

TALENT MANAGEMENT

Global Talent Retention

Understanding Employee Turnover Around the World

Edited by

DAVID G. ALLEN AND JAMES M. VARDAMAN

Global Talent Retention

TALENT MANAGEMENT

Series Editors: Vlad Vaiman and David Collings

This series focuses on talent management, one of the fastest growing areas of research in the areas of business and management. As a topic, it bridges a number of core management areas, including HRM, Organisational Psychology, Strategy and International Business.

The series features monographs and edited collections exploring both research and practical perspectives on contemporary talent management. The main aim of the series is to provide a key outlet for scholars wishing to publish novel perspectives on talent and talent management from across disciplinary divides. It also provides an opportunity for those seeking to explore new and innovative issues and topics in this area in greater depth. The series will bring together emerging theoretical approaches with real-world practitioner perspectives from across a range of subjects in this field, including (but not limited to):

- Employer branding
- Talent analytics
- Global talent management
- Talent turnover
- Talent retention
- Talent development
- Talent and teams
- Distribution of performance
- Transferability of performance
- Contextual performance
- Performance and potential
- Talent management in SMEs
- Talent management in the public sector
- Talent management in developing economies

Previous Volumes in This Series:

Talent Management in Small Advanced Economies By Snejina Michailova and Dana L. Ott Managing Talent: A Critical Appreciation Edited by Stephen Swailes

Forthcoming Volumes in This Series:

Talent Management Innovations in the International Hospitality Industry
Edited by Stefan Jooss, Ralf Burbach and Huub Ruël
Talent Management: A decade of developments
Edited by David G. Collings, Vlad Vaiman and Hugh Scullion
Mobile Global Talent Management during Times of Uncertainty
Edited by Francine Schlosser and Deborah McPhee

Global Talent Retention: Understanding Employee Turnover Around the World

EDITED BY

DAVID G. ALLEN

Neeley School of Business, Texas Christian University USA &

Warwick Business School, University of Warwick, UK

AND

JAMES M. VARDAMAN

Fogelman College of Business, University of Memphis USA



Emerald Publishing Limited Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2021

Copyright © 2021 Emerald Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-83909-294-7 (Print) ISBN: 978-1-83909-293-0 (Online) ISBN: 978-1-83909-295-4 (Epub)



ISOQAR certified Management System, awarded to Emerald for adherence to Environmental standard ISO 14001:2004.

Certificate Number 1985 ISO 14001



Contents

vii
ix
1
17
17
41
.
63
87
109
133
133
149

vi Contents

Employee Turnover in Turkey	
Gamze Koseoglu, S. Arzu Wasti and Hilal Terzi	167
Turnover in Denmark: Between "Flexicurity" and	
Collective Voice	
Lotte Holck and Minna Paunova	191
Employee Turnover in India: Insights from the	
Public–Private Debate	
Kunal Kamal Kumar, Sushanta Kumar Mishra and	
Pawan Budhwar	213
Turnover in South Africa: The Effect of History	
Albert Wöcke and Helena Barnard	239
Index	261

List of Contributors

Catherine Abe Nottingham Business School, UK

David G. Allen TCU (US) & University of Warwick, UK
Helena Barnard University of Pretoria, South Africa
Blagoy Blagoev Leuphana University of Luneburg, Germany

Rocío Bonet IE Business School, Spain
Pawan Budhwar Aston Business School, UK

Daejeong Choi University of Melbourne, Australia
Marta Elvira IESE Business School, Spain

Claudia Noemí González Brambila Instituto Tecnólogico Autónomo de México,

Mexico

Lotte Holck Copenhagen Business School, Denmark
Gamze Koseoglu University of Melbourne, Australia
Kunal Kamal Kumar Indian Institute of Management Udaipur,

India

Xiyue Ma Tsinghua University, China

Sushanta Kumar Mishra Indian Institute of Management Indore,

India

Sangsuk Oh National Cancer Center, South Korea
Owwon Park The Catholic University of Korea, South

Korea

Minna Paunova

Richard A. Posthuma

Helen Shipton

Eric D. Smith

Middle East Technical University, Denmark

University of Texas at El Paso, USA

Nottingham Business School, UK

University of Texas at El Paso, USA

Middle East Technical University, Turkey

Nicolas Tichy

James M. Vardaman

LMU Munich, Germany

University of Memphis, USA

Stefano Visintin Universidad Camilo José Cela, Spain

S. Arzu Wasti Sabanci University, Turkey
Ingo Weller LMU Munich, Germany

Zara Whysall Nottingham Business School, UK
Albert Wöcke University of Pretoria, South Africa

