

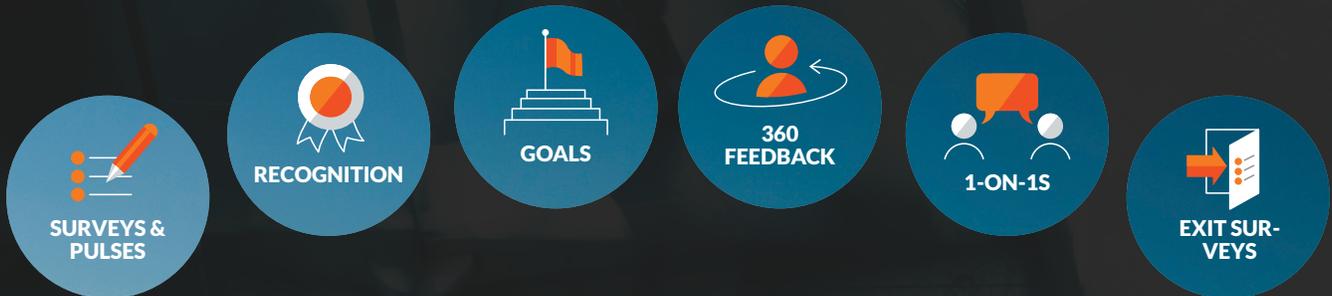
TOP 5 PREDICTORS OF
EMPLOYEE

TURN
OVER

KNOW THE SIGNS. WIN THE WAR FOR TALENT.

One Solution Continuous Employee Feedback

Quantum Workplace's powerful suite of employee feedback tools helps organizations retain top talent, motivate performance, understand turnover, and build magnetic workplace cultures.



ALL THE TOOLS YOU NEED FOR
ENGAGING EMPLOYEES IN ONE PLACE.

[Learn More](#)

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302

AUTHORS



NATALIE HACKBARTH

INBOUND MARKETING MANAGER

Natalie partners with engagement and culture experts to create informative and entertaining resources to help organizations make work awesome. With a degree in journalism from Creighton University, Natalie manages The QWork Future and creates ebooks and webinars packed with up to the minute research and proven best practices. She's mildly obsessed with Starbucks, Quantum Workplace's website traffic, and Marvel's "Avengers."



DANIEL HARRIS

WORKPLACE INSIGHTS ANALYST

As workplace Insights Analyst at Quantum Workplace, Daniel aggregates data to tell stories. Currently working on his Ph.D. in Industrial-Organizational Psychology at the University of Nebraska Omaha, he hopes to facilitate and promote meaningful changes for employees and their employers. When he's not geeking out over data, he's most likely watching movies or playing board games.

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302

CONTENTS

5 Summary

6 Study Background

7 Top 5 Predictors of Employee Turnover

17 How to Decrease Employee Turnover

21 Conclusion

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302

SUMMARY

You're reading this resource because you know turnover is costly. Not only do you lose the time and resources it took to find, hire, and train potential top talent, but each employee exit can result in tainted customer relationships, decreased morale, lost productivity, and — worst of all — a hit to your bottom line.

As inconvenient and problematic as it may be, employee turnover is inevitable. The good news? It's predictable. Recent research has uncovered key indicators of employee turnover. Keep reading to learn what contributes to employee turnover, how to identify a turnover risk, and how you can be more proactive in retaining talent.

1

LACK OF JOB SATISFACTION

When employees become less satisfied with, interested in, or challenged by their jobs, they're more likely to turnover.

2

INDIVIDUAL NEEDS UNMET

If employees don't feel like the organization is meeting their individual needs (e.g., health and well-being, work-life balance, personal development), they're more likely to become a retention risk.

3

POOR TEAM DYNAMICS

Employees are more likely to leave an organization when they express uncertainty about their team members' effectiveness and the likeability of their immediate supervisor.

4

MISALIGNMENT

Employees who are unsure whether or not they fit into the organization's future are more likely to turnover.

5

UNLIKELY TO STAY

When an employee indicates that they're unsure if they'll stay with the organization, both in the short term or during tough times, they're more likely to become a retention risk.

