



Summary: Management turnover reflects reduced costs when measured

Conclusion: Identifying and facilitating organizational behaviors that lead to a more integrative work climate can lead to reduced costs related to turnover.

Reference: **Managerial turnover in US retail organizations** by S. L. Peterson. 2006. Journal of Management Development. For more information contact Heather Graham at hgraham@batrushollweg.com

Why this Article is Important: Turnover is of particular interest to people-driven companies, especially within the retail field. Assessing employee attitudes with organizational surveys helps business leaders make decisions that have a direct impact on decreased turnover. This article identifies key areas that contribute to managerial turnover within the retail industry.

Major Findings: This article's findings underscore the importance of management development. Managers' perceptions of integration (a term similar to engagement, belongingness, and organizational fit) contribute to employee retention. Specifically, managers' perceptions of their job performance and interactions with other managers added to the percentage of employees that were retained over the length of the study. Other integral areas of interest to business leaders are employees' attitudes about personal self-efficacy, intention to stay, organizational satisfaction, and prior work experience. Further, it is important to pay close attention to the career developmental needs of managers.

What does it mean to you?

- a. Identifying and addressing manager perceptions of integration is useful in reducing turnover. Assessing employee satisfaction and commitment can also be important variables in predicting turnover.
- b. There is a need to pay close attention to the developmental needs of managers. For instance, consulting employee opinions about their needs can increase employee integration.
- c. The article suggests conducting needs assessments to determine what sorts of professional development managers perceive would be beneficial to them personally and professionally.
- d. Pay attention to work-life balance issues, as they also contribute to integration and turnover and can be assessed easily through organizational surveys.