Mian Zhang Tsinghua University, China

Yang Zhang University of Texas at El Paso, USA



Contributor Biographies

Catherine Abe is a Doctoral Researcher at Nottingham Trent University. Her research interests are in Equality, Diversity, and Inclusion (EDI), with a particular focus on race and gender equality. She is an experienced HR Practitioner having worked in Talent Management, Learning and Development and as a generalist. She is currently EDI Coordinator at the University of Nottingham. In addition to this role, she supports small organizations in developing and implementing EDI strategies and anti-racism awareness.

David G. Allen is Luther Henderson University Chair in Management and Leadership at the Neeley School of Business at TCU, Distinguished Research Environment Professor at Warwick Business School, and past Editor-in-Chief of the *Journal of Management*. His teaching, research, and consulting cover a wide range of topics related to people and work, with a particular focus on the flow of human capital into and out of organizations. His award-winning research has been regularly published in the field's top journals, and he is the author of two prior books, *Employee Retention and Turnover: Why Employees Stay or Leave* (2020) and *Managing Employee Turnover: Dispelling Myths and Fostering Evidence-Based Retention Strategies* (2012). He earned his PhD from the Beebe Institute of Personnel and Employment Relations at Georgia State University and is a Fellow of the American Psychological Association, the Society for Industrial and Organizational Psychology, and the Southern Management Association.

Helena Barnard has published in *Journal of Management, Journal of International Business Studies, Research Policy, Journal of World Business*, and others. She was a Dunning Fellow at the University of Reading (2018–2019) and the Academy of International Business Vice President for Administration (2017–2020). She obtained her PhD from Rutgers University. Her research interests are in how knowledge (and with it technology, organizational practices, and innovation) moves between more and less developed countries, particularly in Africa. She researches both organizational mechanisms (notably emerging multinationals and internet-enabled businesses) and individual mechanisms such as scientific collaborations, doctoral training, and the diaspora.

Dr Blagoy Blagoev is Professor for Organization Studies at Technische Universität Dresden. He received his doctoral degree from Freie Universität Berlin with a thesis on extreme work hours in elite consulting firms. His work focuses on the

x Contributor Biographies

interplay of time and temporality with processes and practices of organizing. His research interests include organizational change, routine dynamics, new forms of organizing, organizational control, and strategic human resource management. He has published in journals such as *Administrative Science Quarterly*, *Academy of Management Journal*, *Organization Studies*, *Organization*, and *Scandinavian Journal of Management*.

Rocío Bonet is an Associate Professor in the area of Human Resource Management and Organizational Behavior at IE Business School, Madrid. Her research aims to understand how the move toward a new type of employment relationship, characterized by short-term contracts and higher interorganizational mobility, is affecting individuals' careers and organizational performance. She received her PhD from the Wharton School at the University of Pennsylvania. Her research has been published in several academic outlets, and she has been awarded multiple grants to perform her research, including a Marie Curie grant from the European Commission and a GMAC fellowship.

Pawan Budhwar is the 50th Anniversary Professor of International HRM and Head of the Aston Business School, Birmingham, UK. He is also the Associate Pro Vice-Chancellor International (India), Aston University. He is globally known for his research in the fields of strategic and international HRM and emerging markets with a specific focus on India. He is the co-founder and first president of Indian Academy of Management. He is a Fellow of the Higher Education Academy, British Academy of Management, Indian Academy of Management, and the Academy of Social Sciences.

Daejeong Choi is a Senior Lecturer of Human Resource Management at the University of Melbourne. He earned his PhD from the University of Iowa. His research interests include the employee–employer relationship, leadership, strategic human resource management, and cross-cultural issues in management. His work has been published in leading academic journals including Journal of Applied Psychology, Journal of Organizational Behavior, The Leadership Quarterly, and Human Resource Management Review. He is also on the editorial boards of Personnel Psychology, Journal of Organizational Behavior, and Journal of Management Studies.