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302



BACKGROUND

With more than 97,000 survey respondents, this dataset represents voluntary and involuntary turnover indicators at organizations in various regions, industries, and size categories. To identify turnover predictors, this study examines employee engagement survey items, categorized into themes, from exited or termed employees versus their retained counterparts. The survey items were measured on a 6-point rating scale, with “favorability” consisting of agree and strongly agree responses. All turnover predictors referenced in this piece saw a 10 percentage-point or greater difference in favorability between exited and retained employees.

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302

A man in a dark suit and white shirt is shown in profile, looking down with a distressed expression. He has his right hand pressed against his forehead and is holding a pair of glasses in his left hand. The background is a blurred office setting.

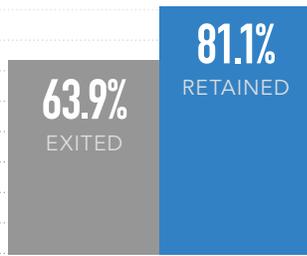
1

LACK OF JOB SATISFACTION

When employees become less satisfied with, interested in, or challenged by their jobs, they're more likely to turnover.

1 LACK OF JOB SATISFACTION

HAPPINESS WITH JOB

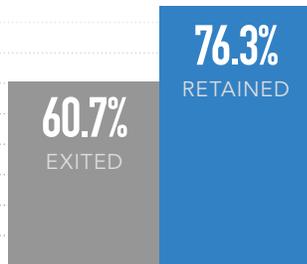


% Favorable

EXITING EMPLOYEES SAY THEY'RE UNHAPPY WITH THEIR JOBS

Although more than 80 percent of retained employees said they were happy with their current jobs, only 64.9 percent of exited employees could say the same thing. If you ask employees if they're happy with their job and they respond with uncertainty (or worse, unfavorability), consider it a red flag.

INTERESTING & CHALLENGING JOB

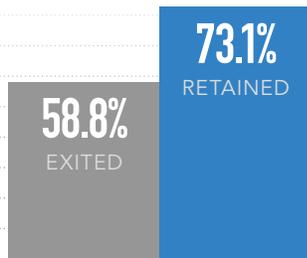


% Favorable

UNINTERESTING OR LOW-CHALLENGING JOBS PUSH EMPLOYEES TO LEAVE

Only 60.7 percent of employees who exited said they found their jobs interesting and challenging before they left, compared to more than three-fourths of employees who stayed. If a role doesn't spark employee interest or push them to grow, they're likely to terminate because of low motivation and find a new job at another company.

JOB UTILIZES STRENGTHS

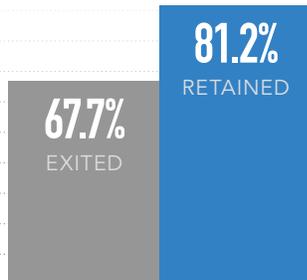


% Favorable

EMPLOYEES TURNOVER WHEN THEY CAN'T UTILIZE THEIR STRENGTHS

Less than 59 percent of employees who left their organization said their job allowed them to utilize their strengths, a more than 14-percentage point difference in favorability from remaining employees. Employees are more likely to quit or be let go when an organization doesn't utilize their individual strengths.

