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Departures from company. Causes, effects and countermeasures.

Summary of the doctoral dissertation:

The doctoral dissertation was devoted to the subject of employee departures. Very often, departures have a destabilizing effect on the functioning of the company, both in the financial and, for example, quality context. It is important for the employer to take appropriate actions to limit the risks associated with them.

Referring to the scientific literature, various classifications of departures have been presented. As presented by D. G. Allen, departures can be divided into voluntary, involuntary, desirable, undesirable and avoidable or unavoidable. Each of those departures has different impact on the organization.

One of the main reasons for leaving is the lack of job satisfaction. Research available also shows the relationship between job satisfaction and the willingness to leave (the greater the satisfaction, the lower the will to quit). It is therefore important, from the employer's point of view, to take care of proper measurement of satisfaction as well as preparation of appropriate actions aimed at retaining employees in the company.

The dissertation answered the following **research questions:**

1. What is the reason for the employee's decision to leave the company in SSC/BPO sector? (are these reasons varied, if so, what determines this variation, what employee characteristics are included in the record?)
2. Do employers from the SSC/BPO sector take measures to retain employees (prevent their departures? If so, which ones?)
3. What are the consequences of such actions to retain employees?
4. What are the expectations of employees towards employers related to counteracting employee resignation? (what employee characteristics determine different expectations?)

This made it possible to achieve the main goal of the dissertation, which is to present ways to prevent employee departures in the context of reasons for departures and employees' expectations related to initiatives taken by employers to stop employees from leaving their jobs.

The dissertation analyzes the content of the literature on employee fluctuation and departure. The results of the analysis made it possible to specify the research questions, identify the research gap, formulate the objectives of the work, hypotheses and prepare the questionnaire.

Based on the content analysis of the literature, it was found that reasons for leaving are often related to job dissatisfaction and that HRM practices can reduce the propensity of employees to leave.

In addition, research was carried out using the CAWI online survey. The selection of the subjects was random. When searching for respondents, the "snowball effect" method was used. The analysis included 586 responses, which were further analyzed. The analysis of quantitative data was carried out using descriptive statistics and test statistics.

The chi-square test, Spearman's rank correlation, Kruskal-Wallis test, Dunn-Bonferroni test, Mann-Whitney test and Fisher's exact test were used to examine the existence of relationships between nominal variables. The results of the study were presented in a descriptive and graphical form.

The research was conducted among employees of the SSC (Shared Services Centers) and BPO (Business Process Outsourcing) sectors.

The dissertation consists of an introduction, four chapters and a conclusion.

In the **introduction**, the choice of the subject matter of the dissertation was justified, the research problem, research questions, the aims of the work were formulated and the structure of the work was characterized.

The first chapter of the work outlines the framework of considerations, assuming that it is a capital approach to people management.

The second chapter is devoted to employee-initiated departures from the company, in particular the causes and effects of these departures, as well as ways to prevent them.

The third chapter describes the methodological aspects of own research and the limitations of the adopted methodology. Then, the SSC/BPO sector was characterized in Poland, paying attention to its dynamic development and presenting the challenges that are characteristic of it.

The fourth chapter contains a description of the verification of hypotheses (presented in the methodological part of the work), theoretical conclusions from the work, including directions for further research and recommendations for managers aimed at limiting employee departures.

At the end, the content of the entire dissertation is summarized and it is indicated how and to what extent the objectives of the work were achieved.

The work complements the knowledge about the reasons for leaving and ways to counteract them. The conclusions from the research refer to the issue of standardization and individualization of programs aimed at retaining employees in the company.

The results of the research showed that the actions taken by the employer to prevent employees from leaving can influence the change of employees' decisions about leaving the employer.