

**THE HONG KONG POLYTECHNIC UNIVERSITY
DEPARTMENT OF MANAGEMENT & MARKETING**

DEPARTMENTAL RESEARCH SEMINAR

"The Development of a Process Model of Collective Turnover"

By

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Date: Monday, 28 May 2007

Time: 9:15 a.m. - 10:45 a.m.

Venue: M802

All interested are welcome

The Development of a Process Model of Collective Turnover

ABSTRACT

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Based on in-depth case studies of a doctoral program, a computer company and a contracted sales organization, we constructed a grounded process model of collective turnover, those instances in organizational life when two or more people choose to leave an organization in close temporal proximity based on shared social processes. The model highlights three phases through which an escalating interaction process that culminates in collective turnover unfolds. The first is individual dissatisfaction and complaints that do not receive adequate supervisory response. Second, through social comparison, group sensemaking and emotional contagion that occur in cohesive groups, individual negative experiences are transformed into shared group perceptions. Third, when respondents feel no hope of improvement but have other opportunities available, they jointly begin searching for placements, and, when possible, turn over. We propose theoretical and practical implications of this model.

BIOGRAPHY

Jean Bartunek is the Robert A. and Evelyn J. Ferris Chair and a professor of Organizational Studies in the Carroll School of Management at Boston College. Her primary research interests concern intersections of social cognition, conflict, and organizational change and transformation. Her primary methodological research interests concern insider-outsider research collaborations.

Copies of her papers may be had by contacting her at bartunek@bc.edu.

She is past president of the Academy of Management, the premier association in the world for scholars of management. She is also associate editor of the *Journal of Applied Behavioral Science*, the chair of the Advisory Committee for the *Academy of Management Journal*, and on the editorial boards of several other journals.