ENJOYABLE WORK



% Favorable

EMPLOYEES LEAVE WHEN WORK ISN'T ENJOYABLE

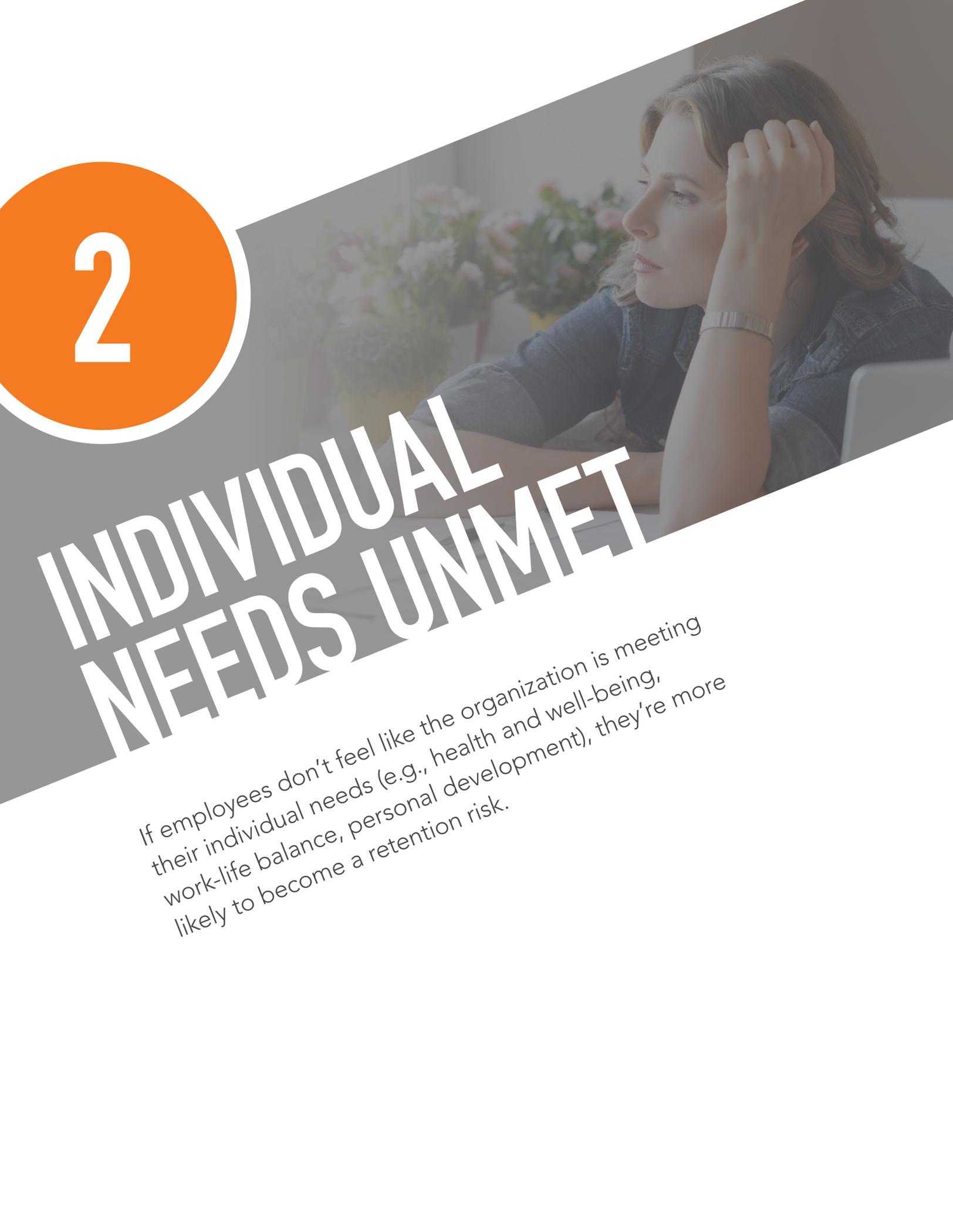
If employees are less likely to say they enjoy doing their work, they're more likely to leave. Only 67.7 percent of exited employees said they enjoyed the work they were doing, compared to more than 81 percent of retained employees.

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302



QUANTUM
WORKPLACE

A woman with long brown hair is sitting at a desk, looking off to the side with a thoughtful expression. Her right hand is resting on her head. She is wearing a denim jacket and a silver watch. In the background, there are some pink flowers in a vase. The image is partially obscured by a grey diagonal overlay.

2

INDIVIDUAL NEEDS UNMET

If employees don't feel like the organization is meeting their individual needs (e.g., health and well-being, work-life balance, personal development), they're more likely to become a retention risk.

2 INDIVIDUAL NEEDS UNMET

OPINIONS COUNT



% Favorable

EMPLOYEES LEAVE WHEN THEIR OPINIONS AREN'T HEARD

More than 71 percent of retained employees said they felt their opinions counted at work, yet less than 56 percent of exited employees could say the same. If employees don't feel like their organization listens to and respects their opinions at work, they're more likely to leave.

