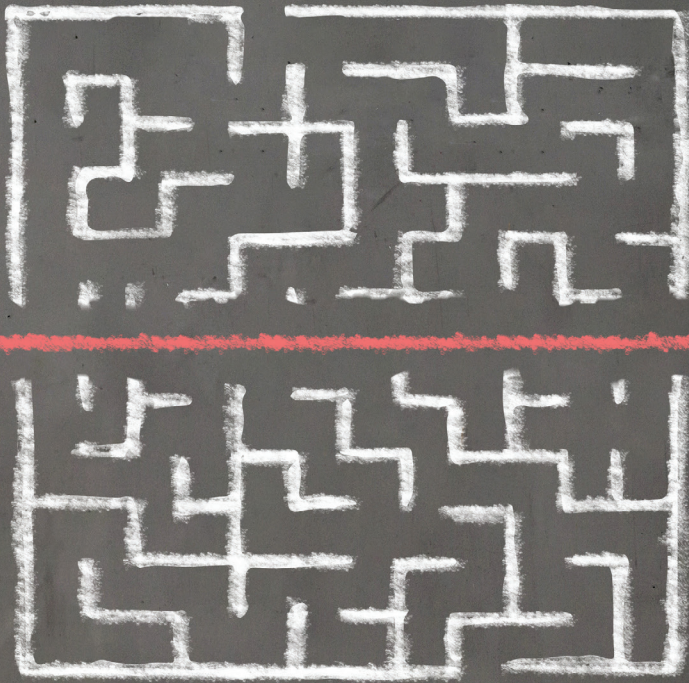


2023 RETENTION REPORT

THE COMPLEXITIES OF
EMPLOYEE RETENTION



**Employee
Turnover
Insights
and Trends
in 2022**

[workinstitute.com/
retention-reports](https://workinstitute.com/retention-reports)

615.777.6400

 **Work Institute**



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FOREWARD BY WORK INSTITUTE CEO, DANNY NELMS

I would contend there were some dramatic changes happening in the workplace before the global pandemic in 2021. If my perspective is correct, the pandemic fueled those changes in a dramatic way.

Employee retention in today's workplace is as challenging as ever. Employees often think about careers differently, work-life balance is more important, the view of the job itself is changing, and of course inflation has put increased pressure on pay. Couple these changes with almost ten million open jobs in the workforce and the result was **over fifty million voluntary departures in 2022**. Every year that passes breaks the previous year's record for voluntary departures.

Last year I wrote a small section in our 2021 Report about what I think employees expect from the employer/employee relationship. **Based on what we've seen over the last two years, it bears repeating with a couple of notable additions:**

- Employees expect to be developed. They want to learn and grow in their job.
- In many cases they want to see where their career can progress.
- More and more employees want to be able to explore different career paths.
- Employees want a certain level of work/life integration. **In many cases, this requires that employers offer alternative or remote work arrangements.**
- Employees want an organizational culture that is supportive with emphasis on mission/vision and transparent communication. **Many employees equate this to understanding an organizations purpose and how it aligns to their own.**
- Employees expect managers and supervisors that understand them as a person, provide support, set clear expectations, and treat them professionally.
- Employees want an employer who emphasizes their well-being as a person and in many cases understand the demands that come with caring for family members.

- And YES, they want to be paid competitively for the work that they are doing. **This includes recognition of the impact inflation has had on the costs of living.**

If we could boil down employee retention to just one thing, fifty million employees would not have left their jobs voluntarily in 2022.

Retaining employees in today's environment requires that employers recognize the inherit complexities in the employment relationship.

For certain employees, these complexities can be even more pronounced. For the first time, this year's Retention Report explores how woman and minorities experience the workplace differently. Or at least, how they perceive it differently. The data tells a not surprising story that employers must understand.

The headline of last year's annual Retention Report was "How Employers Caused the Great Resignation." Unfortunately, the great resignation has continued and although we have seen voluntary turnover numbers decline slightly, they are still at historically high levels. Change is inherently difficult in the best of times. Because employers casued the great resignation, they'll have to recognize that change is necessary to improve retention.

My hope is that this report becomes a catalyst for the necessary changes that employers must make if they are going to adapt to today's rapidly changing workforce.



A handwritten signature in black ink, appearing to read "Danny Nelms". The signature is fluid and cursive, written over a white background.

Danny Nelms, CEO
Work Institute

EXECUTIVE SUMMARY

Work Institute believes that during the wake of the pandemic, employers took extraordinary measures of concern for employees. Employers increased communications, managers were more available, and expectations for employees were clear.

Employees have high expectations of their employers. And for a moment during extremely difficult conditions, employers showed employees what they were capable of... and then they STOPPED.

Leaders describe the difficulties sustaining what was done to engage and retain during the early days of the pandemic. Those levels of care and concern simply disappeared as organizations got “back to work” and the economy rebounded.

- Nearly **51 million people voluntarily quit their jobs in 2022** – breaking 2021’s record of 47 million quits.
 - **Manufacturing** experienced a **60% increase in Quit Rate**
 - **Healthcare** experienced a **30% increase in Quit Rate**
- At the end of 2022, there was **one unemployed worker for every 200 job openings** in the U.S.
- **Career was the most cited Reason for Leaving** for the 13th consecutive year.
- While **Total Rewards** as a Reason for Leaving increased more than any other Category, it is the **third most cited Reason for Leaving** behind Career and Job reasons.

STATE OF THE WORKFORCE SUPPLY AND DEMAND

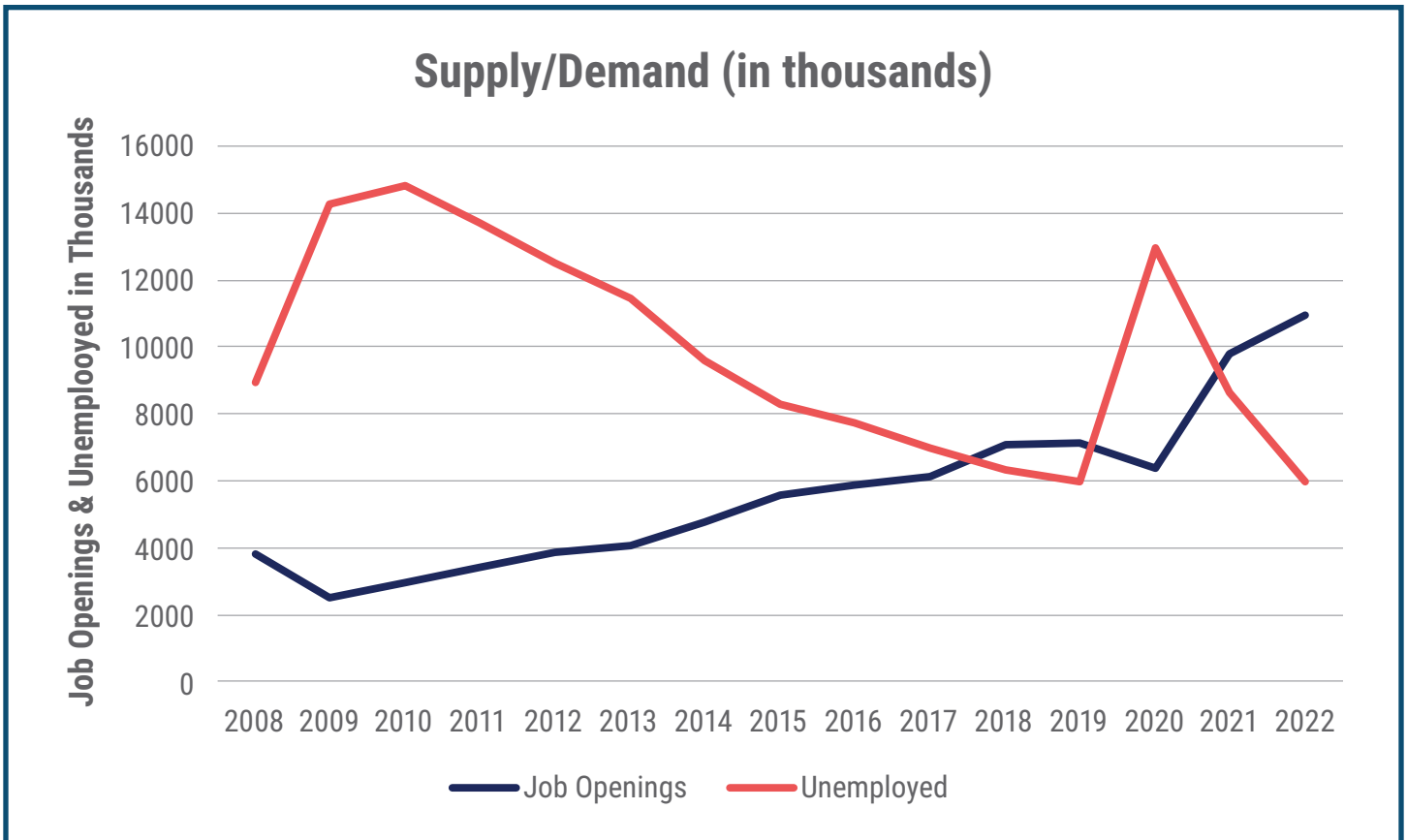
Employees Remained in Control...And Will Continue

