance d'une telle recherche sur le taux de roulement au niveau organisationnel et notons la pénurie frappante et l'omission majeure de ce type de recherche dans le contexte chinois, et décrivons un appel à des études contextuelles et de l'industrie en Chine pour combler cette lacune.

CONCLUSION

L'examen précédent rend clair l'objet de cet essai — un appel pour un roulement supplémentaire au niveau organisationnel et une recherche sur le rendement ». Nos efforts de recherche ont été méticuleux, sinon exhaustifs. Ces efforts n'ont mis au jour qu'une poignée d'études chinoises, tandis que des centaines de telles études menées dans des échantillons occidentaux apparaissent dans la littérature occidentale. Les raisons de la pénurie sont inconnues, mais nous pouvons offrir quelques spéculations. Premièrement, il est possible que les chercheurs croient que les conséquences sur le roulement ne sont pas aussi graves dans ce contexte. Les données méta-analytiques montrent que la corrélation entre le chiffre d'affaires et le rendement organisationnel est un peu plus faible dans les échantillons asiatiques (Park et Shaw, 2013), mais il est difficile de faire confiance à cette comparaison étant donné le petit nombre d'études d'échantillons asiatiques. Deuxièmement, il est possible qu'il soit plus difficile de recueillir ou d'obtenir de telles données en Chine qu'en Amérique du Nord, d'où proviennent la plupart des études. Dans le contexte nord-américain, les modèles de recherche des informateurs clés sont nombreux (Gupta et Shaw, 2000). Dans ces études, les données sur le roulement sont généralement obtenues auprès d'informateurs clés (p. Ex., gestionnaires d'usines ou gestionnaires de MRH) dans de grands échantillons d'organisations au sein ou entre les industries. Ces rapports sur le chiffre d'affaires sont ensuite placés dans des modèles empiriques avec des données d'archives obtenues auprès d'associations industrielles, de bases de données gouvernementales ou achetées à des fournisseurs tiers (p. Ex., Huselid, 1995; Shaw et coll., 2009). Bien que les ensembles de données d'enquête au niveau individuel semblent être relativement faciles à recueillir

au sein des organisations chinoises, la recherche au niveau organisationnel menée avec une conception d'informateur clé semble manquer. Troisièmement, des associations industrielles fortes caractérisent ou rassemblent souvent des organisations dans les industries occidentales. Les chercheurs sont souvent en mesure d'accéder aux organisations et aux données par l'intermédiaire d'associations industrielles et de conférences commerciales. Ces liens mènent les chercheurs à de riches sources de données qui sous-tendent des années d'études au sein de l'industrie, par exemple dans la fabrication automobile (MacDuffie et coll., 1996; Jacobides et coll., 2016) et le camionnage (Shaw et coll., 1998; Shaw, Gupta et coll., 2005; Shaw et Gupta, 2007), pour n'en nommer que deux. Il est possible que ces associations fonctionnent différemment en Chine, ce qui rend plus difficile pour les chercheurs d'obtenir les données et l'accès nécessaires pour les grands échantillons organisationnels.

Quelles que soient les causes profondes, nous soutenons qu'une telle recherche est potentiellement fructueuse et peut offrir des idées qui ne sont pas apparentes dans la littérature plus large existante. Tout d'abord, il est certainement nécessaire de continuer à tester d'autres théories du chiffre d'affaires — les relations de rendement qui apparaissent déjà dans la littérature. En effet, comme Shaw, Gupta et coll., (2005) et d'autres l'ont souligné, des tests de théories différentielles ou concurrentes sont nécessaires dans la littérature, tout comme les tentatives d'intégration de ces théories alternatives (voir Nyberg et Ployhart, 2013; Shaw et coll., 2013). Deuxièmement, il est certainement possible que le chiffre d'affaires — la dynamique de performance fonctionne différemment dans les organisations chinoises, laissant ouverte la possibilité de nouveaux développements théoriques et de comparaisons empiriques avec les fondements conceptuels existants. Troisièmement, il existe de nombreuses différences claires dans les relations d'emploi, la gestion de la main-d'œuvre et le marché du travail en Chine. Ces facteurs contextuels pourraient être pris en compte en tant qu'antécédents des taux de roulement ou en tant que facteurs modérateurs entre les sorties de main-d'œuvre et le rendement. Quatrièmement, les organisations chinoises font face à des défis temporels et saisonniers uniques. Par exemple, il y a des événements graves, mais quelque peu prévisibles, de chiffre d'affaires de masse après les vacances de l'année lunaire et/ou après les paiements de bonus. En outre, de nombreuses organisations situées à proximité des centres métropolitains font face à des afflux fréquents et à des sorties de travailleurs migrants, ce qui crée des défis administratifs, d'embauche, de sortie et liés à la productivité qui ne sont pas observés dans les pays occidentaux où la population résidentielle et le marché du travail sont plus stables.

