

## 8.3: Retention Statistics

### Retention Statistics

Review the information from Gallup's Global Indicator for Employee Retention. What information stood out to you? What would you do as a manager to improve the numbers at your organization? Do you think you can accurately predict the likelihood of an employee looking or leaving?

Indicator: [Employee Retention & Attraction](#)

[Indicators](#)

### Employee Retention & Attraction

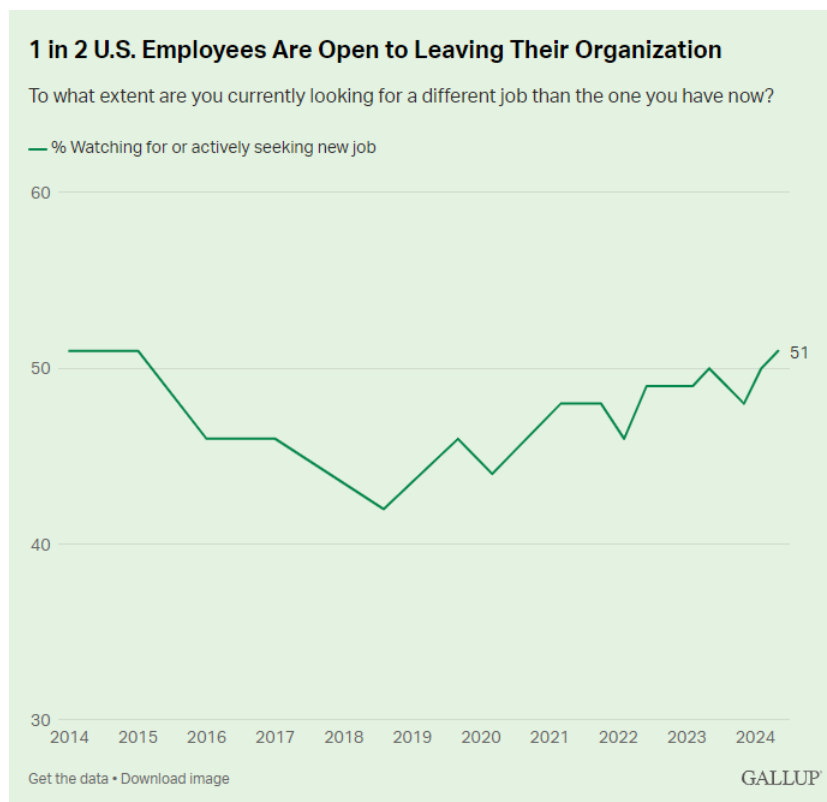
#### What We Measure

We measure employee retention and attraction trends, as well as employee perceptions of their current job climate, to help organizations more effectively retain and attract top talent.

#### Intent to Leave

To what extent are you currently looking for a different job than the one you have now?

Watching For or Actively Seeking New Job - 51%



#### Why Do Employee Retention Metrics and Attraction Research Matter?

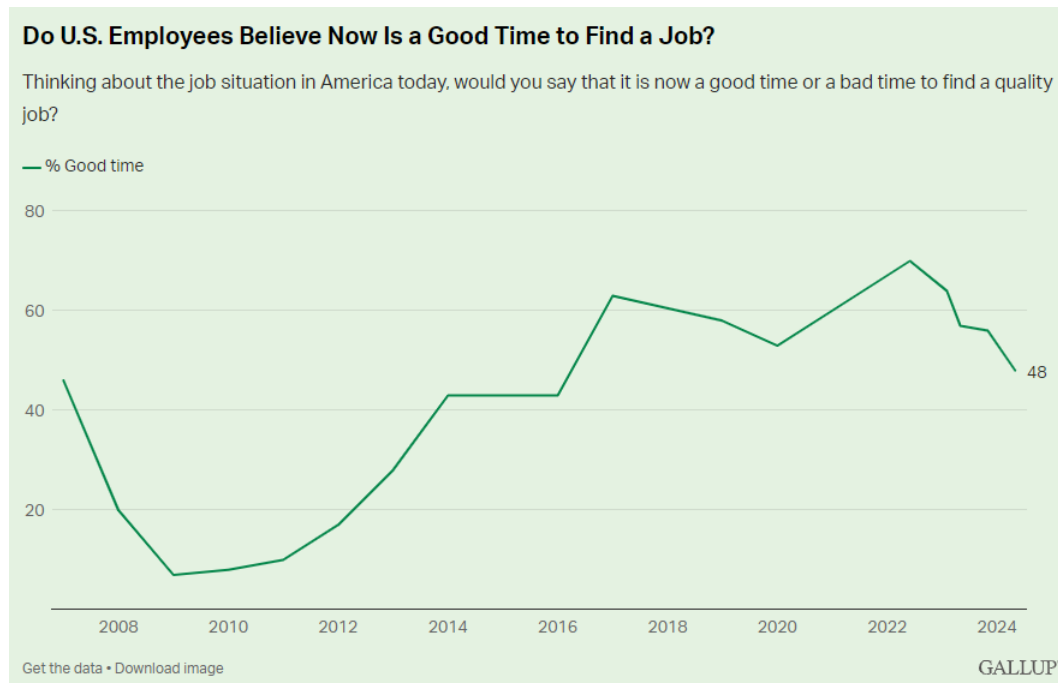
Delving into employees' openness to new job opportunities reveals their intent to leave (or stay at) their current organization.