At the end of 2022, there was one unemployed worker for every 200 job opening in the U.S. This a historically low ratio of unemployed to job openings and almost 40% lower than one worker for every 160 job openings in February 2020 just prior to the onset of the global pandemic.

The tight employee labor market that has plagued employers following the brief post pandemic economic downturn continues. Even with recent major layoff announcements from several large employers, the number of layoffs remains historically low, and the available workforce has shrunk in the wake of the pandemic. Factors including COVID deaths, long-covid, and younger men opting out of the workforce have all contributed to a smaller available workforce.

2018 represented the first time, since the Bureau of labor statistics began tracking job openings, that job openings exceeded the number of unemployed. In 2019 that gap had risen to just over a million more job openings that unemployed. At the end of 2022 that number was over four million.

Of course, there is the possibility that an economic downturn could impact these conditions. However, even in the wake of the pandemic, the number of open jobs only fell to a little more than six million. Even a cooling economy will unlikely drastically change the employee-in-control conditions that have existed for at least the last five years and in reality, longer.



STATE OF THE WORKFORCE QUIT RATE

Workers Exploit the Employee-In-Control Market

According to the Bureau of Labor Statistics, the Quit Rate is a measure of “worker’s willingness or ability to change jobs.” What began as “the great resignation” in 2021 can only be dubbed as a “greater resignation” in 2022.

Nearly 51 million US workers voluntarily left their jobs in 2022.

Let’s put that in perspective. The US workforce is made up of roughly 165

million workers. If we do the math, that indicates that a third of the U.S. workforce left their jobs voluntarily in 2022.

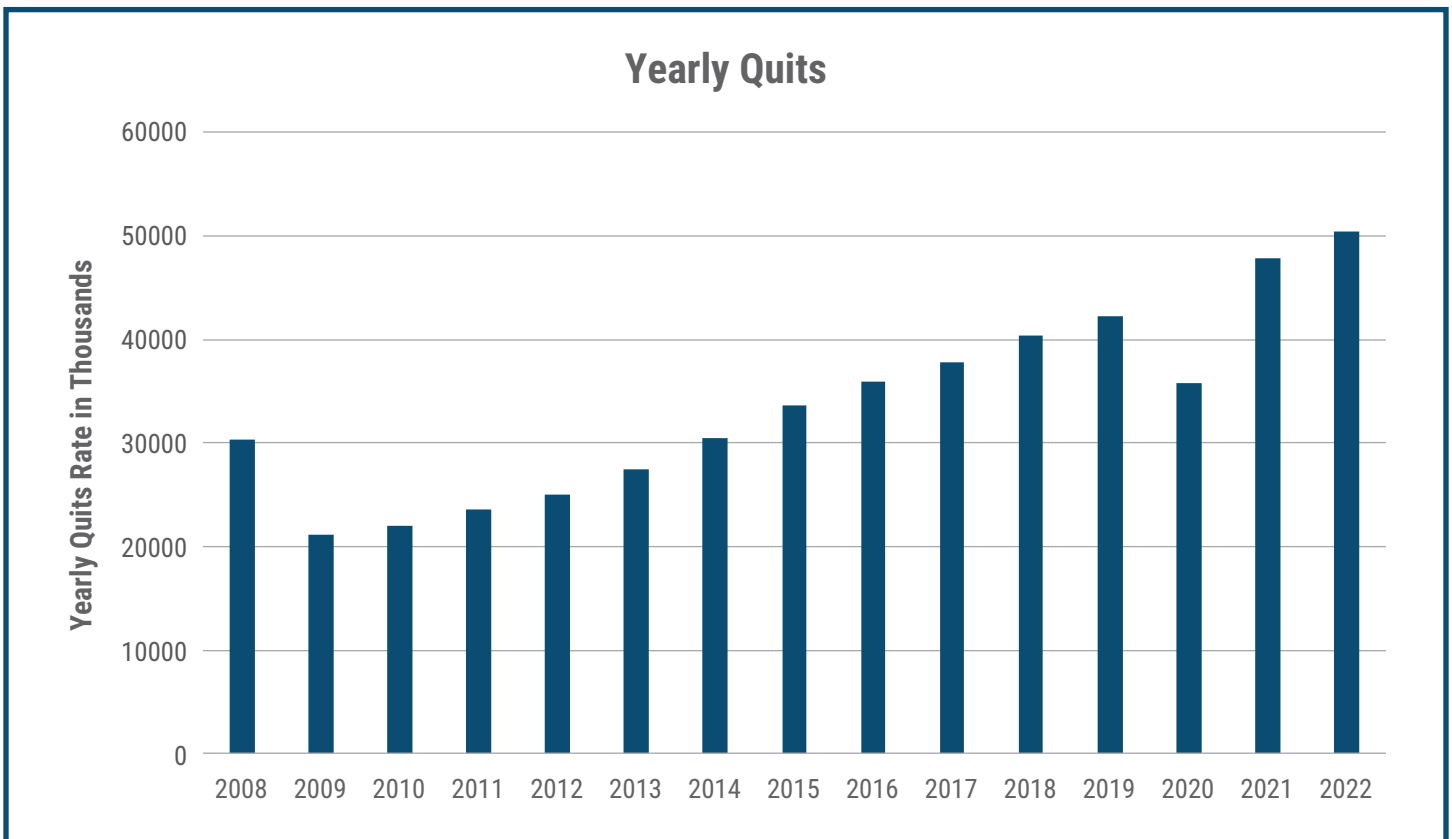
That number alone is staggering, but let’s add an additional number. The average costs of turnover when an employee leaves is about \$18,000. That puts the costs of turnover for employers at just over 900 billion dollars!

