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研究課題名(和文) The determinants of voluntary turnover among newcomers in Germany and Japan

研究課題名(英文) The determinants of voluntary turnover among newcomers in Germany and Japan

研究代表者

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研究成果の概要(和文)：本研究プロジェクトの目的は、日本の新規自発的売上高の決定要因を調べることであった。私は日本の大規模なリサーチ会社を通じて、組織の社会化戦術の差異を確実にするために、職種やレベルや複数の組織からの多様な従業員サンプルを使ってデータを収集しました。具体的には、研究会社に、2か月前に仕事を始めた常勤の従業員のデータを収集するように依頼しました。一般的な方法の違いに関する懸念を緩和するため、12ヶ月間の4つの時点で4回の調査でデータを収集しました。

研究成果の概要(英文)：The purpose of this research project was to examine the determinants of newcomer voluntary turnover in Japan. I collected data through a large research company in Japan with a diverse sample of employees across job types and levels and from multiple organizations to ensure variance in organizational socialization tactics. More specifically, I requested the research company to collect data from full-time employees who have started to work two months ago or less. To mitigate concerns about common method variance, I collected data with four surveys at four points in time over a 12-month time period.

研究分野：organizational behavior

キーワード：turnover job embeddedness

1. 研究開始当初の背景

Recruiting and retaining core employees provides a competitive advantage to companies. In contrast, losing these core employees produces considerable tangible and intangible costs for companies. While having one of the lowest labor turnover rates in the world, newly recruited employee voluntary turnover has become an important topic in Japan. For example, approximately 32% of university graduates quit their first jobs within three years. Early turnover is particularly detrimental to organizational performance, as investments in recruiting, training, and socialization do not provide any immediate returns. Despite the numerous important individual-, firm-, and society-level consequences of newcomer voluntary turnover, relatively little systematic (comparative) research (in English language) on this topic has been conducted in Japan. Thus, we know little about the determinants of newcomer voluntary turnover in Japan.

2. 研究の目的

Voluntary turnover among entry-level employees is an increasingly important but relatively little researched topic in Japan. The purpose of this research project was to examine the determinants of newcomer voluntary turnover in Japan.

3. 研究の方法

I collected data through a large research company in Japan with a diverse sample of employees across job types and levels and from multiple organizations to ensure variance in organizational socialization tactics. More specifically, I requested the research company to collect data from full-time employees who have started to work two months ago or less. To mitigate concerns about common method variance, I collected data with four surveys at four points in time (with a three-month time lag between each survey) over a 12-month time period.

The research company sent all four surveys to those 2,200 people fulfilling my screening criteria. At Time 1, I measured various control variables (e.g., employee age, gender, position, marriage status, education level, occupation, firm industry) and personality traits (e.g., work locus of control, proactive personality) (1,430 people completed the survey; 65% response rate). At Time 2, I measured information seeking behaviors and socialization tactics (1,071 people completed the survey; 49% response rate). At

Time 3, I measured job embeddedness and work adjustment (954 people completed the survey; 43% response rate). At Time 4, I measured voluntary turnover, psychological health, organizational citizenship behaviors, and job performance (737 people completed the survey; 34% response rate).

I linked these four surveys to each other by the respondents' identity numbers, age, and gender provided by the research company. In addition to the identity numbers, the respondents were asked to report their age and gender in each survey.

4. 研究成果

I have started to analyze the data and have written a collaborative paper with David Allen, Jie Feng, and Shasha Pustovit from Rutgers University. Adopting a purposeful work behavior perspective, we hypothesized that newcomers' work locus of control has moderating effects between institutionalized vs. individualized socialization tactics and job embeddedness and three indicators of work adjustment - role clarity, social integration, and work mastery. Further, we hypothesized that job embeddedness and work adjustment reduce newcomers' voluntary turnover. Results from data collected from 683 newcomers at four points in time over a 12-month time period in a wide range of organizations showed that work locus of control moderated the positive relationship between socialization tactics and turnover, such that newcomers with an internal work locus of control showed higher degrees of job embeddedness and social integration under individualized rather than institutionalized socialization tactics, and in turn, were less likely to turnover.

5. 主な発表論文等

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- 〔図書〕(計 0 件)
- 〔産業財産権〕
- 出願状況 (計 0 件)

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〔その他〕
ホームページ等

6. 研究組織

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