



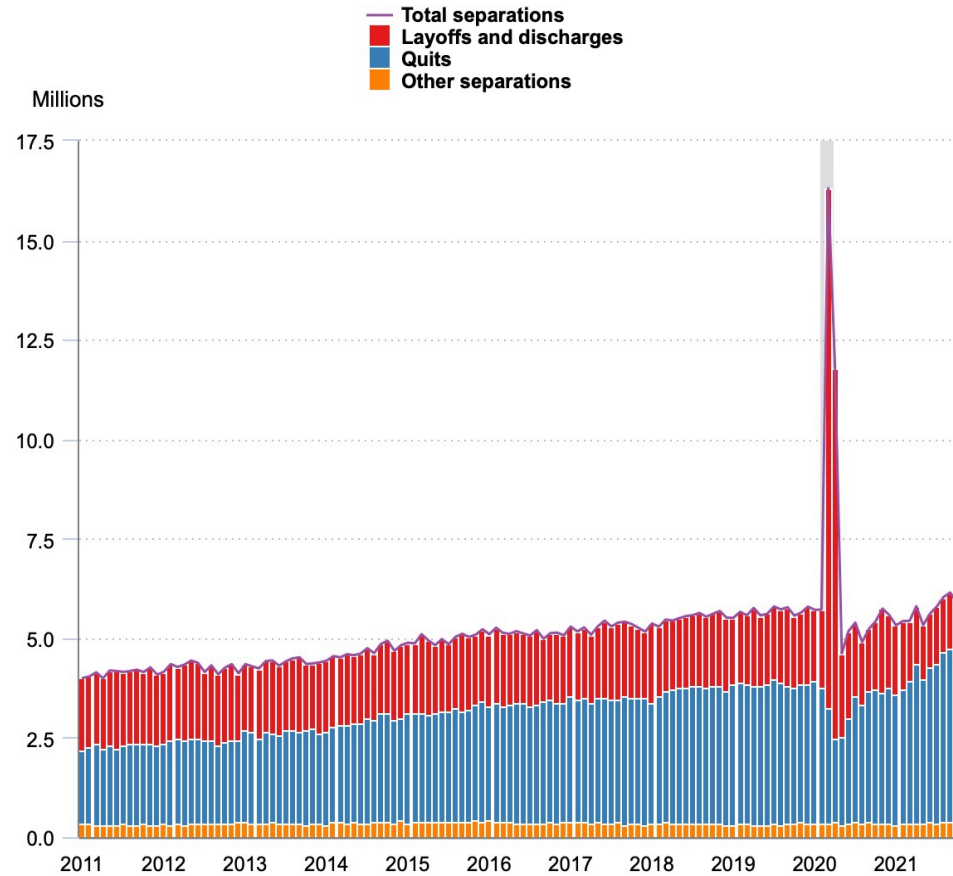
Reynolds School of Journalism
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Retaining Staff During 'The Great Resignation'

ASJMC Call for Leadership series
February 2, 2022

'Number of quits at all-time high' (Bureau of Labor Statistics: 1/6/22)

Job separations, January 2011—November 2021, seasonally adjusted

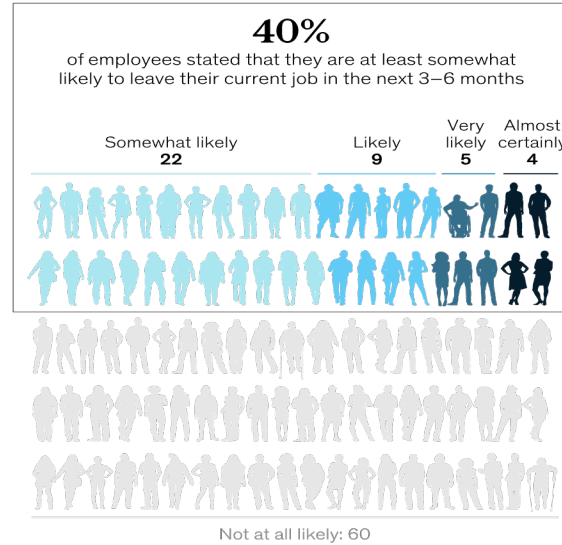


Click legend items to change data display. Hover over chart to view data.
Shaded area represents a recession as determined by the National Bureau of Economic Research.
Source: U.S. Bureau of Labor Statistics.

