CHAPTER EIGHT

IMPLICATIONS, LIMITATIONS AND SCOPE FOR FUTURE RESEARCH

In this chapter, the implications of the study (theoretical and managerial) are presented. Also, the discussion on the limitations of the study and suggestions for future research are also mentioned in this chapter. Lastly, the conclusion of the study is given at the end.

8.1 Theoretical Implications

The employee turnover research in the past has mostly focused on the job itself or attitudes of employees as an antecedent (Price & Mueller, 1981). As per Payne and Huffman 2005, supervisory behavior has a substantial impact on employees’ turnover decision. The past research provides a perspective about the impact of supervisory behavior on strategically important employees. Few studies such as Nifadkar et al., 2012 have explored the impact of supervisory support behavior on the adjustment of newly hired employees. The present study has contributed to the literature by examining the effect of supervisory support behavior on important outcomes of newly hired employees such as new recruit’s feedback seeking behavior, adjustment, affective commitment and turnover decision.

The past research on new recruits is focused more towards the socialization of newly hired employees in the organization. Most of the prior studies have considered new recruits’ adjustment as the final outcome of the socialization of recently hired employees in the organization (Ashforth & Saks, 1996; Kammeyer-Mueller & Wanberg, 2003). In the current study, the consequences of socialization process in terms of valuable outcomes of new recruits such as job satisfaction, organizational commitment and its impact on intention to quit of the newly hired employees have been studied. The present study has expanded the research area of
socialization by highlighting its impact on new recruits’ organizational commitment and intention to quit.

The adjustment of newly hired employees in the past was restricted to the measurement of adjustment in terms of either role adjustment of the employee or their social integration in the organization (Bauer & Green, 1998; King et.al, 2005). Contrary to that, this study has followed the definition of new recruits’ adjustment given by Bauer et al., 2007, in their meta-analysis which has considered both job related and social adjustment of the newly hired employees in the organization. Also, Bauer et al., 2007, indicated that the outcomes of newly hired employees are influenced more by social adjustment in the case of employees who did a transition from educational institutes to the corporate world as compared to the employees who just changed their jobs. The present study has contributed by considering the important aspects of adjustment of newly hired employees in the conceptual model.

This study provides insight on the application of social exchange theory and uncertainty reduction theory on new recruits’ early struggles in the corporate world. The study enriches the theory by systematically providing evidence about how new recruits reduce the uncertainty during early days in the organization by seeking feedback and consider supervisor as a valuable source of information. The study also confirms that the supportive behavior of supervisor reduces the cost associated with a social exchange between new recruits and supervisor and thus new recruits consider supervisor as the most approachable person in the organization.

The majority of the research done on turnover and socialization tactics had considered the population based in developed countries (Ashforth, Saks & Lee, 1998; Yamamoto, 2011). The present study has explored the issue of turnover and new recruit adjustment in the companies
located in a developing country with a special focus on the Indian IT industry. Thus, the study provides a clear view about the struggle that new recruits face after joining the organization, their adjustment process and the role of the supervisor in the socialization among newly hired employees working in companies located in developing countries like India.

Lastly, the present study has blended two major areas of research namely new recruits’ socialization and employee turnover to provide a new perspective on the effect of supervisor support behavior on psychological empowerment, feedback seeking behavior, adjustment, organizational commitment and intention to quit of new recruits in the organization. The study covers the entire journey of a newly hired employee in the organization and highlights the supervisor as a socializing agent in the organization.

8.2 Managerial Implication
This study made an attempt to draw the attention of the corporate world towards the turnover issue of the newly hired employees. It highlights the facts and figures about the rate of attrition of new recruits in the IT industry and develops awareness about how crucial it is to retain the newly hired employees in the organization. Bisht and Singh, 2012, stated that there is a significant difference in the thinking of employees with different experience and their reasons to quit a job also vary. Thus, there is need to develop separate retention policies to retain the employees with different experience levels. The present study provides the focused perspective that supervisor support behavior can influence the turnover in new recruits. Thus, based on the findings of the study the practitioners can design a separate retention strategy to reduce the turnover among new recruits.
The present study has shown that feedback seeking behavior of new recruits positively affects their adjustment in the organization. Also, this study confirms that supervisors are considered as a valuable source of information for new recruits. Thus, based on these results it is important for managers to be approachable and available to provide feedback to the new recruits in their early days to ensure their adjustment in the organization. From organization’s point of view, the study has reconfirmed the effect of organizational socialization tactics on the adjustment of the newly hired employees. Thus, the organization should continue to invest in the socialization strategies to achieve quick adjustment of new recruits in the organization.