ORGANIZATIONAL INVESTMENT

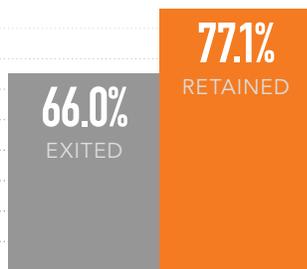


% Favorable

LACK OF INVESTMENT DRIVES EMPLOYEES OUT

If employees feel that the organization doesn't make investments to make them more successful, they're more likely to exit. Only 44.8 percent of exited employees believed that their organization made investments in their success, compared to more than 56 percent of retained employees.

HEALTH & WELLBEING SUPPORT

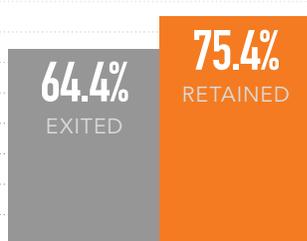


% Favorable

EMPLOYEES TURNOVER WHEN THE CULTURE DOESN'T SUPPORT HEALTH AND WELLBEING

Employees who don't believe their cultures support their individual health and wellbeing aren't likely to stay. More than 77 percent of retained employees believed they had organizational support, but only two-thirds of exited employees felt the same.

FLEXIBILITY TO SUPPORT WORK-LIFE



% Favorable

INFLEXIBILITY LEADS TO HIGHER EMPLOYEE TURNOVER

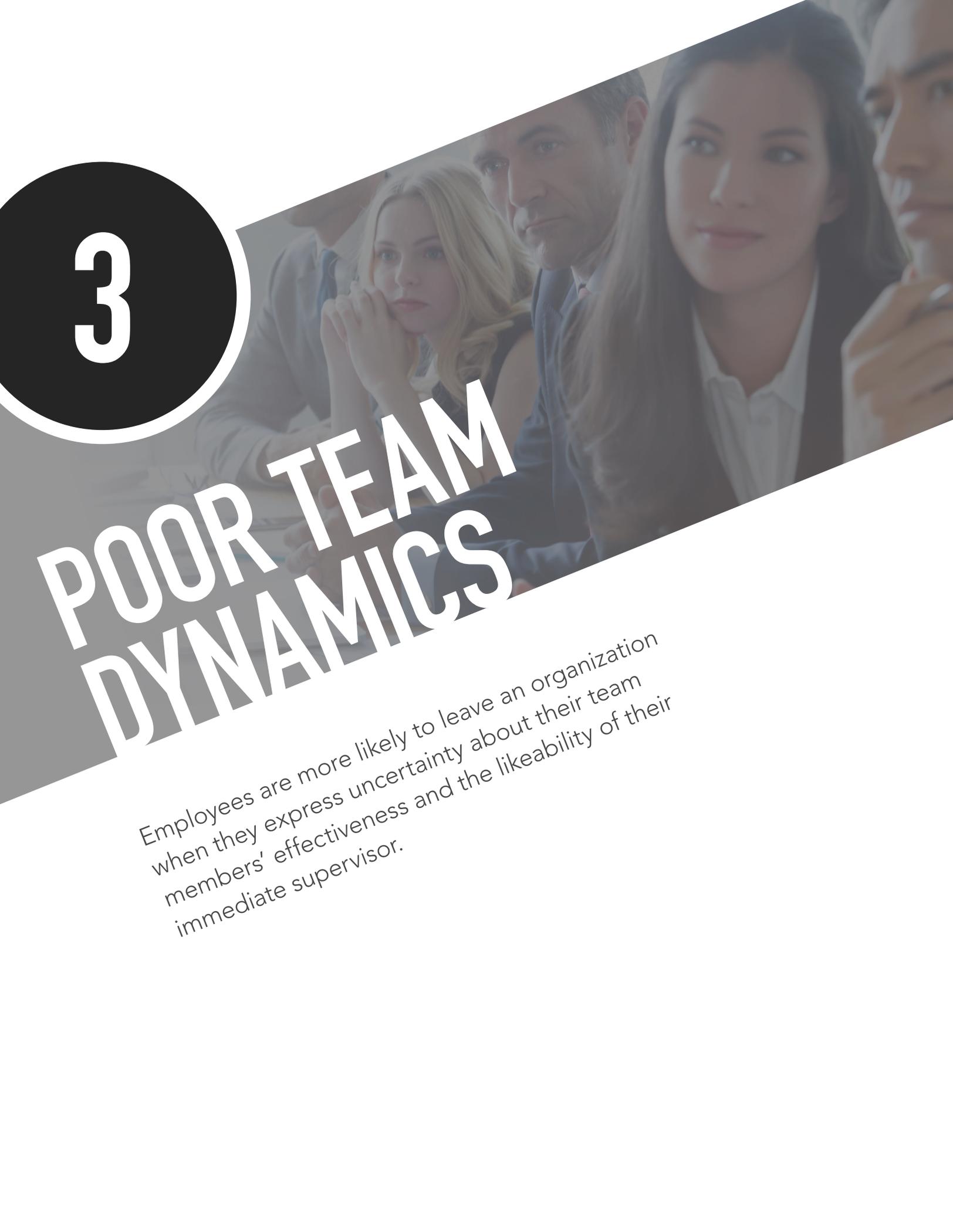
When employers don't provide flexibility to support work-life balance, employees are more likely to leave. Only 64.4 percent of employees who turned over said their job gave them the flexibility they needed to meet the needs of both their work and personal lives; more than three-fourths of retained employees said they had the flexibility they needed.