Pour conclure, nous espérons que cet appel sera un défi et qu'il stimulera les chercheurs chinois à tenir compte de la valeur des études sur le taux de roulement au niveau de l'unité et de l'organisation. De telles initiatives équilibreront certainement les échelles des preuves empiriques. D'autres études menées dans le contexte chinois fascinant mèneront probablement aussi à des facettes d'idées qui, malgré ses 100 ans d'histoire, n'ont pas encore été observées dans la littérature sur le chiffre d'affaires.

TRANSLATED VERSION: GERMAN

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ÜBERSETZTE VERSION: DEUTSCH

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EINLEITUNG

Die Untersuchung des Umsatzes – freiwillige und unfreiwillige Abgänge aus der Organisation – erstreckt sich über 100 Jahre und das Gebiet gilt als Eintauchgebiet der Industrie- und Organisationspsychologie, des Personalmanagements und des Organisationsverhaltens (Hom et al., 2017). Abgesehen vom praktischen Wert der Umsatzforschung hat dieser Bereich einige der ikonischsten Einzeltheorien in unserem Bereich hervorgebracht, wie March and Simon es (1958) pioneering erwünscht und leicht der Bewegung Theorie, Mobleys (1979) Job Content Modell, Lee and Mitchelles (1994) entfaltendes Modell, und Mitchell et al. Es (2001) Job Embeddedness Theorie. Diese Theorien, die sich über fast 70 Jahre erstrecken, liefern detaillierte, facettenreiche Erklärungen dafür, warum Menschen ihren Job aufgeben und warum sie bleiben.

In Bezug auf die Auswirkungen auf Management und Organisationen kann die Umsatzforschung auf Organisationsebene noch kritischer sein. Dieser Stream beschreibt nicht nur die Vorläufer von Umsatzmustern in Organisationen, sondern auch, wie sich Mitarbeiterabwanderungen auf die Leistung der Organisation auswirken. Auf dieser Analyseebene ist die Forschungstradition fast genauso reichhaltig. Forscher in vielen Disziplinen (z.B. Management, Finanzen, Wirtschaft, Soziologie, Medizin, Marketing und öffentliche Verwaltung) haben detaillierte konzeptionelle Modelle vorgestellt und mit empirischen Tests begleitet, warum und wie der organisatorische Kontext und die Praktiken die Beendigungs- und Entlassraten beeinflussen (z.B. Batt und Colvin, 2011; Shaw et al., 1998) und wie sich Umsatzmuster auf wichtige Ergebnisse wie Unfallraten, Produktivität, Rentabilität und Börsenrenditen beziehen (z. B. Arthur, 1994; Huselid, 1995; Shaw, Gupta, et al., 2005; Shaw, Duffy, et al., 2005). Diese Ergebnisse werden in zwei großen Meta-Analysen (Heavey et al., 2013; Park and Shaw, 2013). Theoretische Tradition auf organisatorischer Ebene ist ebenfalls reichlich vorhanden; In den Bereichen Wirtschaft, Soziologie, Personalmanagement und Organisationsverhalten wurden, um nur einige zu nennen (Park und Shaw, 2013; Shaw, Gupta, et al., 2005).

In diesem Leitartikel skizzieren wir die Bedeutung einer solchen Umsatzpreisforschung auf Organisationsebene und stellen den auffälligen Mangel und die große Auslassung dieser Art von Forschung im chinesischen Kontext fest und skizzieren einen Aufruf zu kontextuellen und Branchenstudien in China, um die Lücke zu schließen.