60%

**Manufacturing
Quit Rate Increase**

30%

**Healthcare
Quit Rate Increase**



Employers caused “the great resignation” and their continued lack of action on the real reasons employees chose to leave will likely continue through 2023.

REASONS FOR LEAVING

Career is the most cited Reason for Leaving for the 13th consecutive year.

REASONS FOR LEAVING OVERVIEW

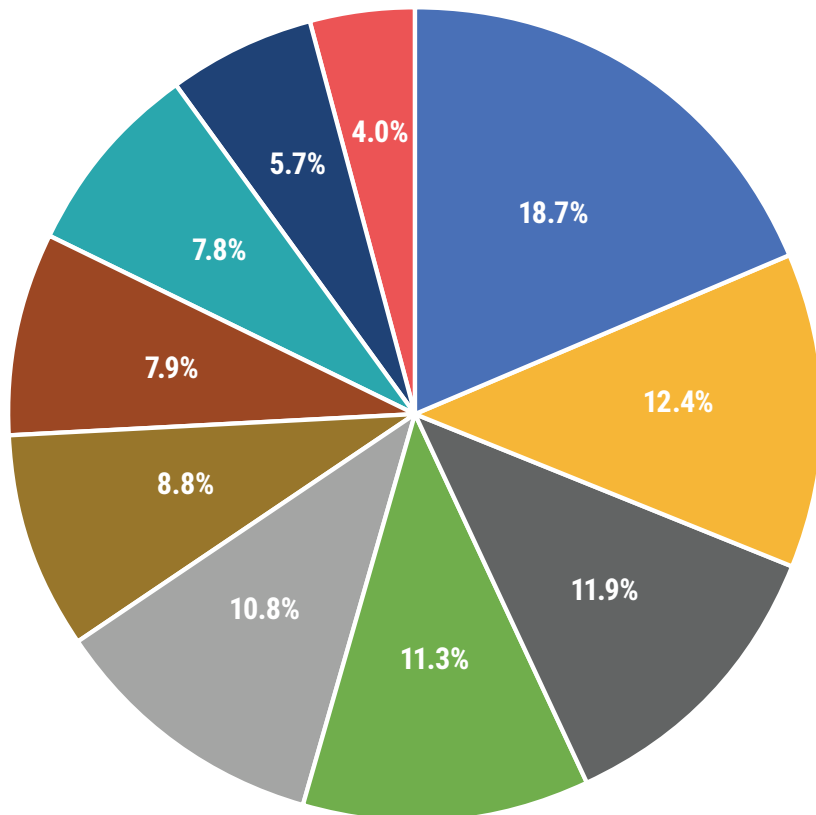
Since its creation in 1999, Work Institute utilizes and implements the best-practiced methodology to ask and collect why an employee leaves an employer. Our workforce behavior experts interview former employees and categorize their Reasons for Leaving into eleven different categories, which Work Institute then quantifies insights allowing employers to understand why employees leave, and what employers can do to prevent it in the future.

Top 10 Reasons for Leaving categories include:

1. **Career:** Opportunities for growth, promotion, achievement, security, or to attend school
2. **Job:** Stress, availability of resources, training, job characteristics, empowerment, or products
3. **Total Rewards:** Base pay, benefits, bonuses, or commissions

4. **Health & Family:** Child or elder care, work-related health, or non-work-related health
 5. **Work-Life Balance:** Travel, commute, scheduling preferences, or work arrangements
 6. **Relocation:** Employee initiated, company initiated, or spouse initiated
 7. **Management:** Professional behavior, support, knowledge and skills, or communication
 8. **Environment:** Organizational culture, facilities or physical environment, mission and values, safety, diversity, or coworkers
 9. **Retirement:** Personal decision to exit the workforce
 10. **Involuntary:** Termination or layoff
- General Employment:** excluded due to <1% of total

2022 REASONS FOR LEAVING



Theme in Turnover	% of total
Career	18.7
Job	12.4
Total Rewards	11.9
Health & Family*	11.3
Work-Life Balance	10.8
Relocation*	8.8
Management	7.9
Environment	7.8
Retirement*	5.7
Involuntary*	4.0
General Employment	0.8

*Those Reasons for Leaving with a * are designated as "Less Preventable" when compared to the other Reasons for Leaving*

REASONS FOR LEAVING: TRENDS

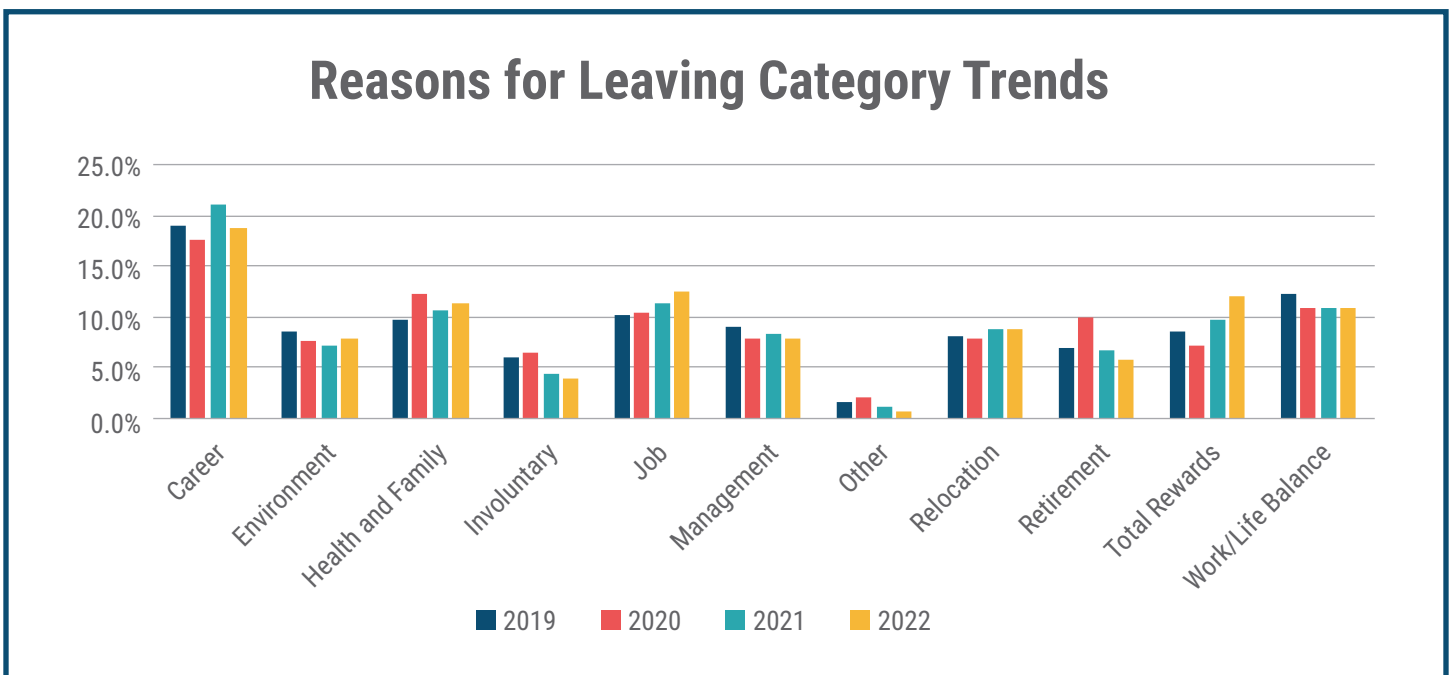
Each Reason for Leaving Category was examined across a four-year period to include data from before the pandemic, during, and after. The bar graph shows the overall frequency each turnover theme was selected as the primary Reason for Leaving.