As leaders seek to retain and attract talent, understanding more about employee perceptions of the job climate and [why they choose to leave or join an organization is critical](#). Employers can evaluate how these details relate to their own culture to create strategies for curtailing turnover, attracting top talent and keeping their star employees from being wooed away.

## State of the Global Job Climate

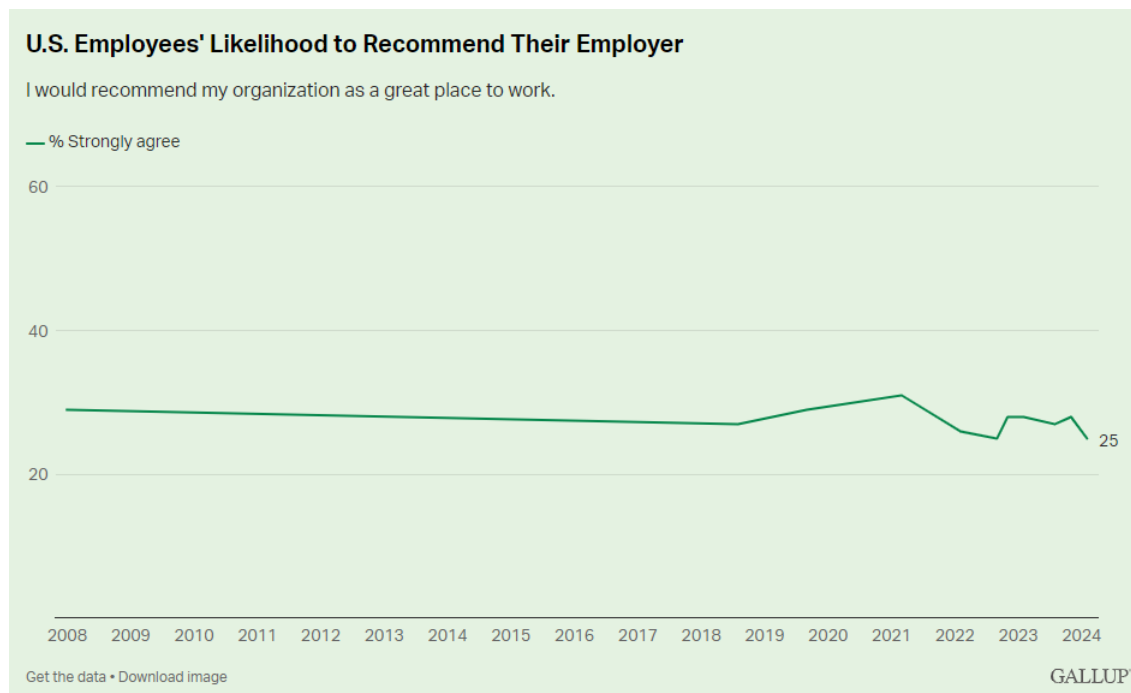
Would you say now is a good time or a bad time to find a quality job?

Notice that after reaching a record high in of 70% in mid-2022, U.S. employees' belief that now is a good time to find a quality job steadily declined to 2019 levels by mid-2023. Much like the cooling job market, this reversing trend may signify a return to "normalcy" after record hiring surges, or it may signal early signs of trouble ahead amid recession fears.



## Likelihood to Recommend and Intent to Leave

Employees can be some of your best brand ambassadors or worst critics, influencing your potential customers and talent. Would your employees recommend your organization as a great place to work?



Employees who are watching for new job opportunities or actively looking for another job may be ready to leave your organization.



## Top Reasons for Leaving a Job

Why are employees leaving their employer? We asked U.S. employees to identify their primary reason for leaving their previous job.

"Pay/Benefits" is the most common single reason employees left their job in 2023, despite that response decreasing the most since 2022 among all individual factors. Yet, "Pay/Benefits" was identified only 16% of the time as the primary reason people left their job -- meaning organizations need to focus on a different set of employee needs to prevent the other 84% of departures.

