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ABSTRACT

Title: *Identifying Predictors of Turnover Behavior – A Study of Dealer Employees*

Name of Scholar: *Ritu Sharma*

Name of Supervisor: *Prof. N.U.Khan*

Department: *Department of Social Work*

Keywords: Turnover Behavior, Turnover Intention, Automobile Dealers, Employee Attrition, Turnover Predictors.

Turnover behavior of employees is a much researched and studied concept over the years. However, literature lacks studies that explain job alternatives, organizational commitment, workplace deviance and community embeddedness as factors leading to turnover behavior. Also, the particular relationships have not been studied in context of automobile industry. The current study aimed to identify the factors impacting the turnover behavior among employees of automobile dealers.

The study objectives were to:

- Identify predictors of turnover behavior in dealer employees.
- Study in depth the turnover behavior of dealer employees.
- Provide an insight into newcomer adjustment and work withdrawal of dealer employees.
- Provide information on how to reduce turnover rates.

The research was both qualitative and quantitative in nature. The population under study was finite and included 3 OEMs: One in each car segment, small and medium and premium with top ranking in JD power survey. Dealers who were top performers in CSI/SSI ranking were selected.

Many factors were uncovered by this research which affected turnover behavior of employees in automotive dealers in Delhi. Work withdrawal behavior, Job Alternatives and Community Embeddedness emerged as predicting variables in the quantitative analysis. It was also found that high turnover behavior precedes actual turn over in old employees. However, in new employees of the firm within first 4-6 months of their joining, high turnover behavior does not precede actual turnover as employees with low turnover behavior may also quit in these early months of job. Contrary to previous researches of various organizational setups, organizational commitment was not found to predict turnover behavior in automobile dealer employees in Delhi in this research.

Other factors which came into light by interview analysis were the lack of clarity of roles, importance of development paths and supportive seniors. Importance of socialization process emerged along with managing work life stress. In the absence of turnover cost analysis, company top management could not take informed decisions about turnover rate.

This research has important implications for the human resource discipline. It has emerged in the statistical analysis of this research that models which provide a good fit for explaining turnover behavior in conventional organizational setups might not fit so well in the retail supply chain model of automotive companies in Delhi. Companies may consider changing their strategic HR decisions based on the findings of this research as well as further researches in the area. Since retail segment is already dealing with high turnover rate, new research considering new models might prove helpful for managerial decision making. This research also studied the links between community and job related variables which is very important for social scientists dealing with impact of job and work life balance on individuals.