Marta Elvira is Professor in the departments of Strategic Management and Managing People in Organizations and holder of the Chair in Family Business at IESE Business School (Spain), where she has also served as Associate Dean for Research. She earned her PhD in Organizational Behavior and Industrial Relations at the University of California, Berkeley. Prior to this, she was Academic Dean at Lexington College (Chicago), Associate Professor at the University of California, Irvine and at INSEAD (France). Her work examines the political and economic processes involved in designing organizational reward structures and their resulting effects on employee earnings and careers. She has co-edited three books and published numerous articles in management journals.

Claudia Noemí González Brambila is a Professor in the Department of Administration at Instituto Tecnológico Autónomo de México in Mexico City, Mexico. She earned her PhD in Engineering and Public Policy from Carnegie Mellon University, and her master's degree from the College of Engineering at the Universidad Nacional Autónoma de México. Her research has focused on innovation and scientific productivity in Mexico and Latin America.

Lotte Holck is Associate Professor at the Department of Organization, Copenhagen Business School. Her research explores the organization of work and collaboration in different organizational settings and cultural contexts. With this as a general framework, her research pursues a critical approach to human resource management, exploring the impact of demographic, professional, and hierarchical differences. Methodologically, she applies longitudinal studies using intervention-based methods inspired by feminist activism in research and critical ethnography. Her research appear in international peer-reviewed journals like *Organization*, *Gender, Work and Organization, Scandinavian Journal of Management, Qualitative Research in Organizations and Management: An International Journal, Personnel Review*, and *Equality, Diversity and Inclusion – An International Journal*.

Dr Gamze Koseoglu is a Senior Lecturer at the Management and Marketing Department of the University of Melbourne. She received her doctoral degree in Organizational Behavior from Georgia Institute of Technology. Her research primarily focuses on employee creativity, social networks, social capital development, and leader behaviors.

Kunal Kamal Kumar is an Associate Professor in Organizational Behavior and Human Resource Management Area at Indian Institute of Management Udaipur, India. His research and teaching interests include employee well-being, employee voice, organizational diversity, and cultural concerns. He prefers to bring in interdisciplinary perspectives spanning diverse field of studies such as linguistics, philosophy, and management studies. His research publications have touched distinct issues such as employee communication, virtue ethics, linguistic identity, and LGBT issues. His research work has been published in academic journals such as *Human Resource Management*, *Management Decision*, and *Asian Journal Business Ethics*.

Xiyue Ma is a PhD candidate in the Department of Leadership and Organization Management, School of Economics and Management, Tsinghua University, China. Her primary research interests include flexible working arrangements, work–life balance, and work–family issues.

Sushanta Kumar Mishra is a Professor at the Indian Institute of Management Indore. His scholarly work has been published in *Journal of Organizational Behavior, Journal of World Business, Human Resource Management, Human Resource Management Review, Human Resource Management Journal*, and in many other journals of repute. His paper in the *International Journal of HRM* received the Michael Poole Highly Commended Award for the year 2019. He is in the review panel of many reputed journals.

Sangsuk Oh works at National Cancer Center in South Korea as a Performance Manager. He received his PhD in Business Administration from the Catholic University of Korea. His recent areas of focus have included turnover, star employees, and strategic HRM.

Owwon Park is a Professor of Management in the School of Business Administration at the Catholic University of Korea. He received his PhD in Management from the Korea University Business School. His research focuses on strategic human resource management, talent management, and turnover. He published his papers in *International Journal of Human Resource Management* and *Korean Journal of Management*.

Minna Paunova is an Associate Professor of Cross-Cultural Management and Communication at Copenhagen Business School (CBS), Denmark. Her research explores issues of national, cultural, and linguistic diversity, particularly in global teams and organization, as they relate to leadership, as well as learning, creativity, and innovation. Her current interests concern multiculturalism, global inequality, and migrant integration at work. Prior to joining CBS, she was a postdoctoral researcher at the Technical University of Denmark, and she obtained her PhD in Management (cum laude) from IESE Business School, Barcelona.

Richard A. Posthuma is the Mike Loya Distinguished Chair, Director of the PhD Program, and Professor of Management in the College of Business Administration at the University of Texas at El Paso. He has published in the *Journal of Applied Psychology*, *Journal of Management*, and *Personnel Psychology*, on topics such as turnover, high performance work practices, leadership, and is currently conducting research on innovation and expatriates.