## Primary Reasons U.S. Employees Voluntarily Left Their Company

Which of the following issues best describes your primary reason for leaving your previous job?

	Pre-Pandemic (prior to March 2020)	2021	2022	2023	Change, 2022 to 2023
	%	%	%	%	pct. pts.
Pay/Benefits	21	14	20	16	-4
Advancement, development or career opportunities	15	11	13	12	-1
Direct supervisor/manager or senior leadership	11	11	13	12	-1
Relocation	9	8	9	10	1
Personal reasons	8	5	9	9	0
Unrealistic job expectations and responsibilities	4	7	6	7	1
Job fit or work no longer interesting	7	7	6	6	0
Not treated with respect	4	9	5	4	-1
Work-life balance	4	6	4	3	-1

Note: 2023 results are among employees who voluntarily left their job between November 2022 and November 2023. 2022 results are among employees who left their job and remained in or came back to the workforce between November 2021 and November 2022. Respondents could choose one response.

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Looking at the top reasons in isolation can be misleading. When we classify all of the reasons people give for leaving an employer into larger categories, as shown in the table below, we see that the theme of "Engagement and Culture" is by far the most prominent (41%), followed by the theme of "Wellbeing and Work-Life Balance" (28%).

Together, these two areas of dissatisfaction make up 69% of the total reasons employees left their employer in 2023. That means four times as many people left their job due to "Engagement and Culture" or "Wellbeing and Work-Life Balance" reasons, compared with the number of people who primarily left for better "Pay/Benefits."

## The Four Most Common Themes for Leaving a Job in 2023

Which of the following issues best describes your primary reason for leaving your previous job?

	2023	Change, 2022 to 2023
	%	pct. pts.
<b>Engagement and Culture</b>	<b>41</b>	<b>1</b>
Advancement, development or career opportunities	12	-1
Unrealistic job expectations and responsibilities	7	1
The work itself no longer interested me/The job was different than I expected/My skills and talents were not a good fit for the work responsibilities	6	0
Workplace culture	5	2
Not treated with respect	4	-1
My values did not align with the company's mission and values	3	1
Lack of honesty and transparency	2	0
Coworkers	1	0
Lack of recognition for contributions and achievements	1	0
Insufficient training	Less than 1	-1
Diversity, equity or inclusion issues	Less than 1	0
Poor communication	Less than 1	0
The company's reputation or record on environmental issues	0	0
<b>Wellbeing and Work-Life Balance</b>	<b>28</b>	<b>2</b>
Relocation	10	1
Personal reasons (e.g., family, medical or other non-work-related circumstances)	9	0
Work-life balance	3	-1

FROM THE SURVEY

Work schedule	3		2
Flexibility to work remotely at least some of the time	1		0
COVID-19 vaccine policies/COVID-19 policies related to wearing a mask or social distancing	1		0
Physical working conditions	Less than 1	Less than -1	
<b>Pay and Benefits</b>	<b>16</b>	<b>-4</b>	
Pay	15	-4	
Benefits	1		0
<b>Managers and Leaders</b>	<b>12</b>		<b>-1</b>
Direct supervisor/manager	8		-1
Senior leadership	4		0
<b>Other Reasons</b>	<b>3</b>		<b>2</b>
Other, please specify	3		2

Note: 2023 results are among employees who voluntarily left their job between November 2022 and November 2023. 2022 results are among employees who left their job and remained in or came back to the workforce between November 2021 and November 2022. Respondents could choose one response.

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### Attributes That Attract Employees to a Different Organization

Creating an inspiring employee value proposition is about more than fixing what is dissatisfying your workforce.

Effective employee attraction and retention strategies require both an understanding of what people are looking for in a great career and the follow-through of bringing that employee value proposition to life.




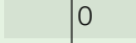



Below is a list of the top factors that attract people to their next job. Note the similarities between the reasons employees leave a job, as shown above, and the importance of the factors that most often attract them to an opportunity somewhere else.

Leaders and managers should capture these types of insights for their organization through pulse surveys, exit surveys and stay interviews to assess their current employee experience and hone their employee value proposition.

## Top Attributes U.S. Employees Are Seeking in Their Next Job

Please indicate how important each of the following is to you when considering whether or not to take a job with a different organization.

**% Very important**

	<b>Pre-Pandemic (prior to March 2020)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Change, 2022 to 2023</b>	
	%	%	%	%	pct. pts.	
Greater work-life balance and better personal wellbeing	53	61	63	62	-1	
Significantly increases my income or improves my benefits package	41	64	59	58	-1	
Allows me to do what I do best	60	58	57	58	1	
Greater stability and job security	51	53	56	56	0	
Organization has a great reputation or brand	36	35	36	37	1	
Move away from a bad manager or leader	25	28	35	34	-1	
Greater autonomy in my work	26	31	33	33	0	

\*Data not available.