CATEGORY MAJOR FINDINGS

1. Career was the #1 Reason for Leaving for the 13th consecutive year.
2. Total Rewards had the biggest gain compared to all other Reasons for Leaving
3. While it was the most cited Reason for Leaving, Career had the biggest decrease year over year.
4. Job steadily rose as a Reason for Leaving each year since 2019.
5. Total Rewards and Environment categories had the biggest changes year over year.
6. Category with the biggest drop year over year: Career Development

SUB-THEME MAJOR FINDINGS

1. The top three subthemes as a percent of all subthemes given are:
 - a. Base Pay: 10.9% of all Reasons
 - b. Retirement: 7.5% of all Reasons
 - c. Career Development: 7.2% of all Reasons
2. Notable subthemes with the biggest gains year over year:
 - a. Organizational Culture: continuously risen since Q4 of 2020 and manifest itself with:
 - i. Confusion of the effects of the pandemic – remote work, business as usual, hybrid model...
 - ii. Coworkers left and all their duties went to others without replacing them.
 - b. Base Pay: Employees know their worth and will find job opportunities to match their perceived value.
 - c. Career Development: after being second to a Different Career in 2021, Career Development reclaimed its spot as the most popular Career subtheme in 2022.



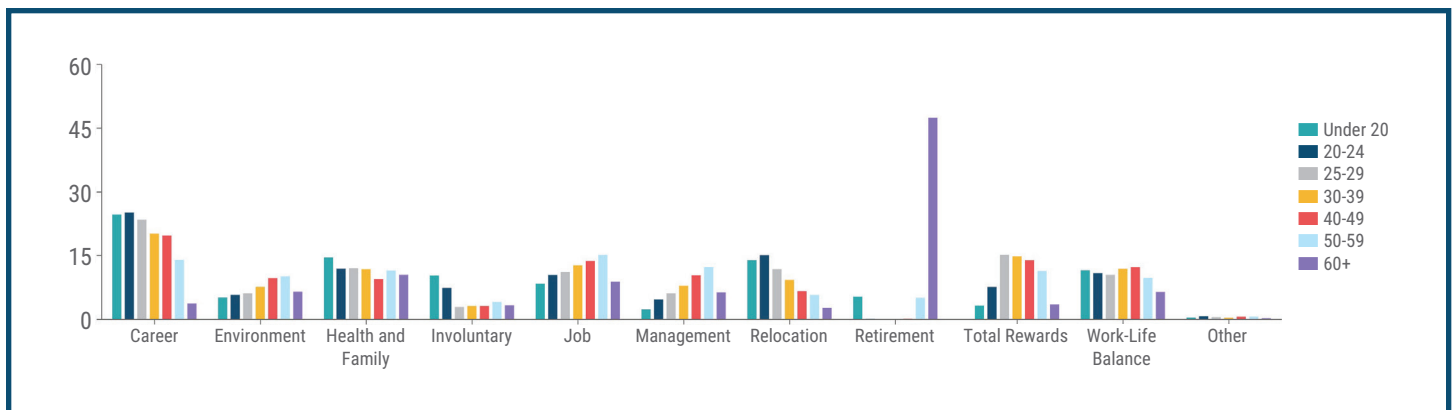
REASONS FOR LEAVING: TENURE

Health & Family and the Job itself is most important in the first year then other factors become more important .



REASONS FOR LEAVING: AGE

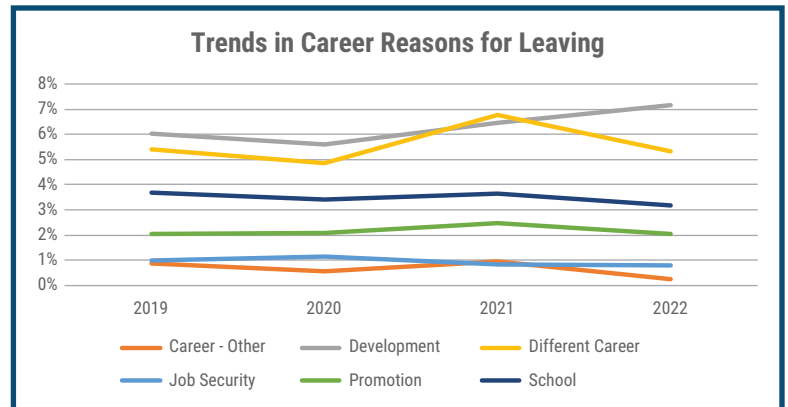
Career and Health & Family issues are more important early in employees' careers while the Job itself and Management are more critical mid to late career.



REASONS FOR LEAVING: CAREER

Career was the most cited Reason for Leaving for the 13th consecutive year. Companies do not do enough to develop employees.

- 18.7% of all interviewed left the company due to Career issues.
- All five Career subthemes (i.e., Development, Different Career, School, and Promotion) lie within the top 50% of all Reasons for Leaving subthemes in 2022.
- Even though Career as a category has been higher in previous years, it is still the number one most cited Reason for Leaving for the 13th consecutive year.
- Four of the five Career subthemes saw a decrease from 2021 to 2022. Career Development was the only subtheme to increase in popularity.
- Different Career saw a big spike in 2021 making it the highest Career subtheme, but in 2022 dropped back to pre-pandemic levels.

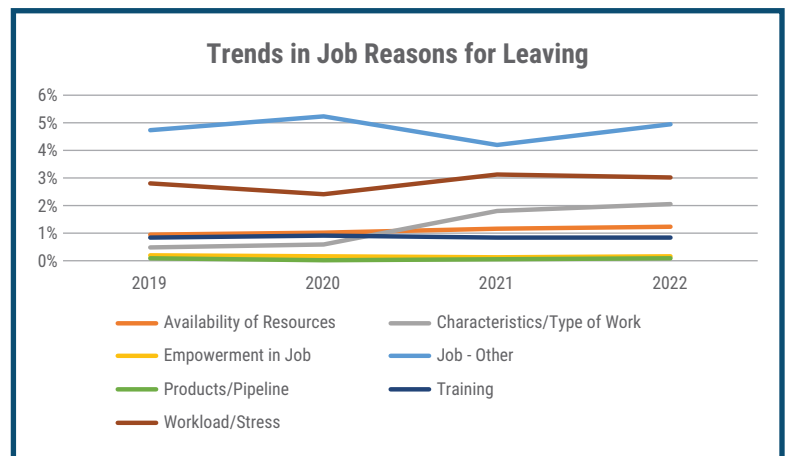


Companies need to do more to develop current employees' skills and abilities.

