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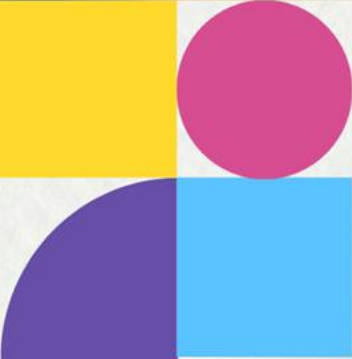
YOUR GUIDE TO HACKING HIGH EMPLOYEE TURNOVER

Curbing employee turnover is not an easy feat. It requires consistent efforts to check, analyse, evaluate and tweak the approach.
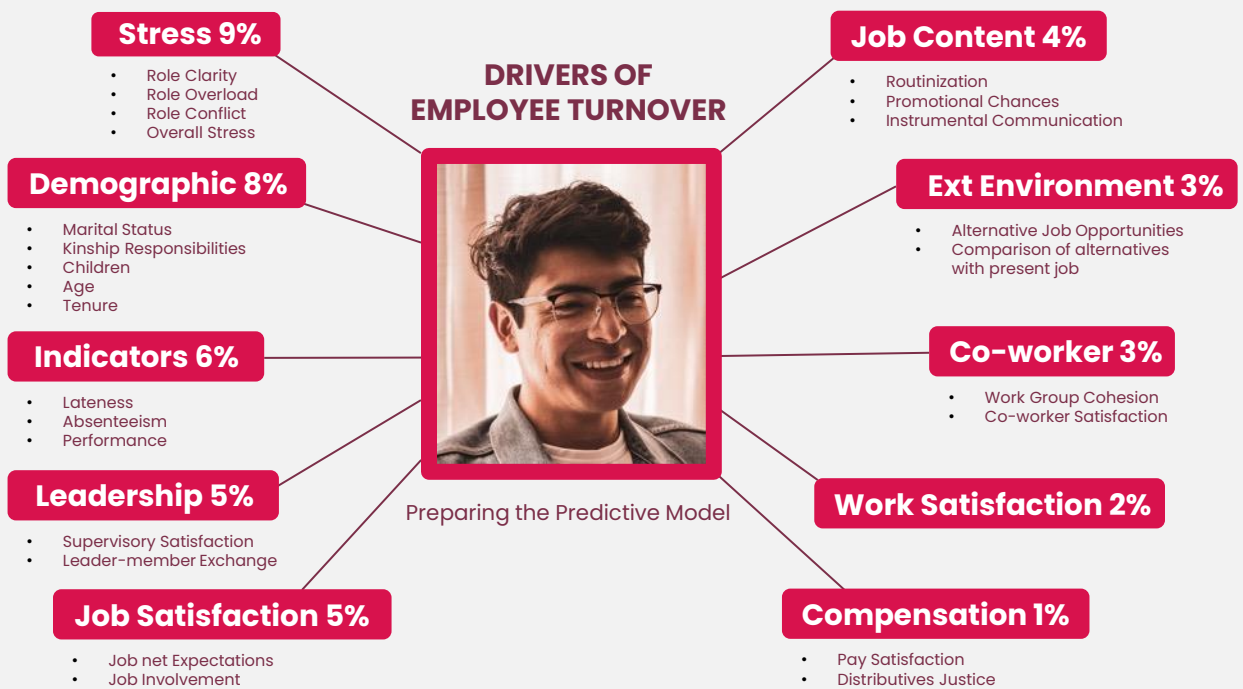
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In the guide *[Let's Talk Employee Turnover,](#)* we explored what employee turnover is, and why it happens. Furthermore, we looked at what the implications are for organisations, and how to assess how much of a challenge turnover poses in your organisation.

We know that people have multiple reasons for leaving an organisation, and that it's not always a bad thing if they do.

In this paper, we would like to go in-depth on how organisations can have a **strategy** to help reduce and better prepare for employee turnover.