In the current situation of the Indian IT industry, the attrition of employees is the prime struggle. Due to the turnover rate of 19.9 percent, it has become difficult for the information technology sector to maintain a steady growth rate (Annual Compensation & Benefits Trends Survey India FY 2015-16, 2015). As among the overall attrition rate in the Indian IT industry is 21 percent that happens at the junior management level (Annual Compensation & Benefits Trends Survey India FY 2015-16, 2015), this study has contributed by providing substantial evidence that supervisor support behavior can be used as a tool to reduce this turnover at the entry level. The study included employees who are working as a technical professional in the Indian IT industry at a junior management level and showed that a supportive behavior of supervisor has a negative impact on the intention to quit of the employees. These findings will help the IT industry to resolve the issues of employee turnover of newly hired employees at the junior management level. This, in turn, will save the organization from the financial investment and efforts required to re-recruit, train and replace the staff at the junior management level.

Further, organizations tend to make efforts to retain the strategically important employees who are working at middle management and top management level. However, this study has
highlighted that it is equally important to retain the employees who are newly hired and working at a junior management level. The attrition of employees at junior management level who are newly hired is more serious as it leads to a financial loss in terms of loss of investment in the training program as employees leave the organization before any significant contribution to the output of organization (Griffeth & Hom, 2001). As the Indian IT industry is dynamic in nature, the changes in technology are regular aspects of the industry (IBEF report, 2017). Thus, the industry needs employees who are willing to learn new things on a daily basis. Based on adult learning theory, the people working at the junior management level (less in age) are more likely to adapt to the changes in the technology as compared to ones who are working at the middle or top management level. Thus, we can say that employees working at a junior management level are the future of Indian IT industry, and it is important to retain them. This study grabs the attention of Indian IT industry towards the necessity and benefits of retention of newly hired employees at a junior management level to save costs and ensure a bright future of the organization.

This study provides a loud and clear message to the corporate world that in order to retain the newly hired employees, it is important that managers behave in a supportive manner. It provides empirical evidence that supportive behavior of manager helps in adjustment and retention of the new recruits in the organization. It also provides the link between the supervisor behavior and new recruits organizational commitment. Thus, corporate companies can invest and conduct the training programs in the organization to make supervisors more supportive for enhancing the commitment of newly hired employees and retaining them in the organization.
8.3 Limitations of the Study

Although the present research tried to make a significant contribution to the literature of new recruits’ socialization and turnover, it has some limitations. For this study, the data was collected from Hyderabad location which has restricted the sample under study to a particular location. Although the demographic information of the participants such as their native place provides a picture about the wide spread of samples collected, still the participants are majorly from two states Telangana and Andhra Pradesh. The second limitation is that the study has considered samples from IT industry only. Though the stages through which new recruits undergo during socialization process remains the same across various industries, still a selection of participants from only one industry puts a question mark on the generalization of findings of the current study.

The third limitation of this study is regarding the cross-sectional nature of the data. Although the study has carefully selected the sample of new recruits who have completed the tenure of three months to twelve months in the organization to capture the adjustment and consequences of the socialization process, still it captures only a snapshot of the adjustment process and thus was not able to explore the cause-and-effect relationships among new recruits and their supervisors. The study has considered socialization, adjustment process and its consequences from new recruits’ perspective only. The views of supervisors about the socialization of newly hired employees, the efforts supervisors are taking for early adjustment of employees; the frequency of feedback seeking behavior of newly hired employees are not taken into consideration which acts as a limitation of this study.
8.4 Future Research Directions

This study has opened a new direction for research in the area of new recruits’ socialization and turnover. Several past studies have highlighted the contribution of co-worker support in the adjustment of new recruits in the organization (Nelson & Quick, 1991; Settoon & Adkins, 1997). Thus, in the future, researchers can explore the combined effect of supervisor support and co-worker support on psychological empowerment, feedback seeking behavior, adjustment, job satisfaction, organizational commitment and intention to quit of new recruits in the organization. Another important factor which can be introduced in the model is perceived organizational support. Few past studies have highlighted that perceived organizational support improves the commitment of the employees, and it has an adverse impact on their intention to quit (Perrot et al., 2014). Thus, one can verify the impact of perceived organizational support on the adjustment and outcomes of newly hired employees. Researchers can also explore the effect of supervisor support behavior on other outcomes of new recruits which are valuable from an organizational perspective such as job performance, organizational citizenship behavior, and creativity.