REASONS FOR LEAVING: JOB

Job was the only Reason for Leaving category to rise every year since 2019

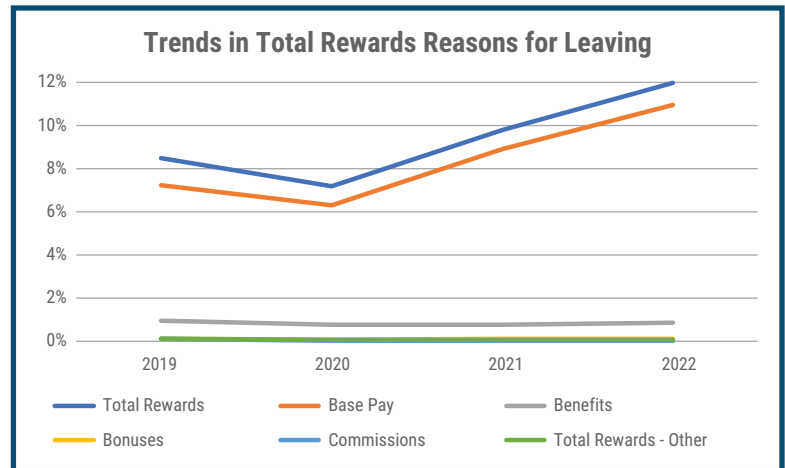
- 12.4% of all interviewed left the company due to Job issues.
- Job as a Reason for Leaving, had the second largest spike in 2022 (Total Rewards)
- Four out of five Job subthemes rose in 2022. Workload/ Stress was the only Job subtheme to drop year over year.
- Job – Other consistently rose throughout 2022 and was the highest subtheme in Job.
- Job had the second largest spike since the pandemic only short of Total Rewards.



REASONS FOR LEAVING: TOTAL REWARDS

Total Rewards had the largest spike from 2021 to 2022, jumping from the 5th to 3rd.

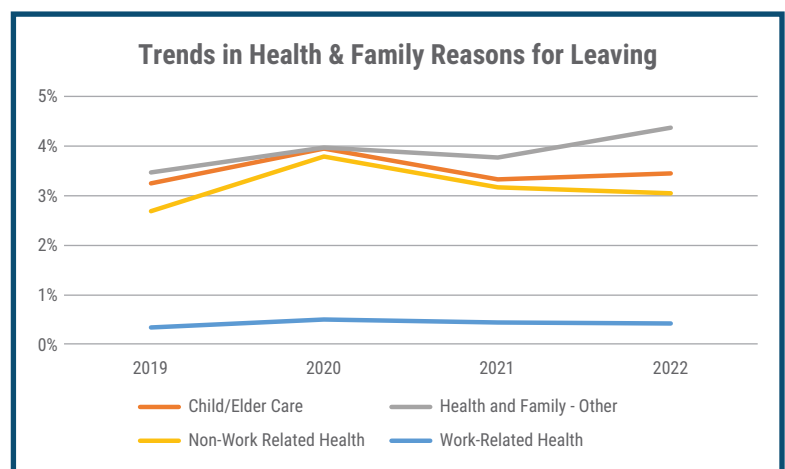
- 11.9% of all interviewed left the company due to Total Rewards issues.
- 2021 was the first time Total Rewards was in the top 3 Reasons for Leaving categories.
- Base Pay was the highest cited of all subthemes, totaling to nearly 11% of all respondents.
- After a slight dip in 2020, Base Pay has continued to trend upward.
- Leaving due to Benefits, Bonuses, Commissions, or Other only slightly changed since 2019.



REASONS FOR LEAVING: HEALTH & FAMILY

After an increase in 2020 and a drop in 2021, Health & Family as a Reason for Leaving rose again in 2022.

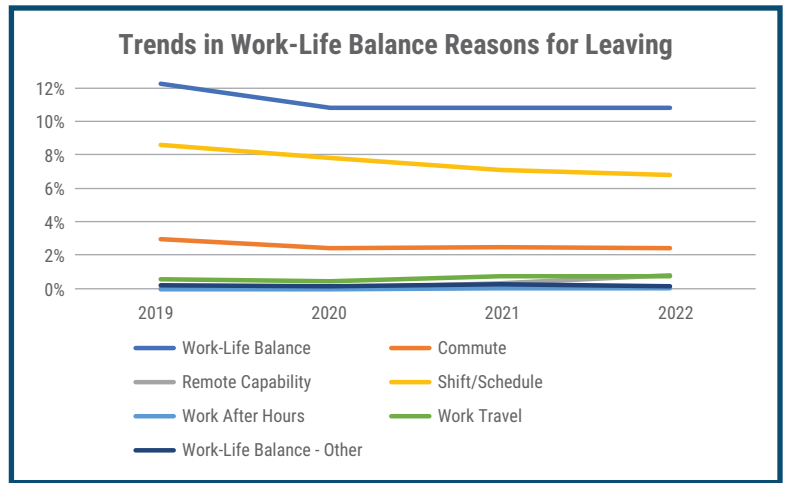
- 11.3% of all interviewed left the company due to Health & Family issues.
- Ever since the pandemic of 2020, Health & Family has been a top 3 most cited Reason for Leaving.
- 96% of employees who left for Health & Family did so for non-work-related reasons.
- Work-Related Health is the least cited subtheme in Health & Family, showing how employers have done their part to make employees feel safer at work.
- Health & Family reasons reached its peak during 2020, had a slight drop in 2021, and trended back towards pandemic levels in 2022.



REASONS FOR LEAVING: WORK-LIFE BALANCE

Work-Life Balance was stagnant as a Reason for Leaving since 2019.

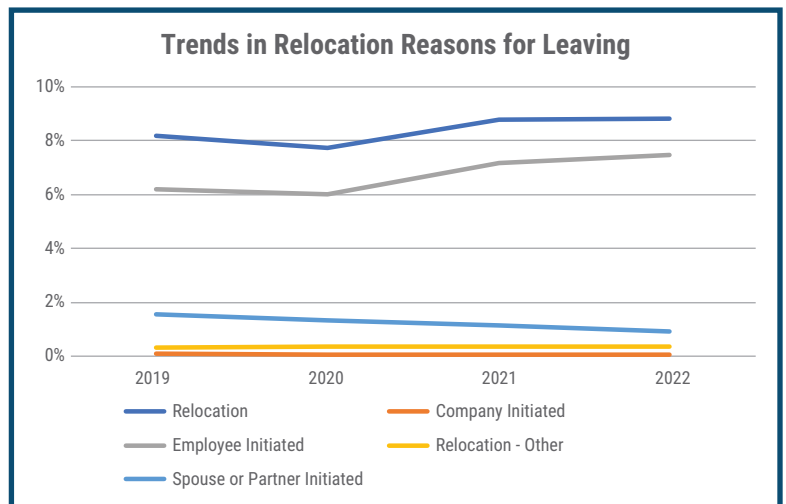
- 10.8% of all interviewed left the company due to Work-Life Balance issues.
- Work-Life Balance has been stagnant for three consecutive years.
- Work-Life Balance was in the top two Reasons for Leaving every year before the pandemic, but since has continuously dropped.
- Shift/Schedule was the fourth most popular of all subcategories.
- Remote Capability experienced its largest gain in 2022.



