

When Employee Voice is Met 4
by Deaf Ears

It stands to reason that an employee who speaks up about a problem or makes a suggestion, usually to a supervisor, and sees some action taken in response, will feel more positively about the employer and the job. Speaking up with negative results should have the opposite effect. What about employees who never speak up? The various ramifications of employee "voice" or lack thereof and the results, or lack of results, was examined in a study of business school students and others who worked at least 20 hours a week. The 185 responses had some expected and unexpected results, which should interest managers seeking to retain their best employees.

Jacqueline Landau

C-Change? Generation Y and 13
the Glass Ceiling

When it comes to gender equity, have things really changed in the workplace? Many studies have looked into the complicated workplace scene for executives, long-time workers, and women but not into the possible clash of expectations versus reality for young workplace entrants. Based on a survey of Ramapo College Gen Y (born in 1980 and after) undergraduate business school students, and comparing responses to existing surveys of employees and executives by Lifetime Networks and Catalyst, it's hard not to conclude that Gen Yers may be a bit optimistic regarding gender equity issues. Gender discrimination may have "gone underground" and be harder to detect, but should continue yielding to steady pressure if new Gen Y labor force entrants are discerning.

Susan Eisner and Mary Ellen O'Grady Harvey

The Association Between 29
Talent Retention, Antecedent
Factors, and Consequent
Organizational Performance

While much attention has been paid to the subject of employee turnover, little or none has focused exclusively on the retention of an organization's most talented employees. A survey of 197 employees of a Cypriot broadcasting organization was the vehicle for testing the most important predictors of talent retention and the extent to which such retention correlates with bottom-line performance. The results showed that, in addition to the usual factors predictive of employee turnover, turnover among talented employees correlates with several other factors. In addition, talent retention was highly correlated with quality performance and other factors directly affecting the bottom line.

Constantine Kontoghiorghes and
Kalomyra Frangou

A Multi-Phase Framework 37
for Supply Chain Integration

Companies whose success necessarily is linked to the efficiency of their supply chains should consider sharing more than information. Joint decision-making and strategic planning can increase competitiveness. However, the transition to joint decision-making needs to be planned and executed carefully. A framework for the transition involving four phases — for limited to full collaboration — can help managers plan and implement supply chain integration to the extent appropriate for their business situation. Privacy and security issues pose potential but not necessarily insurmountable problems to address.

Abhinav Ajmera and Jack Cook

Around the world, manufacturers base their planning decisions on similar internal factors, such as previous sales, machine and labor capacity, and inventory levels. They are subject to many of the same external factors, such as customer order backlogs, customers' future plans, and sales forecasts. But companies in different countries may give greater or lesser priority to these factors depending on cultural differences. A statistical analysis based on data collected by the Global Manufacturing Research Group for six countries (U.S., Canada, Hungary,

Italy, Taiwan, Lebanon) found that cultural factors do, indeed, influence the relative importance assigned to these internal and external factors affecting decision-making. The role of customer preferences and attention to the customer should be particularly interesting to those who manage supply chains or work with companies in other countries.

**Dennis Krumwiede, Joanne Togle,
Robert J. Vokurka, and Ann M. Hackert**