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302



QUANTUM
WORKPLACE

A group of business professionals in a meeting, looking attentive. The image is partially obscured by a dark grey diagonal overlay.

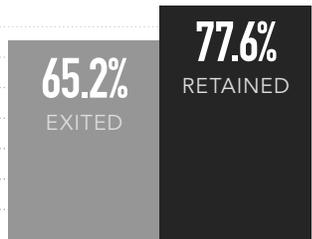
3

POOR TEAM DYNAMICS

Employees are more likely to leave an organization when they express uncertainty about their team members' effectiveness and the likeability of their immediate supervisor.

3 POOR TEAM DYNAMICS

LIKEABILITY OF IMMEDIATE SUPERVISOR

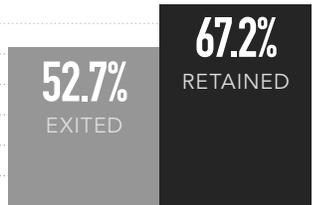


% Favorable

DISLIKE OF IMMEDIATE SUPERVISOR MAKES EMPLOYEES HEAD FOR THE DOOR

If employees were less likely to say they liked working for their immediate supervisor, they were more likely to leave the organization. Only 65.2 percent of employees who left said they liked working for their immediate supervisor, compared to 77.6 percent of employees who remained at the organization.

TEAM EFFECTIVENESS

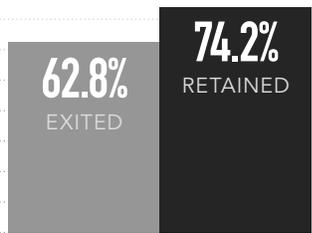


% Favorable

EMPLOYEES TURNOVER WHEN TEAMS AREN'T EFFECTIVE

Just over half of employees who left believed their team effectively collaborated and leveraged individual strengths, compared to more than 67 percent of retained employees. The less effective your team is, the more likely employees will leave.

COWORKER COMMITMENT



% Favorable

LACK OF COWORKER COMMITMENT LEADS TO HIGHER EMPLOYEE TURNOVER

If an employee doesn't believe his/her coworkers are committed to producing top quality work, he/she is more likely to leave the team and the organization. There was more than an 11 percentage-point difference in favorability regarding coworker commitment between exited and retained employees.

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302

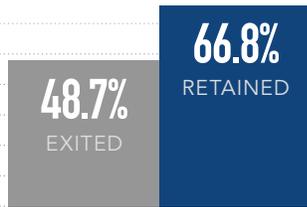


4



MISALIGNMENT

Employees who are unsure whether or not they fit into the organization's future are more likely to turnover.

ALIGNMENT OF
JOB & CAREER GOALS

% Favorable

EMPLOYEES LEAVE IF THEIR JOB DOESN'T ALIGN WITH
THEIR CAREER GOALS

When an employee said that their current job wasn't in alignment with their career goals, they were less likely to stay at that organization. Less than half of the employees who turned over said their job was in alignment, compared to almost 67 percent of retained employees.