REASONS FOR LEAVING: RELOCATION

Employee-initiated Relocation continued to be the most cited reason for Relocation

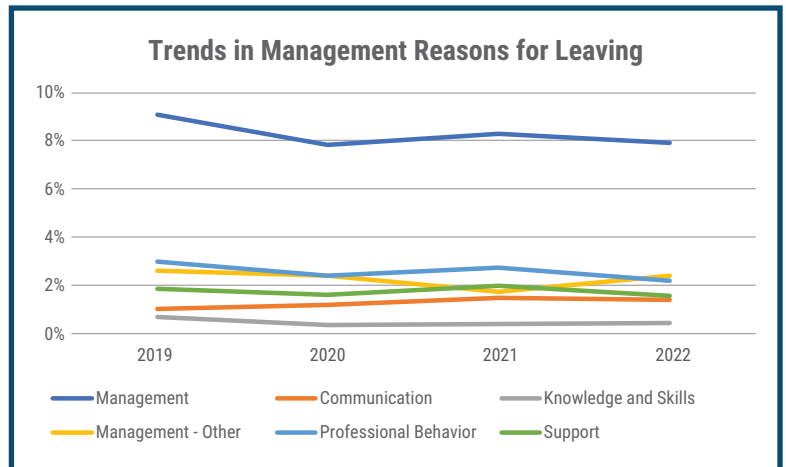
- 8.8% of all employees left due to Relocation.
- Employee-initiated Relocation made up 85% of all Relocation subthemes, and 7.5% of all subthemes.
- Company-initiated Relocation made up 0.6% of all Relocation subthemes, showing this is mostly a non-preventable Reason for Leaving.
- Spouse or Partner Initiated Relocation continues to drop.



REASONS FOR LEAVING: MANAGEMENT

Managers are a critical factor in retention and engagement. When employees provide a higher rating of their supervisor, they stay longer with the company.

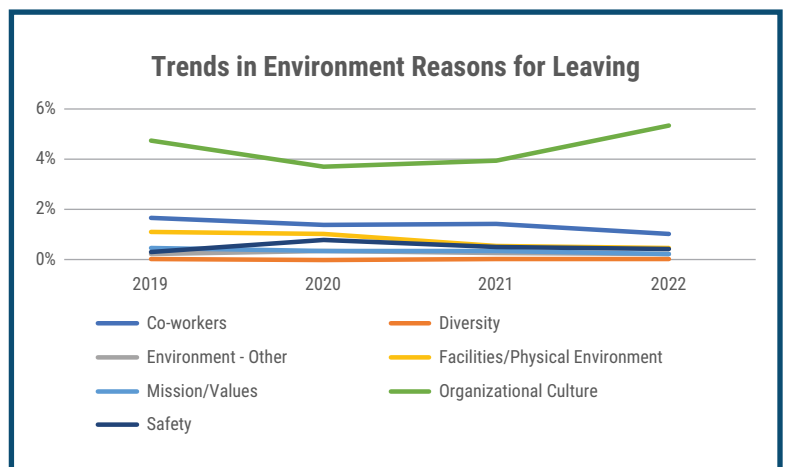
- 7.9% of all interviewed left the company due to Management issues.
- Communication issues has continuously trended upward since 2020.
- Management has more volatility than any other Reason for Leaving Category.



REASONS FOR LEAVING: ENVIRONMENT

Organizational Culture played the most significant role in determining how an employee feels about the Environment.

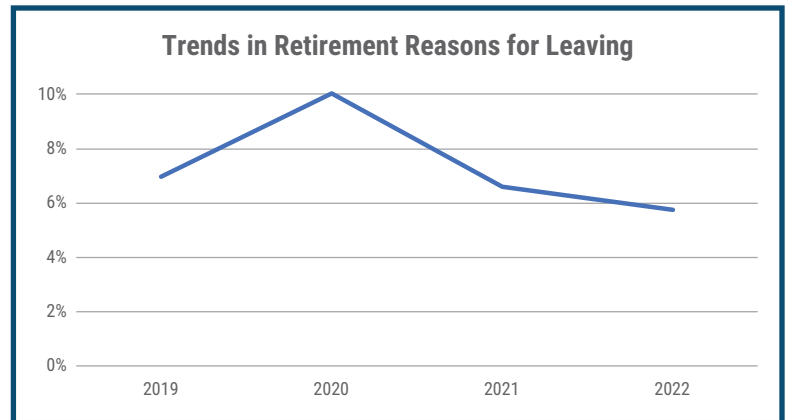
- 7.8% of all interviewed left the company due to Environment issues.
- Organizational Culture made up 69% of all Environmental subthemes, and 5.3% of all subthemes.
- Organizational Culture has continuously risen since Q4 of 2020.
- 0.5% of all employees listed Diversity as their Reason for Leaving subtheme.
- Co-Workers, Physical Environment, Safety, and Mission/Values as a Reason for Leaving all dropped, while Organizational Culture rose.



REASONS FOR LEAVING: RETIREMENT

After the spike of Retirements in 2020, there was a steady decline in Retirement as a Reason for Leaving

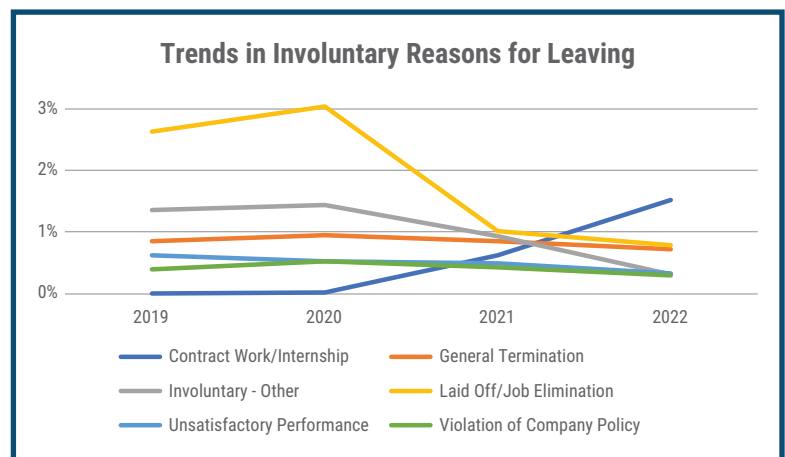
- 5.7% of all interviewed left due to Retirement.
- Retirement saw its highest year in 2020, when 10% of all surveyed cited Retirement, and continued to drop every year since.
- Retirement does not consist of any subthemes.
- Of all those who retired, 55% specified their gender as Female and 44% specified as Male.



REASONS FOR LEAVING: INVOLUNTARY

After seeing its occurrence spike in 2020, Involuntary departures steadily declined to lower than pre-pandemic levels.

- 4% of all interviewed were let go Involuntarily.
- Contract Work/Internship as a Reason for Leaving rose every year since the pandemic.
- Contract Work/Internship made up 39% of all Involuntary subthemes.
- All Involuntary subthemes dropped year over year except for Contract Work/Internship which has increased every year since the pandemic.



ADDITIONAL INSIGHTS

Additional Insights include Critical Retention Data including: First Year Turnover, Net Excellence Scores, Employee Retention & Diversity, Work-Life Balance and Career

FIRST YEAR TURNOVER

First Year Turnover continued to plague organizations

In 2020 there was a decline in first year turnover and only had a slight increase in 2021. However, in 2022 first year turnover eclipsed 2019 and was a 13% increase over 2021.

This trend shows a significant risk for employers, and more importantly, it costs employers a lot of money. Cost of turnover remains approximately 33% of base pay and with increases in wages in 2022, those costs have also increased. A particular concern with first year turnover is the lack of return on the hiring costs of an employee. Although all turnover is expensive, first year turnover is the most expensive. With tenured employees organizations can recoup their hiring costs with employee productivity and output.