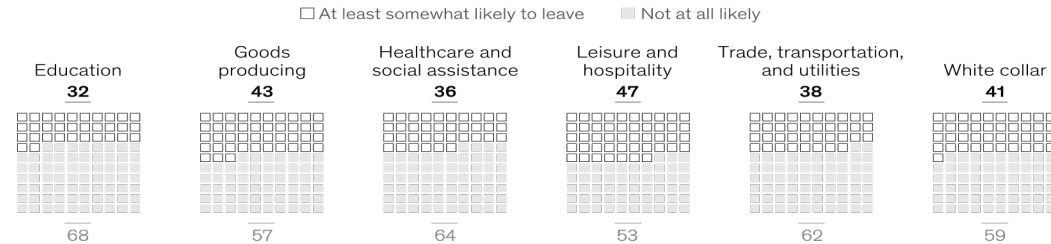


The 'Great Attrition' is real, and appears widespread across industries.

Likelihood that employees will leave their current job in next 3–6 months, % of respondents



Share of respondents who are at least 'somewhat likely' to leave their current job in next 3–6 months, by industry, %



Note: Survey encompassed Australia, Canada, Singapore, United Kingdom, and United States (n = 4,924).

McKinsey & Company

Source: <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/great-attrition-or-great-attraction-the-choice-is-yours?cid=soc-web>



What's behind 'The Great Resignation'?

From Harvard Business Review:

“The last 18 months have sharply awakened our innate hunger for meaning and purpose. Forced into self-reflection during extended WFH, workers have questioned the value of their work and the sense of meaning it provides. On top of that, the isolation of the pandemic has intensified our desire for authentic belonging.

Recent [research](#) from McKinsey confirms that these two factors are playing a substantial role in the current spike in attrition. The top two reasons employees cited for leaving (or considering leaving) were that they didn't feel their work was valued by the organization (54%) or that they lacked a sense of belonging at work (51%).”

Source: <https://hbr.org/2021/10/to-retain-employees-give-them-a-sense-of-purpose-and-community>



It's not just about compensation

Top Predictors of Attrition During the Great Resignation

The authors analyzed the impact of more than 170 cultural topics on employee attrition in Culture 500 companies from April through September 2021. These five topics were the leading predictors of attrition. Each bar indicates the level of importance of each topic for attrition relative to employee compensation. A toxic culture is 10.4 times more likely to contribute to attrition than compensation.

← Importance relative to compensation →

Toxic corporate culture



Job insecurity and reorganization



High levels of innovation



Failure to recognize employee performance



Poor response to COVID-19



Source: <https://sloanreview.mit.edu/article/toxic-culture-is-driving-the-great-resignation/>



Short-term Retention Strategies

Short-Term Steps for Companies to Increase Retention

These four topics were the leading predictors of employee retention for Culture 500 companies from April through September 2021. Each bar indicates the level of importance of a topic for employee retention relative to compensation. Offering lateral job opportunities for employees, for example, is 2.5 times more predictive of retention than compensation.

← Importance relative to compensation →

Lateral career opportunities



Remote work arrangements



Company-sponsored social events



Offering predictable schedules



Source: <https://sloanreview.mit.edu/article/toxic-culture-is-driving-the-great-resignation/>



Retention summarized

- Employees prioritize ‘relational factors’ yet employers focus on the ‘transactional’
- Need to ‘re-recruit’ existing employees
- Leaders need to listen more, be more inclusive in decision-making
- Provide career pathways and development opportunities
- Appreciate high-performing, mission-critical staff & faculty



Thank you!

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