SCHLUSSFOLGERUNG

Die vorangegangene Überprüfung macht den Zweck dieses Aufsatzes – eine Forderung nach zusätzlicher Umsatz- und Leistungsforschung auf Organisationsebene – deutlich. Unsere Suchbemühungen waren akribisch, wenn nicht gar erschöpfend. Diese Bemühungen deckten nur eine Handvoll chinesischer Studien auf, während Hunderte solcher Studien, die in westlichen Proben durchgeführt wurden, in der westlichen Literatur erscheinen. Die Gründe für den Mangel sind unbekannt, aber wir können einige Spekulationen anbieten. Erstens ist es möglich, dass Forscher glauben, dass die Auswirkungen auf den Umsatz in diesem Zusammenhang nicht so schwerwiegend sind. Die metaanalytischen Beweise zeigen zwar, dass die Korrelation zwischen dem Umsatz – der Organisationsleistung in asiatischen Stichproben etwas schwächer ist (Park und Shaw, 2013), aber es ist schwierig, angesichts der geringen Anzahl asiatischer Stichprobenstudien Vertrauen in diesen Vergleich zu setzen. Zweitens ist es möglich, dass es schwieriger ist, solche Daten in China zu sammeln oder zu erhalten als in Nordamerika, wo die meisten Studien ihren Ursprung haben. Im nordamerikanischen Kontext gibt es viel zu finden (Gupta und Shaw, 2000). In diesen Studien werden Umsatzdaten in der Regel von wichtigen Informanten (z. B. Werksleitern oder HRM-Managern) in großen Stichproben von Organisationen innerhalb oder über Branchen hinweg ermittelt. Diese Umsatzberichte werden dann in empirische Modelle mit Archivdaten von Branchenverbänden, Regierungsdatenbanken oder von Drittanbietern (z. B. Huselid, 1995; Shaw et al., 2009). Obwohl Umfragedatensätze auf individueller Ebene in chinesischen Organisationen relativ einfach zu erfassen scheinen, scheint es an Forschung auf Organisationsebene mit einem wichtigen Informantendesign zu fehlen. Drittens charakterisieren oder bringen starke Industrieverbände oft Organisationen in westlichen Industrien zusammen. Forscher können oft über Branchenverbände und Fachkonferenzen auf Organisationen und Daten zugreifen. Diese Verbindungen führen die Forscher zu

reichen Datenquellen, die dem wertgelangjährigen Branchenstudien zugrunde liegen, z. B. Im Automobilbau (macduffie et al., 1996; Jacobides et al., 2016) und Trucking (Shaw et al., 1998; Shaw, Gupta, et al., 2005; Shaw und Gupta, 2007), um nur zwei zu nennen. Es ist möglich, dass diese Assoziationen in China unterschiedlich funktionieren, was es für Forscher schwieriger macht, die Daten und den Zugriff zu erhalten, die für große Organisationsproben benötigt werden.

Was auch immer die Ursache sein mag, unsere Behauptung ist, dass eine solche Forschung potenziell fruchtbar ist und Erkenntnisse bieten kann, die in der bestehenden breiteren Literatur nicht offensichtlich sind. Erstens ist es sicherlich notwendig, weiterhin alternative Theorien über den Umsatz zu testen – Leistungsverhältnisse, die bereits in der Literatur erscheinen. Wie Shaw, Gupta, et al. (2005) und andere hervorgehoben haben, sind in der Literatur Tests unterschiedlicher oder konkurrierender Theorien erforderlich, ebenso wie Versuche, diese alternativen Theorien zu integrieren (siehe Nyberg und Ployhart, 2013; Shaw et al., 2013). Zweitens ist es durchaus möglich, dass die Umsatzdynamik in chinesischen Organisationen unterschiedlich funktioniert und die Möglichkeit neuer theoretischer Entwicklungen und empirischer Vergleiche mit bestehenden konzeptionellen Grundlagen offen lässt. Drittens gibt es viele deutliche Unterschiede in den Beschäftigungsverhältnissen, dem Personalmanagement und dem Arbeitsmarkt in China. Diese kontextuellen Faktoren könnten als Vorläufer der Fluktuationsraten oder als mäßigende Faktoren zwischen Dementor und Leistung der Belegschaft zum Tragen kommen. Viertens stehen chinesische Organisationen vor einigen zeitlichen und saisonalen Herausforderungen, die einzigartig sind. So gibt es beispielsweise nach dem Mondjahr-Feiertag und/oder nach Bonuszahlungen schwere, aber etwas vorhersehbare Massenumsatzereignisse. Darüber hinaus beschäftigen sich viele Organisationen in der Nähe von Metropolen mit häufigem Zu- und Abfluss von Wanderarbeitnehmern, was administrative, Einstellungs-, Ausstiegs- und produktivitätsbezogene Herausforderungen schafft, die es in westlichen Ländern, in denen die Wohnbevölkerung und der Arbeitsmarkt stabiler sind, nicht gibt.