Categorization of Tenure at Termination
2019-2022

	2019	2020	2021	2022
Tenure Group	Percent	Percent	Percent	Percent
Less Than 1 Year	35.3	31.2	32.2	36.5
1 Year to 3 Years	28.8	29.2	29.9	26.3
3 Years to 5 Years	12.9	13.8	13.8	12.2
5 Years to 10 Years	11.1	11.8	12.9	13.9
Greater than 10 Years	11.9	14	11	11.1

35% of turnover occurred within the first year of employment with 37% of that occurring within the first 90 days of employment.

The most cited Reason for Leaving among employees who left within the first year of employment are:

- **Health & Family (Other): 15.4%**
 - Health & Family was cited more often than pre-pandemic levels.
- **Job (Other): 14.9%**
 - Job is the only category to increase every year since 2019 as a Reason for Leaving among first year employees.
- **Career (School): 13.8%**
 - While a top 3 cited Reason for Leaving, Career had the largest drop year over year.
 - School as the most common subtheme saw a spike in popularity at the beginning of the third quarter in each of the last four years.
- **Work-Life Balance (Shift/Schedule): 13.3%**

NET EXCELLENCE SCORES

Core Drivers of Retention & Engagement Scores indicate employers must improve to retain employees.

Work Institute continues to track the Net Excellence Scores (NES) of the Core Drivers of Retention & Engagement for most employees who leave the organization. These core drivers are predictive of Reasons for Leaving and when improved, reduce the risk of employee departure.

Employees have high expectations of the organizations for which they work. And for a moment during extremely difficult conditions in 2020, employers proved they were capable of meeting those expectations, but then made the decision to stop meeting those expectations.

Those levels of care and concern simply disappeared as organizations got “back to work” and the economy rebounded.

Key insights related to NES include the following:

Company (10.81):

- Company NES of 10.81 is an Opportunity for Remediation.
- Company has dropped each year since 2020.
- Company as a Core Driver has held the lowest score of all Drivers since 2019.
- White men and White women score their Company harsher than minorities with White women rating the Company the lowest.

Manager (26.23):

- Manager stabilized over the past two years and its average score of 26.63 shows an Opportunity for Improvement.
- Manager NES dropped for the first time since before the pandemic.

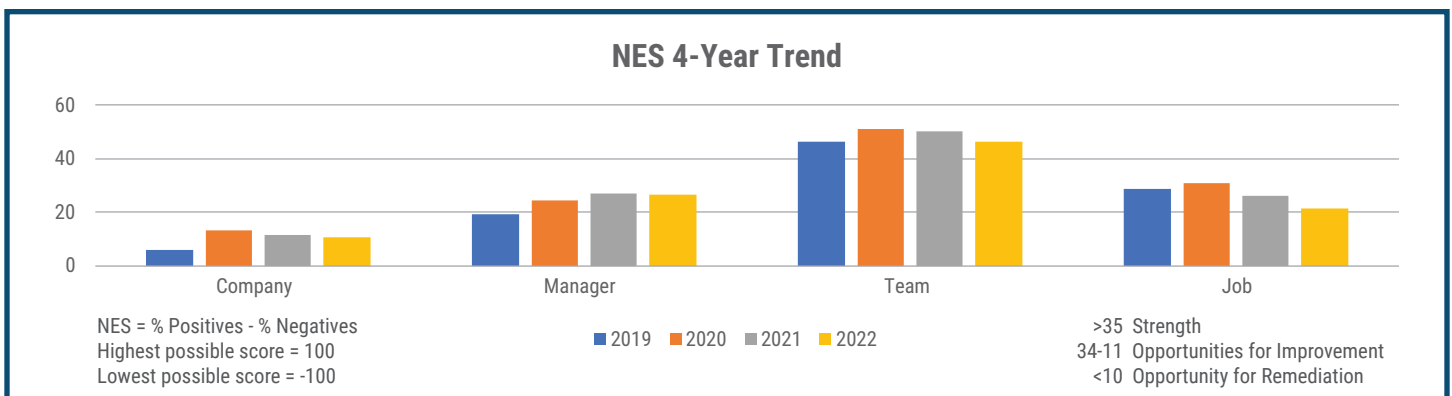
Team (46.32):

- Team regularly has the highest rated Net Excellence Score and was 46.32 in 2022 showing it as a Strength for the company.
- Team NES dropped each year since 2020.

Job (21.39):

- Job dropped to 21.39 showing an Opportunity for Improvement and trended down steadily the past two years, more than other Core Drivers in 2022.
- Job as a Core Driver dropped each year since 2020.

Technical note: Work Institute calculates NES by subtracting the percentage of Fair/Poor ratings from the percentage of Excellent ratings.



EMPLOYEE RETENTION & DIVERSITY ADDITIONAL INSIGHTS

Data indicates women and certain minorities experience the workplace differently.

Reasons for Leaving data shows clear differences between men and women. Historically, there is a greater percentage of women who leave for Health & Family or Work-Life Balance reasons than there are of men. Conversely, Career and Total Rewards reasons are more common among men.

These trends appear to align with many of the common *stereotypes* that society places on gender: Men are more career oriented and possibly more demanding when it comes to pay issues, while women are more focused on Work-Life Balance and are often called upon to care for family members.

Employers need to study Reasons for Leaving through a diversity lens within their own workforce to determine whether there are biases in the workplace that impact minorities adversely. To improve gender equity, employers must seek to identify those biases if they exist and put specific interventions in place to remove those biases.

Perceptions of the Workplace

While using Work Institute’s Core Drivers Net Excellence Scores (NES), employers can view perceptions of the workplace by gender. Based on previous research, we know that Organization and Manager are highly predictive of Career, Work-Life Balance, and Total Rewards Reasons for Leaving.

As seen in the table below, men have a more positive perception of their employer and their manager than women do. Organization NES is more than twice as positive and Manager NES is 40% higher for men. The NES scores support

the theory that there is more complexity to the Reasons for Leaving than the societal stereotypes discussed earlier.

It is important to note the factors that drive perceptions of the Organization as an employer. The top reasons why a high or low rating was provided included Organizational Culture, Coworkers, Base Pay, Communication, Availability of Resources (understaffing), and Overall Support.

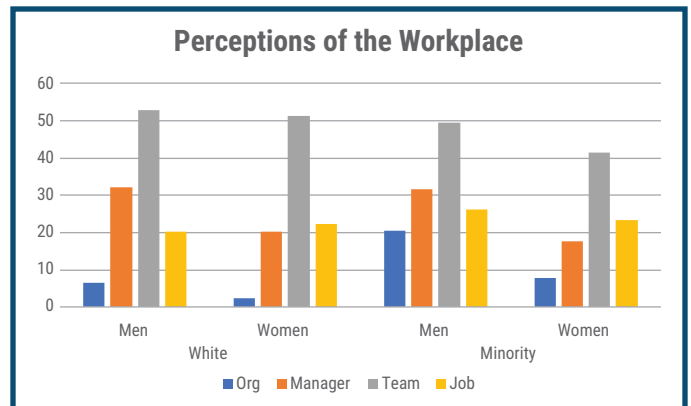
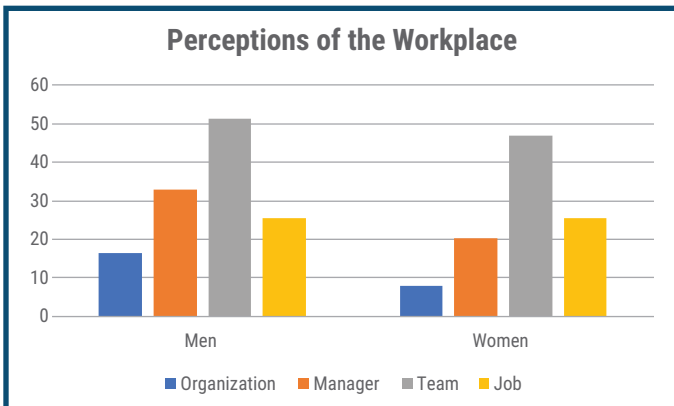
Related to Manager ratings, the top reasons provided why a high or low rating was provided included Support, Professional Behavior, Leadership Skills, Availability, Listening Skills, Fairness, and Trustworthiness.