FUTURE FIT



% Favorable

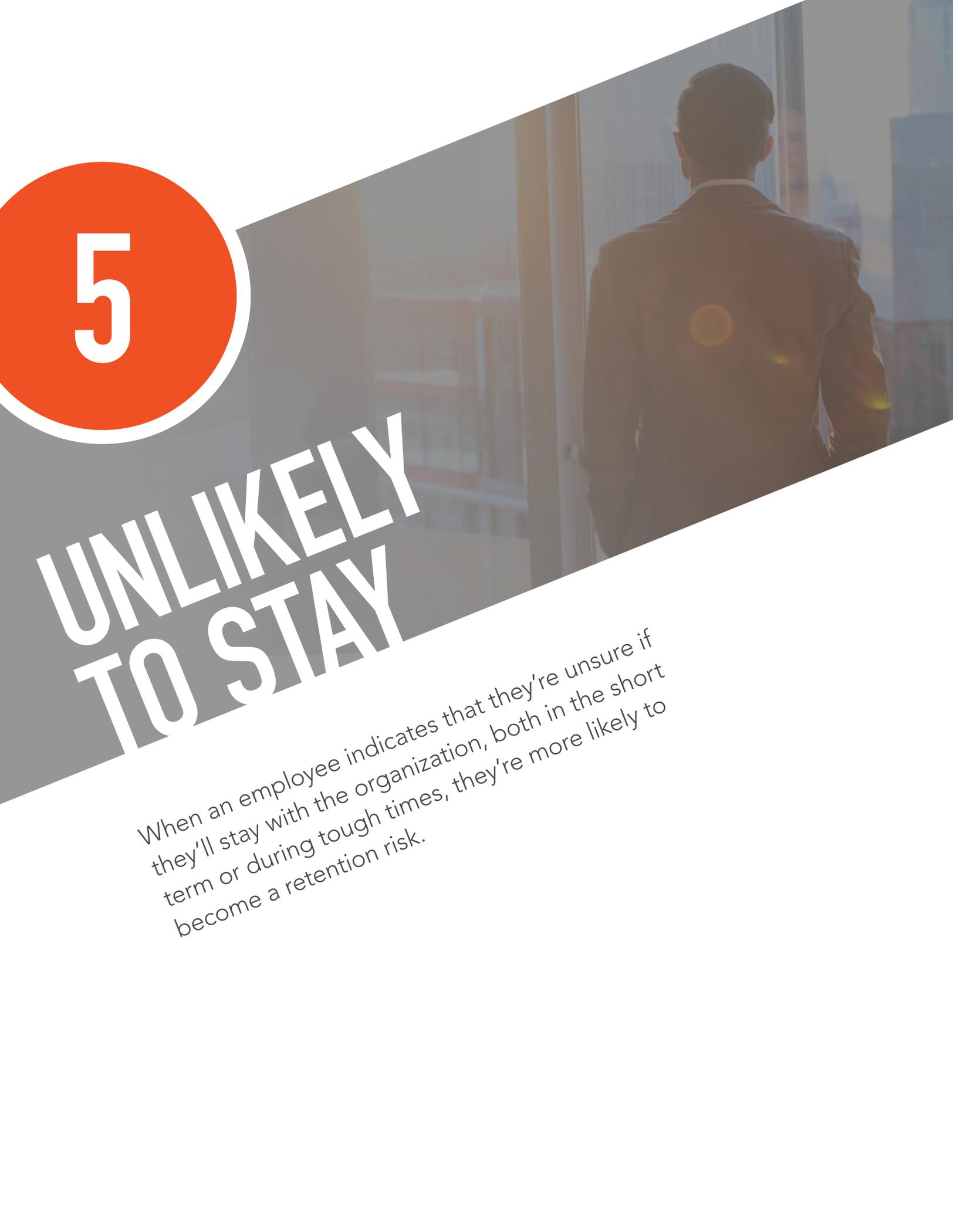
EXITING EMPLOYEES DON'T KNOW HOW THEY FIT INTO
FUTURE PLANS

Only 45 percent of employees who left an organization said they knew how they fit into the organization's future plans, compared to more than 55 percent of employees who stayed. When employees are unsure whether or not there will be a place for them in the organization's future, they're more likely to get out now.