Helen Shipton is Professor of International Human Resource Management at Nottingham Business School, Nottingham Trent University. Her research is focused on Human Resource Management, employee voice, innovative behaviors and learning at work. She is Founder and Co-Director of the Centre of People, Work and Organizational Practice, Vice-Chair of the British Academy of Management, Academic Fellow of the CIPD, and Associate Editor of the International Journal of HRM and has published in influential journals such as Human Resource Management, British Journal of Management, Human Resource Management Review, and the Journal of Organizational Behavior.

Eric D. Smith is an Associate Professor in the Industrial, Manufacturing and Systems Engineering Department at the University of Texas at El Paso. He earned a Bachelor of Science degree in Physics in 1994 and a Juris Doctorate in 2011. He studies decision making at the interface of cognitive biases and engineering.

Hilal Terzi is a Social Psychologist whose research focuses on the formation, development, and termination of interpersonal relationships shaped by personal, relational, and environmental factors. Currently, she is a doctoral candidate in Psychology and a Research Assistant at Middle East Technical University, Turkey.

Nicolas Tichy is a PhD candidate at LMU Munich School of Management. His research revolves around human behavior at work with a particular focus on transparency in performance management and pay systems.

James M. Vardaman, PhD, is Free Enterprise Chair of Management in the Fogelman College of Business at the University of Memphis. His research on entrepreneurship and human capital issues have been published in numerous outlets on the *Financial Times* business journal list and has been featured on *Harvard Business Review* online. He was the Nancy Allen Fellow of Management at Mississippi State University for 11 years before relocating to Memphis.

Stefano Visintin obtained his PhD in Applied Economics from the University of Alcalá, Spain, in 2010. He is a researcher and data analyst with more than 10 years of experience in international environments. His present main field of research is labor market. He is a specialist in statistical, econometric, and machine learning analysis applied to the analysis of large data sets intended to produce micro- and macroeconomic knowledge. He presently lectures in Economics and Big Datarelated subjects at the Universidad Camilo José Cela where he also directs the Business and Technology undergraduate program.

S. Arzu Wasti is a Professor of Management and Organization Studies at Sabanci Business School, Sabanci University, Turkey. She received her PhD in Industrial Relations and Human Resource Management from the University of Illinois at Urbana-Champaign. Her cross-cultural research on organizational commitment, sexual harassment, workplace incivility, and organizational trust has appeared in such journals as *Journal of Applied Psychology*, *Journal of Cross Cultural Psychology*, and *Leadership Quarterly*. She is a recipient of several research awards such as the Science Award in the social sciences by the Scientific and Technological Research Council of Turkey and METU Mustafa Parlar Foundation.

Ingo Weller is a Professor of Human Resource Management at LMU Munich School of Management. His research and teaching interests include strategic human resource management, human capital, matching and mobility, and compensation. His work has appeared in journals such as Academy of Management Annals, Academy of Management Journal, Journal of Applied Psychology, Journal of Management, and Strategic Management Journal, among others. He is currently an Associate Editor of the Academy of Management Journal.

Zara Whysall is an Associate Professor in Business Psychology at Nottingham Business School, Nottingham Trent University, UK. She is a Chartered Psychologist and Associate Fellow of the British Psychological Society, with over 20 years' experience in applied research, consultancy, training, and development. In addition to her academic role, she is Research & Impact Director at Kiddy & Partners, a firm of business psychologists specializing in leadership assessment and development, and part of the Gateley Group (PLC). She has published in journals such as the European Journal of Work and Organizational Psychology, Journal of Health Psychology, and Ergonomics.

xiv Contributor Biographies

Albert Wöcke is a former trade unionist turned academic. He is interested in international HR and business in emerging markets, with particular interest in Africa. His work has been published in the *International Journal of Human Resource Management*, *Journal of International Management*, and *The International Business Review*; he consults widely to multinationals in Africa. He has produced several case studies that are taught internationally on several continents. He is currently working on institutions and their impact on firms in Africa. He obtained his PhD from the University of the Witwatersrand in South Africa.

Mian Zhang, PhD, is an Associate Professor in the Department of Leadership and Organization Management, School of Economics and Management, Tsinghua University, China. His primary research interests include voluntary turnover and work–family issues.

Yang Zhang is a PhD student at the University of Texas at El Paso. Her research interests include firm innovation, high-performance work systems, and teamwork. Prior to the doctoral program, she got her master degree in Business Administration at California State University, Los Angeles. She obtained her bachelor degree of accounting in China.