Employers looking to improve retention of women in particular must look not only at the specific reasons women choose to leave, but also the Core Drivers that impact those factors.

Minorities Perceptions of the Workplace

Work Institute analyzed employee perceptions of the workplace using our Core Drivers of Retention NES and compared white employee perceptions to minority employee perceptions.

The differences in perceptions of the Core Drivers of Retention are not impacted nearly as much by ethnicity than they are by gender. Two exceptions are worth noting: white employees have a lower perception of their employer as compared to minority employees.



WORK-LIFE BALANCE ADDITIONAL INSIGHTS

Employees demand flexibility when their jobs allow it.

Prior to the global pandemic, there were employers that implemented full remote work or provided it on a limited basis. With a large portion of the workforce being forced to work from home during the early months of the pandemic, suddenly remote work was more necessary, and employees saw it was possible.

Alternative work arrangements likely had the strongest effect on the workplace following the pandemic. A 2022 McKenzie study indicated a little over 50% of the workforce had the ability to participate in some sort of remote work.

Some employers took a hard stance insisting employees return to the office all the time while most employers took a more flexible approach. It is clear from our data that those employers that took a firm stance to only work from the office did so at their own peril.

Employers that offered remote capabilities saw a drop in Shift/Schedule as a Reason for Leaving and employers that did not experienced a rise in Remote Capability as a Reason for Leaving.

Alternative work arrangements are likely a requirement moving forward for many employers to retain the employees needed. Most studies indicate that employees are more productive working from home. Unfortunately for many organizations, that has not changed the perception many leaders have.

When taking productivity out of the question and evaluating it through an employee retention lens, employers would be prudent to intently listen to their employees and look at the feedback data before making rash decisions on work arrangements.

	2019	2020	2021	2022
Work-Life Balance	12.3%	10.8%	10.8%	10.8%
Shift/Schedule	8.6 %	7.8 %	7.1 %	6.8 %
Commute	2.9 %	2.4 %	2.5 %	2.4 %
Remote Capability	0.0 %	0.0 %	0.3 %	0.8 %
Work Travel	0.6 %	0.4 %	0.7 %	0.7 %
Work/Life Balance - Other	0.2 %	0.1 %	0.2 %	0.1 %
Work After Hours	0.0 %	0.0 %	0.0 %	0.0 %

CAREER ADDITIONAL INSIGHTS

High volumes of employees still quit jobs that do not offer opportunities to develop their career than they do for any other reason.

Career has been the number one reason employees voluntarily choose to leave their jobs for 13 consecutive years. During the wake of the global pandemic in 2021, the Different Career theme rose to the top of the Career category. But in 2022, Development rose back to the top spot and it higher than it has been in the previous four years.

It is continuously clear that employers miss the mark on career issues. The University of Phoenix’s Annual Career Optimism Index 2022, 40% of employees said they “worry their job skills will become outdated because of advancements in technology such as automation, artificial intelligence, and robots.”

We also know that due to the tight labor market, employers hire employees who do not have the full set of skills they might desire. Yet somehow, employers fail to recognize this key component of the employee / employer relationship.

Anecdotally, Work Institute hears employers provide online learning opportunities to employees and how very few employees take advantage of those opportunities. So just like many other employee retention issues, Career Development only gets a passive response from employers.

There are three key actions employers must take to decrease voluntary turnover related to Career issues.

1. Managers & supervisors need to be developed and trained to be a career coach. This includes being an advocate for their employee both in their development and potentially their career advancement.
2. Career navigation needs to be a key element of both the employer’s brand and imbedded in its culture. Employees need to fully understand what is expected of them and what they should expect from the employer.
3. Employers must assess Career issues through the lens of diversity. In many cases, women and minorities are particularly impacted by the Career issues within the organization.

Career Trends as a Reason for Leaving:

	2019	2020	2021	2022
Career	19.0%	17.7%	21.1%	18.7%
Development	6.0%	5.6%	6.5%	7.2%
Different Career	5.4%	4.8%	6.8%	5.3%
School	3.7%	3.4%	3.6%	3.2%
Promotion	2.0%	2.1%	2.5%	2.1%
Job Security	1.0%	1.2%	0.8%	0.8%
Career - Other	0.9%	0.6%	1.0%	0.2%

WHAT IS NEXT?

Intentionally learning from and responding to the specific employee expectations within each company is a requirement to improve employee retention.

Employees have demands and expectations from their employer and when those requirements are not met, they find employment somewhere else. With the rising costs of turnover and replacing an employee, employers need to implement specific practices they can be confident will help retain employees at their organization. To do this, employers need to adopt a retention strategy that captures the honest reasons for leaving from employees.

Ask for feedback in a way that brings out their truth.

Gather feedback accurately to understand each employee's expectations. Instead of using a survey with set answers the employer offers as a choice, allow the employee to share their own answers and reasons for leaving.

Collect and analyze data for trends and areas of improvement.

Employers can uncover what needs to

change to improve retention and predict employee intent to leave with truthful employee reasons for leaving data that is collected and analyzed.

Act on the data and intervene with specific retention programs. Employers must follow through with targeted interventions specific to its employee feedback data.

Communicate employee retention programs and results to employees. Employers build trust with employees when employee observations and employer commitments to improvements are communicated.

Employees will share what their expectations and intents are for their career. Employers need to ensure they uncover those expectations, understand them through analyzing data, and confidently intervene with employee retention initiatives based on what those employees share.

ABOUT WORK INSTITUTE

Established in 2000, Work Institute is the leader in employee retention programs, employee engagement strategies and workplace solutions. Our workplace experts help companies attract & retain talent, improve performance, diminish risk, and manage human capital cost by improving workplace conditions.

Through our commitment to asking the right questions, matching research and analysis to the client's needs, Work Institute provides employers with employee retention and engagement programs that drastically improve overall employee satisfaction, reduce costs, improve retention, and promote profitable growth.

Work Institute's surveys and interviews marry sound scientific methodology with meaningful conversations. Asking the

right questions makes a huge difference in the quality of data collected and the insights needed to drive higher employee retention and engagement.

Work Institute is the leading authority in workforce intelligence and retention. Utilizing evidence-based research methods that capture "the why" behind employee thoughts, feelings, and behaviors, Work Institute helps organizations improve employee engagement, performance, and retention.

Work Institute provides employee research, consulting, action planning, development courses, and evaluations of organizations of all sizes including many Fortune 500 clients across multiple industries and geographies.



 **Work Institute**

512 Autumn Springs Court, Suite E
Franklin, TN 37067
615-777-6400
workinstitute.com