



## TenStep Supplemental Paper

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### Employee Turnover

Despite adopting various methods to retain employees, organizations still face the problem of employee turnover. Money is not the primary reason for this trouble.

Employee turnover is chiefly attributed to:

- Unpleasant work atmosphere
- Inadequate growth opportunities

#### What to do?

- **Build a talent retention strategy.** The strategy should be practical and make the organization a place where people look forward to coming to work.
- **Share responsibility.** Employees leave organizations because of:
  - Hard task managers
  - Difficulties with managers
  - Lack of opportunity for career growth

Managers need to be involved in the process because they influence their employees' work skills and behavior. They should be conscious of this fact and assign challenging tasks so that they remain motivated.

- **Plan for the future.** HR should be proactive and develop strategies to manage and retain their employees during turbulent times.
- **Be aware of factors affecting turnover.** To identify turnover problems, organizations must conduct:
  - *Formal employee surveys.* They reveal the true feelings of employees.
  - *Realistic quit preview.* Employees who intend to quit are made aware of the risks of quitting.
- **Maintain the balance.** Retention strategies should include a blend of financial and non-financial motivators.
- **Keep track of turnover.** This should be measured by department and by job. Such an assessment helps the company identify the work that needs to be outsourced or given a lower priority. Keeping track is cost-effective and helps prioritize problems.
- **Sell organization's brand.** Existing employees should be treated like potential candidates for the organization's future requirements. Management must market the organization to them as well.

Organizations can certainly reduce turnover problems provided they address the various issues that initiated the turnover.