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302



A man in a dark suit is seen from behind, looking out a large window at a city skyline. The scene is dimly lit, suggesting dusk or dawn, with a soft glow from the window. The background shows various buildings and structures of a city.

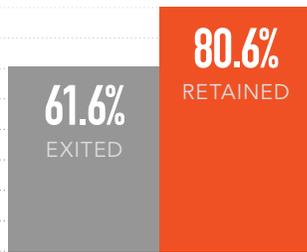
5

UNLIKELY TO STAY

When an employee indicates that they're unsure if they'll stay with the organization, both in the short term or during tough times, they're more likely to become a retention risk.

5 UNLIKELY TO STAY

PLANS TO STAY



% Favorable

EMPLOYEES THAT TURN OVER AREN'T SHY ABOUT THEIR INTENTIONS

When employees don't want to continue working at your organization, they'll tell you. When asked if they wanted to be working at their organization one year from today, less than two-thirds of exited employees agree. With almost a 20 percentage-point gap in favorability, this item represented the greatest difference between exited and retained employees.

PLANS TO STAY



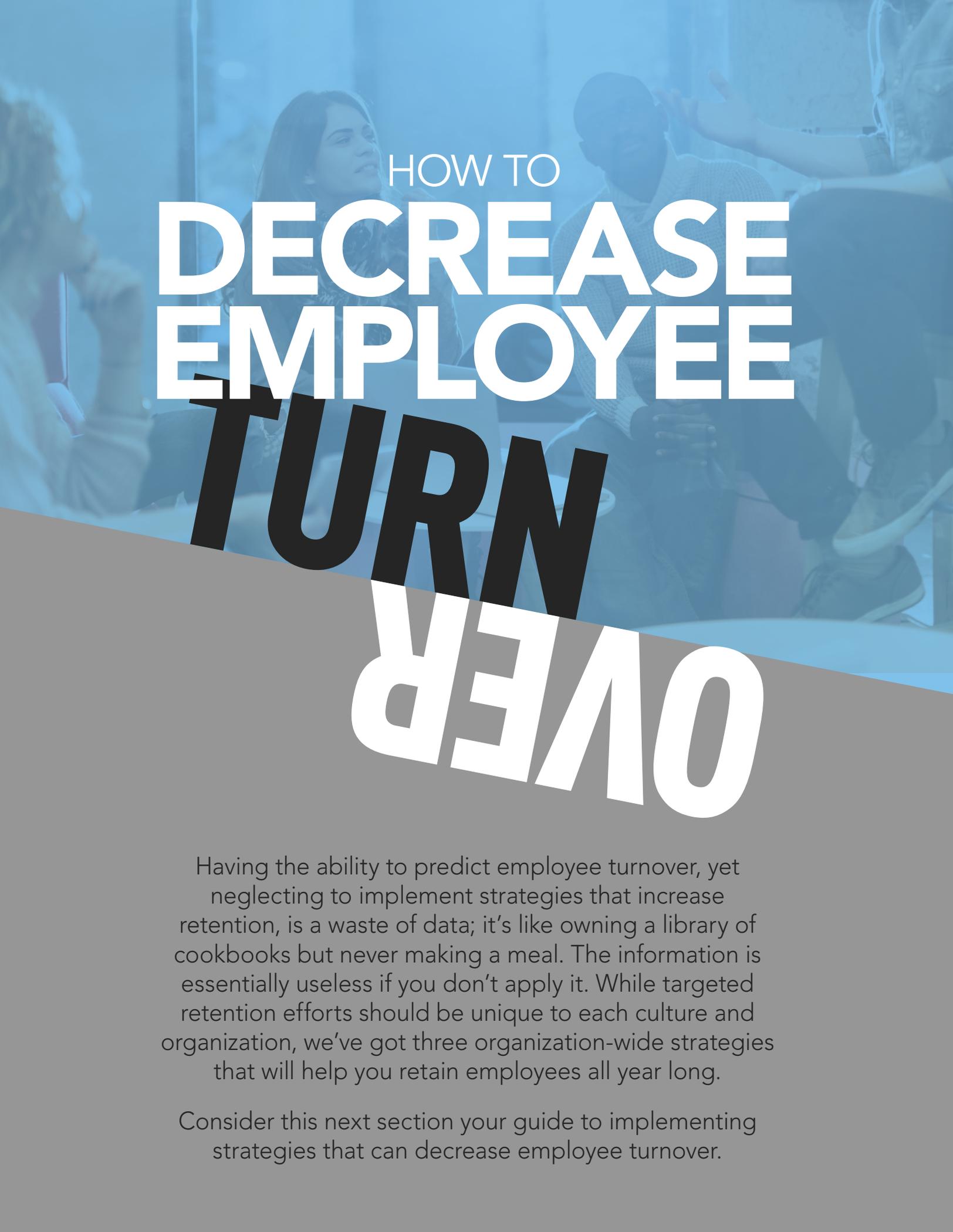
% Favorable

IT DOESN'T TAKE A LOT FOR TURNOVER RISKS TO LEAVE

Employees who left an organization indicated that it wouldn't take much to get them to leave. Although 62.5 percent of remaining employees said it would take a lot to get them to leave the organization, only 47.4 percent of exited employees could say the same.

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302



HOW TO DECREASE EMPLOYEE TURN OVER

Having the ability to predict employee turnover, yet neglecting to implement strategies that increase retention, is a waste of data; it's like owning a library of cookbooks but never making a meal. The information is essentially useless if you don't apply it. While targeted retention efforts should be unique to each culture and organization, we've got three organization-wide strategies that will help you retain employees all year long.

Consider this next section your guide to implementing strategies that can decrease employee turnover.



SHARE YOUR COMMITMENT TO DECREASE EMPLOYEE TURNOVER

When organizations share their commitment to decreasing turnover, employees are more likely to be engaged. In fact, engaged employees are nearly 6 times more likely to believe their organization is committed to lowering turnover and 6.5 times more likely to believe their organization is committed to understanding why employees leave, compared to their less engaged counterparts. And as we learned in the first section of this ebook, more engaged and favorable employees are less likely to leave. Be open and transparent about your efforts to increase employee retention. Create an organization-wide retention goal, share your monthly metrics, and watch employee turnover decrease.