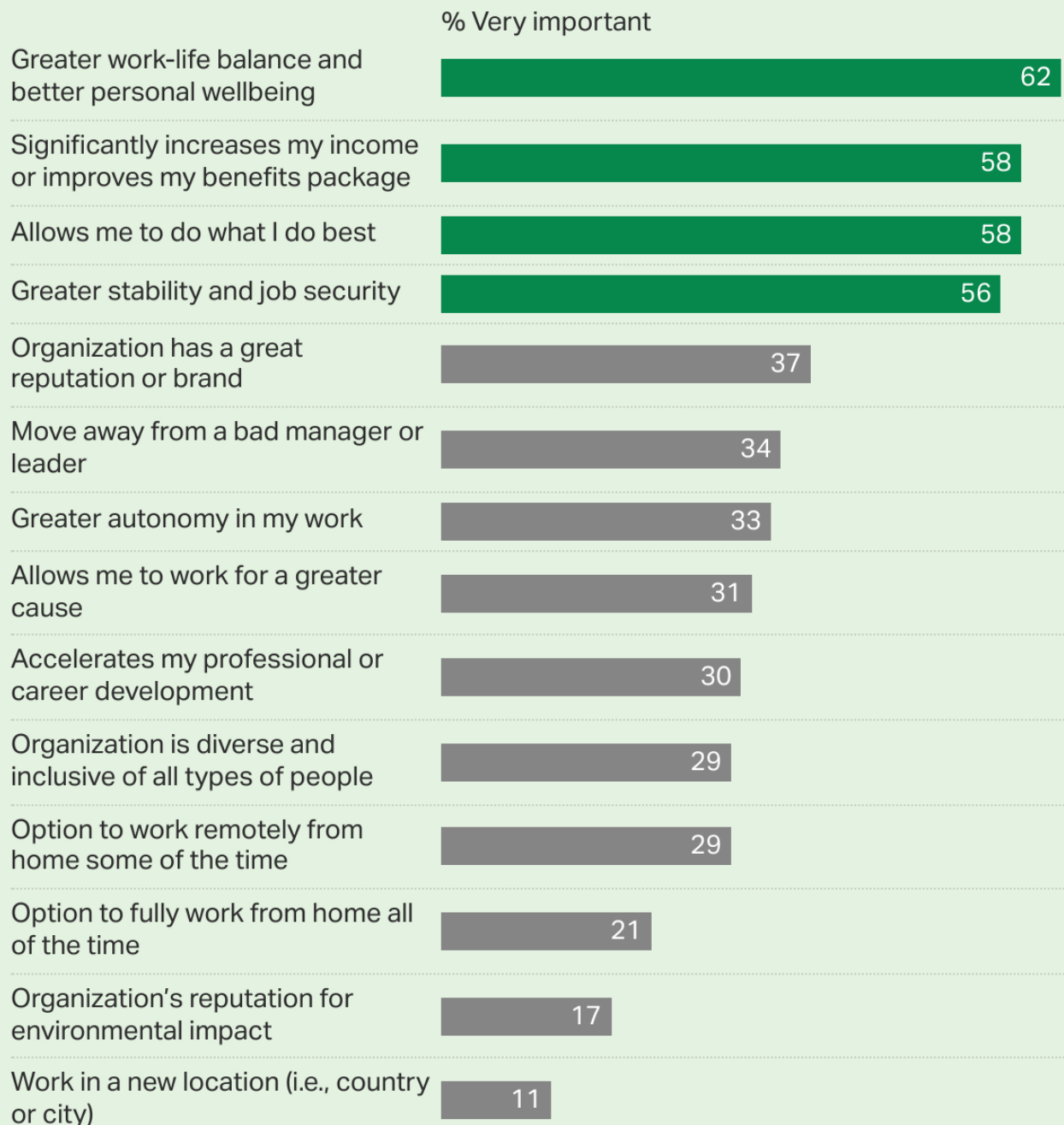
Note: Employees must have been working at their job at least three months to be included. Retired employees are excluded.

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What else draws employees to new opportunities? Below is the full list of factors that Gallup studies, ranked by importance, to reveal what matters most to employees who are considering taking a job with a different employer.

## What Is Attracting U.S. Employees to New Opportunities?

Please indicate how important each of the following is to you when considering whether or not to take a job with a different organization.



Note: Employees must have been working at their job at least three months to be included. Retired employees are excluded.



Source: "[Gallup: Indicators](#)", Gallup website, 2024

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