Abschließend hoffen wir, dass dieser Aufruf chinesische Forscher herausfordert und beflügelt, den Wert von Umsatzratenstudien auf Einheits- und Organisationsebene zu berücksichtigen. Solche Bemühungen werden sicherlich die Skala empirischer Beweise ausgleichen. Weitere Studien im faszinierenden chinesischen Kontext werden wahrscheinlich auch zu Facetten von Erkenntnissen führen, die trotz ihrer 100-jährigen Geschichte in der Umsatzliteratur noch nicht zu beobachten sind.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

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INTRODUÇÃO

O estudo da rotatividade — saídas voluntárias e involuntárias da organização — abrange 100 anos e a área é considerada uma área de fundação dentro da psicologia industrial e organizacional, gestão de recursos humanos e comportamento organizacional (Hom et al., 2017). Além do valor prático da pesquisa de volume de negócios, este domínio produziu algumas das teorias mais icônicas de nível individual em nosso campo, como o pioneiro desomability de Março e Simon (1958) pioneiro e facilidade da teoria do movimento, o modelo de conteúdo de trabalho de Mobley (1979), o modelo de desenvolvimento de Lee e Mitchell (1994) e a teoria de incorporação de trabalho de Mitchell et al.s (2001). Ao longo de quase 70 anos, essas teorias

forneem explicações detalhadas e multifacetadas para por que as pessoas deixam seus empregos e por que ficam.

Em termos de implicações para a gestão e organizações, a pesquisa de rotatividade em nível organizacional pode ser ainda mais crítica. Este fluxo detalha não apenas os antecedentes dos padrões de rotatividade nas organizações, mas também como o churn da força de trabalho impacta o desempenho organizacional. Nesse nível de análise, a tradição da pesquisa é quase tão rica. Pesquisadores de diversas disciplinas (por exemplo, gestão, finanças, economia, sociologia, medicina, marketing e administração pública) têm modelos conceituais detalhados e acompanhados com testes empíricos para o porquê e como o contexto organizacional e as práticas influenciam as taxas de quitação e quitação (por exemplo, Batt e Colvin, 2011; Shaw et al., 1998) e como os padrões de volume de negócios se relacionam com resultados importantes, como taxas de acidentes, produtividade, rentabilidade e retornos do mercado de ações (por exemplo, Arthur, 1994; Huselid, 1995; Shaw, Gupta, et al., 2005; Shaw, Duffy, et al., 2005). Esses achados são apresentados em duas grandes meta-análises (Heavey et al., 2013; Park and Shaw, 2013). A tradição teórica no nível organizacional também é abundante; grandes teorias diferenciais foram desenvolvidas ou trazidas para a base em economia, sociologia, gestão de recursos humanos e comportamento organizacional, para citar alguns (Park e Shaw, 2013; Shaw, Gupta, et al., 2005).

Neste editorial, descrevemos a importância dessa pesquisa de taxa de rotatividade em nível organizacional e notamos a escassez impressionante e a grande omissão desse tipo de pesquisa no contexto chinês, e delineamos um apelo a estudos contextuais e industriais na China para preencher a lacuna.