The past literature has claimed that culture has an impact on the relationship between supervisor and employees. The power distance among leader and member can shape the dynamics of social exchange between supervisor and employees (Hinds & Mortensen, 2005). Thus, one can further explore the concept of the impact of supervisor support behavior on outcomes of newly hired employees among diverse cultures. There is a need to conduct this study using qualitative data collection methods (in-depth interviews and focus group) to get richer information about the influence of supervisor support behavior on the journey of new recruits in the organization. Also, a longitudinal study with participants working in diverse industries will help to improve the generalizability of the findings. The present study has only
highlighted the effect of the positive behavior of the supervisor; there is a need to study the effect of abusive behavior of the supervisor on new recruit’s feedback seeking behavior, adjustment, job satisfaction, organizational commitment and intention to quit.

8.5 Conclusion

For the survival and growth of the companies working in IT industry, it is crucial for them to make newly hired employees productive as rapidly as possible. In the constantly changing and dynamic environment of the IT industry, initial guidance and support are essential for newly hired employees to adjust in the organization (Nifadkar et al., 2012). Under such a scenario, supervisors are likely to influence the adjustment and socialization of new recruits in the organization. Most of the companies view adjustment of a newly hired employee without considering the contextual factors like supervisors’ behavior which may influence the adjustment process. Definitely, the personal efforts of new recruits to understand the new environment and adapt to the dynamic situation are important. However, this study indicates that supervisor’s support behavior has an influence on the feedback seeking behavior, adjustment and outcomes of newly hired employees. Thus, in a situation where a carefully selected and recruited newly hired employee fails to adjust in the organization, the companies should evaluate the role of supervisor in the process of socialization.

The structural model presented in this study indicates that in order to make sense in the new work environment, the newly hired employees seek information. Also, the supervisor support behavior acts as stimuli and has a positive impact on the feedback seeking behavior of the newly hired employees. The study suggests that supervisors can enhance the feedback seeking behavior of employees by interacting with them more often and by being sensitive towards the newly hired employees who are hesitant to approach for feedback through direct
inquiry. Past studies have shown that employees desire for more information and feedback as compared to the ones they receive in the regular feedback session (Ashford & Cummings, 1985; Morrison, 1993). Organizations should encourage the schedule of formal and informal interactions among supervisors and newly hired employees to provide new recruits more access and opportunities to get their queries resolved. This study suggests that it is crucial that supervisors open more channels for feedback which will have a positive impact on the adjustment of newly hired employees in the organization.

The adjustment of the newly hired employees reduces the uncertainty and stress in the work environment. The regular interaction with the supportive supervisor helps the newly hired employees to understand the job and gain task mastery. The organizational socialization tactics used by organization supports the newly hired employees to received acceptance from the insiders of the organization (Antonacopoulou & Güttel, 2010). This new recruit’s adjustment has an influence on the outcomes of the newly hired employees. This study indicates the adjustment of newly hired employees in the organization has a positive impact on their organizational commitment and reduces their intention to quit. Thus, it is essential for organizations to focus on proper execution of organizational socialization tactics and to train the supervisor to be supportive to the newly hired employee. This, in turn, will reduce the intention to quit and subsequent turnover of newly hired employees at the entry level. The reduced turnover will save organizations from the effort and financial cost involved in the re-recruitment, replacement, induction, and training of the employees.

The young brains joining the organization represent the future of the organization. The strong influence of supervisors’ behavior on new recruits’ outcomes makes it crucial for scholars and practitioners to understand the impact of supervisors’ support behavior on psychological
empowerment, feedback seeking behavior, adjustment, organizational commitment and intention to quit of new recruits in the organization. This study has revealed a comprehensive model which presents the journey of new recruits in the organization and the critical role of supervisors’ support behavior which governs the new recruits’ adjustment, organization commitment and most importantly new recruits’ intention to quit in the organization.