

## Leaving Jobs

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## Aims of the Session

To learn about three influential theories of leaving jobs.

To gain insight into:

1. Why people leave jobs and
2. How they leave.

To be able to apply this to understand real life.

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## What you already know...

Think about an example where you, or someone you know well, chose to leave a job...

1. What were the reasons you / they left?
2. Describe how you / they left?

(was it their choice, could the company have persuaded them to stay, did it take a long time, did you / they look for other jobs first, did you part on good terms etc.)

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## Costs and Consequences

**Organizational:** Recruitment, selection, induction, training, transfer, relocation, learning costs, product / service quality, time, cost of being short-staffed etc [direct].  
Culture, morale, social capital, org. memory [indirect].

**Personal:** End a contractual relationship, also break with social networks, leaving causes anxiety and uncertainty, it can be a consequence of stress and dissatisfaction.

**Functionality:** Cost depends on *who* leaves, joins and stays.

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## Issues in Measuring Leaving

### **Voluntariness**

'To move to my home town of...'  
'Husband's relocation of job'  
'Mental and physical exhaustion tantamount to professional abuse'

### **Avoidability**

'...agreed to my request to work 3 days a week'  
'...the reasons I left could not have been resolved at trust level i.e. ... attitudes of relatives and patients...'  
'Travel time'

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## Applying what you now know...

Using your earlier example, consider how well each theory fits ...

1. March and Simon?
2. Price and Mueller?
3. Lee and Mitchell?

Did it leave out anything? Get to the reason(s)? Misrepresent the process? Oversimplify? Not 'do justice' to the incident?

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## For the future

- Consider transition points in the life of your chosen person, or in the journal / paper profiles of careers:

How could you use today's session to understand and represent these career transitions? It may help to consider the following...

'voluntariness', 'avoidability', 'ease of movement', 'shocks', 'scripts', 'values' + what was the process of leaving like

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