CONCLUSÃO

A revisão anterior torna claro o propósito deste ensaio — uma chamada para uma pesquisa adicional de volume de negócios e desempenho em nível organizacional —. Nossos esforços de busca foram meticulosos, se não exaustivos. Esses esforços descobriram apenas um punhado de estudos chineses, enquanto centenas desses estudos realizados em amostras ocidentais aparecem na literatura ocidental. As razões para a escassez são desconhecidas, mas podemos oferecer alguma especulação. Em primeiro lugar, é possível que os pesquisadores acreditem que as consequências do volume de negócios não são tão graves neste contexto. As evidências meta-analíticas mostram que a correlação de desempenho organizacional é um pouco mais fraca em amostras asiáticas (Park e Shaw, 2013), mas é difícil colocar confiança nessa comparação dado o pequeno número de estudos de amostragem asiática. Em segundo lugar, é possível que seja mais difícil coletar ou obter tais dados na China em comparação com a América do Norte, onde a maioria dos estudos se origina. No contexto norte-americano, os projetos de pesquisa de informantes-chave são abundantes (Gupta e Shaw, 2000). Nesses estudos, os dados de volume de negócios são tipicamente obtidos de informantes-chave (por exemplo, gerentes de plantas ou gerentes de HRM) em grandes amostras de organizações dentro ou em todos os setores. Esses relatórios de volume de negócios são então colocados em modelos empíricos com dados de arquivamento obtidos de associações do setor, bancos de dados governamentais ou comprados de fornecedores de terceiros (por exemplo, Huselid, 1995; Shaw et al., 2009). Embora os conjuntos de dados de pesquisa de nível individual pareçam ser relativamente fáceis de coletar dentro de organizações chinesas, pesquisas de nível organizacional conduzidas com um design de informante chave parecem estar em falta. Em terceiro lugar, associações industriais fortes frequentemente caracterizam ou reúnem organizações nas indústrias ocidentais. Os pesquisadores são frequentemente capazes de acessar organizações e dados através de associações do setor e conferências comerciais. Essas conexões levam os pesquisadores a ricas fontes de dados que sustentam o valor de anos de estudos dentro da indústria, por exemplo, na fabricação de automóveis (macduffie et al., 1996; Jacobides et al., 2016) e caminhões (Shaw et al., 1998; Shaw, Gupta, et al., 2005; Shaw e Gupta, 2007), para citar apenas dois. É possível que essas associações funcionem de forma diferente na China, dificultando a obtenção dos dados e acesso necessários para grandes amostras organizacionais.

Quaisquer que sejam as causas básicas, nossa alegação é que tal pesquisa é potencialmente frutífera e pode oferecer insights que não são aparentes na literatura mais ampla existente. Em primeiro lugar, há certamente a necessidade de continuar a testar teorias alternativas da rotatividade — relações de

desempenho que já aparecem na literatura. De fato, como Shaw, Gupta, et al., (2005) e outros apontaram, são necessários testes de teorias diferenciais ou concorrentes na literatura, assim como tentativas de integrar essas teorias alternativas (ver Nyberg e Ployhart, 2013; Shaw et al., 2013). Em segundo lugar, é certamente possível que a dinâmica de desempenho do volume de negócios opere de forma diferente nas organizações chinesas, deixando em aberto a possibilidade de novo desenvolvimento teórico e comparações empíricas com as bases conceituais existentes. Em terceiro lugar, há muitas diferenças claras nas relações de trabalho, na gestão da força de trabalho e no mercado de trabalho na China. Esses fatores contextuais poderiam ser trazidos como antecedentes das taxas de rotatividade, ou como fatores moderadores entre o fluxo de mão-de-obra e o desempenho. Em quarto lugar, as organizações chinesas enfrentam alguns desafios temporais e sazonais que são únicos. Por exemplo, há eventos severos, mas um pouco previsíveis, de volume de negócios em massa após o Feriado do Ano Lunar e/ou após pagamentos de bônus. Além disso, muitas organizações próximas aos centros metropolitanos lidam com o fluxo frequente e o fluxo de trabalhadores migrantes, o que cria desafios administrativos, de contratação, saída e produtividade que não são vistos nos países ocidentais onde a população residencial e o mercado de trabalho são mais estáveis.

Para concluir, esperamos que essa chamada desafie e energize os pesquisadores chineses a considerar o valor em estudos de taxa de rotatividade no nível unitário e organizacional. Tais esforços certamente equilibrarão as escalas das evidências empíricas. Estudos adicionais no fascinante contexto chinês também provavelmente levarão a facetas de insights que, apesar de sua história de 100 anos, ainda não foram observados na literatura de volume de negócios.