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302



COLLECT EXIT DATA & ANALYZE TURNOVER TRENDS

If you're not collecting data after employees exit, you're missing out on invaluable insight. Data that help uncover reasons for an exit, the level of preventability, and the impact it will have on your organization will arm you with the information you need to better recover from the turnover and increase future retention. But don't stop at collecting data from the exiter; send out a social exit survey to gather insight from peers too. Why? 95 percent of employees believe they can help leaders understand why people choose to leave their organization, and 87 percent of employees believe collecting feedback from an exiting employee will help make a difference for remaining employees.

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302



CONDUCT ANNUAL EMPLOYEE ENGAGEMENT SURVEYS

Employee engagement data can help you identify areas at high-risk for turnover before it's too late (hence this ebook!). We recommend surveying employees annually with items proven to measure employee engagement and slicing reports by specific demographics—such as location, department, or position level — to uncover the most accurate and actionable data. By analyzing detailed, year-over-year employee engagement trends within your organization, you can identify high-risk areas that need improvement before they become a reason employees leave.

Make work awesome.

quantumworkplace.com | hello@quantumworkplace.com | 1.888.415.8302

INCREASE EMPLOYEE RETENTION TO WIN THE WAR FOR TALENT

Top talent is getting hard to attract and even harder to retain. Use your employee turnover predictors to create and implement employee retention strategies that increase talent acquisition, engage existing employees, and retain your superstars.

QUANTUM WORKPLACE CAN HELP:

- Conduct an annual employee engagement survey
- Administer exit surveys and exit interviews
- Identify why employees leave, the impact of their exit, and if it was preventable
- Predict employee turnover and identify high-risk areas
- Implement effective employee retention strategies customized to your culture

[Learn More](#)

[Schedule a Meeting](#)