If we look at the reasons **why** people leave, as shown in the graphic below, organisations can play a big part in helping their employees deal with these challenges. By having a strategy and taking action in constantly reviewing and improving on these areas, an organisation can take intentional steps towards **improving** turnover rates overall.

DRIVERS OF EMPLOYEE TURNOVER

Stress 9%
- Role Clarity
- Role Overload
- Role Conflict
- Overall Stress

Job Content 4%
- Routinization
- Promotional Chances
- Instrumental Communication

Demographic 8%
- Marital Status
- Kinship Responsibilities
- Children
- Age
- Tenure

Ext Environment 3%
- Alternative Job Opportunities
- Comparison of alternatives with present job

Indicators 6%
- Lateness
- Absenteeism
- Performance

Co-worker 3%
- Work Group Cohesion
- Co-worker Satisfaction

Leadership 5%
- Supervisory Satisfaction
- Leader-member Exchange

Work Satisfaction 2%

Job Satisfaction 5%
- Job net Expectations
- Job Involvement

Compensation 1%
- Pay Satisfaction
- Distributives Justice

Preparing the Predictive Model

'Adapted from AIHR Blog & Academy'

How do we ensure deeper understanding of the problem areas?
Getting to understand our people and their specific needs.

Knowing the categories above is helpful. The question though is how do we know which is more **important** for our people at any given point in time. Here are some ideas on how to get a realistic understanding of what everyone is most interested in and affected by.

1. Check in with your people, often!

Having a way to check in with people constantly may prove invaluable when it comes to **understanding** what they are looking for. Nothing is the same across the year. Circumstances and needs change due to a variety of factors, and organisations need to be flexible enough to capture the knowledge of these changing needs and wants so they can respond to it when necessary. Consider having these check-ins at different levels using a variety of methods: manager check

2. Understand your employee data

The value of looking at data has long been accepted, yet it can seem overwhelming when it comes to understanding people and their likelihood of leaving. Data that are collected and analysed should be on perceptions and attitudes of employees towards a variety of **work-life** dimensions. This includes performance, relationships in the organisation, stress levels, alignment to organisational values and the like. It should also take into consideration past employment history, the stage in life of the employee, tenure, and compensation/benefits. Each variable provides valuable insight that could help you **understand** the risk rates of people leaving.

3. Conduct and thoroughly analyse exit interviews

When resignations happen, have a good process in place to guarantee valuable **feedback** (and data) is obtained as people leave. Often, people do not want to 'burn bridges', and may therefore be hesitant to share much on why they are leaving. However, having a process and structures in place to assure them of confidentiality and welcome their true reasons can provide very valuable inputs as to why people leave. **Comparing** these reasons to other data from that individual as well as comparing it to others who are leaving can provide good insights for companies to act on and reduce future turnover.

4. Look outwards: Your industry and beyond

Understanding your own people is necessary. As with most things, however, you also need to look outside your organisation and understand what **competitors** and other companies within your industry or region are doing to retain employees or address similar issues. Understanding and speaking to colleagues from other organisations can provide you with fresh perspectives, ideas, and context of what you are up against, and what your star performers may be able to get elsewhere. That way, you can make the right decisions and have the right strategies in place.

Retention strategies to prevent turnover

Data is critical. We talked about how to build a deeper understanding of your people in the previous section. The best solutions are the ones that are **customised** to your organisational needs. At the same time, there are some general trends in the industry that we can discuss its solutions for.

Below are some common reasons as to Why people leave and some ideas on how to address them. Ultimately you will have to carefully craft and execute a plan that is contextual for your culture.

1. Stress and wellbeing

With or without Covid-19 and lockdowns, this area seems to be a growing concern for organisations, affecting their people and productivity.

Having a good understanding of where the **risks** are and a **plan** to address these will make a difference in assuring your people that you have their back in this area. Look at working culture, work hours and 'emergencies', and overtime requirements to determine how severe an issue is.

For a **guide** on how to craft and implement a wellness campaign in your organisation, <u>our resource.</u>

2. Flexibility in work arrangements and benefits based on demographics

Profiling your workforce may allow you to see broad needs that most people may have when it comes to flexibility. For example, do you have many working mothers who need the flexibility to fetch their children from school, or care for them at home? Do you have mothers going on maternity leave, or new fathers in your workforce? Do you have people with elderly parents they need to look after? Do you allow people to have additional work engagements on the side? Or do you have people who would love to have more flexibility and days off based on increased tenure with you. Doing an analysis and coming up with policies that make people feel **valued** and **trusted** will improve their overall satisfaction with the organisation. Remember that some of these policies may apply to all, but some may apply to specific groups. If the differentiation is duly justified, and transparency is provided with good communication, it will be fine. People want to feel trusted to do their work, and you can monitor this with performance, instead of with rules.

3. Look out and address indicators that may signal loss of engagement

Lateness, absenteeism and sudden drop in performance may all have legitimate reasons other than disengagement and intentions of leaving. Being observant and identifying such patterns, as well as having the willingness, tactfulness, and empathy to check in with people who are going through such behavioural change can help rectify the situation early. Training your managers to be able to **identify** these and have helpful, constructive conversations to really find out the issues at hand and offer help when needed can prove a good way to prevent some amount of turnover.

4. Clarity and fairness in leadership (overall organisational culture)

Conducting a thorough assessment of your company's leadership, transparency in communications and overall working culture may allow you to uncover potential areas that might need addressing. Understanding how employees view **equity** and **meritocracy** in your workplace, as well as having role models in your management team and clarity of message will allow you to see where the gaps are and subsequently, what needs to be done.

5. Enhance job and overall satisfaction

Routine work can become mundane and push people to look for opportunities elsewhere. Look at job rotation opportunities, secondments, succession plans, and career paths for different individuals and make these known to them. Look at opportunities to engage in cross-team/cross-functional projects that will allow **growth** and exposure to new areas of interest and in other parts of the business. These stretch assignments often create excitement and motivate talents. It is a fine balancing act to implement this without adding significantly to the stress of people, so do thread **carefully**. Looking at the mission, vision and values of the organisation and how individuals resonate with them will also allow for alignment of purpose and satisfaction in the work they do. Having a clear understanding of **how** the work that each person does contribute to these bigger goals will keep them committed.

6. Compensation & Benefits (C&B)

This will always be a factor, especially for the younger workforce as their responsibilities in life grow. The best way to understand the impact of your C&B policies is to **benchmark** them against equivalent companies in your industry and region. People want to be compensated **fairly** for the work they do. Therefore you need to understand your value proposition compared to the market. Also, ensure alignment between people within your organisation and look out for inequity, which can appear between groups of people when it comes to compensation. Also remember that this is not only about the take-home salary, but it includes all benefits.

7. Intentionally build positive team dynamics and working relationships

The **relationship** between managers and team members makes a big difference on the happiness and wellbeing of individuals at work. In fact, psychological safety, trust, a sense of belonging and inclusion are critical factors in overall performance, happiness level and engagement. Building a **positive** working culture ensures that people feel safe, valued and respected in your organisation.

Closing thoughts

Curbing employee turnover is not an easy feat. It requires **consistent** efforts to check, analyse, evaluate and tweak the approach. Having the mindset of always checking in with your people can help get timely information on how people feel. It is important that this information is **recent** (or real-time) and validated. Having the intention to act on the data you gather will make your organisation more successful in addressing the various challenges your people may be facing. Having the grit to keep going and continue looking into all the areas that contribute to people's intentions to stay or go will differentiate organisations and make them successful at reducing turnover rates.

As the list of areas to investigate is long, it does make sense to prioritise areas that will make the **most** impact and the ones that are **easiest** to address first. Markets (and people) move fast, so a sense of urgency in getting as much of it addressed soon will make the biggest impact.

To get you started on this journey, if your organisation is looking for a solution to gather and analyse employee intelligence, book a demo with us to find out more about how **Budaya** can help. All the best!

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