

EAPA Discussion

“The Great Attrition”

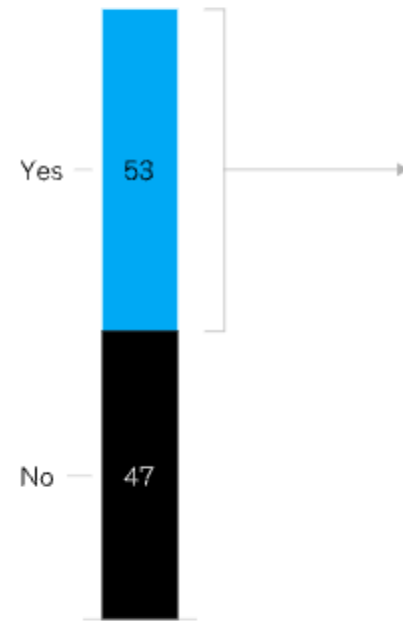
10/27/21

Most employers are experiencing greater turnover, and most expect the problem to continue or worsen over the next six months.

Share of employers, %

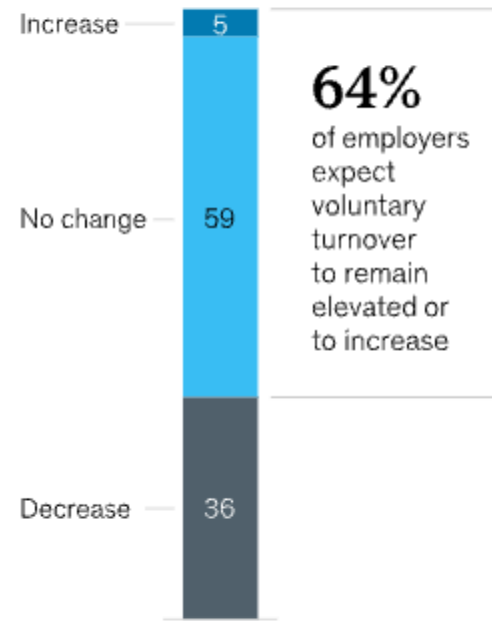
Question:

Are you experiencing greater voluntary turnover (eg, quit, resignation) in your workforce this year than in years prior?
(n = 250)



Follow-up question for respondents who answered 'yes':

How do you expect the rate of turnover to change over the next 6 months?
(n = 132)



Employers do not fully understand why employees are leaving.

Factors that are important to employees versus what employers think is important

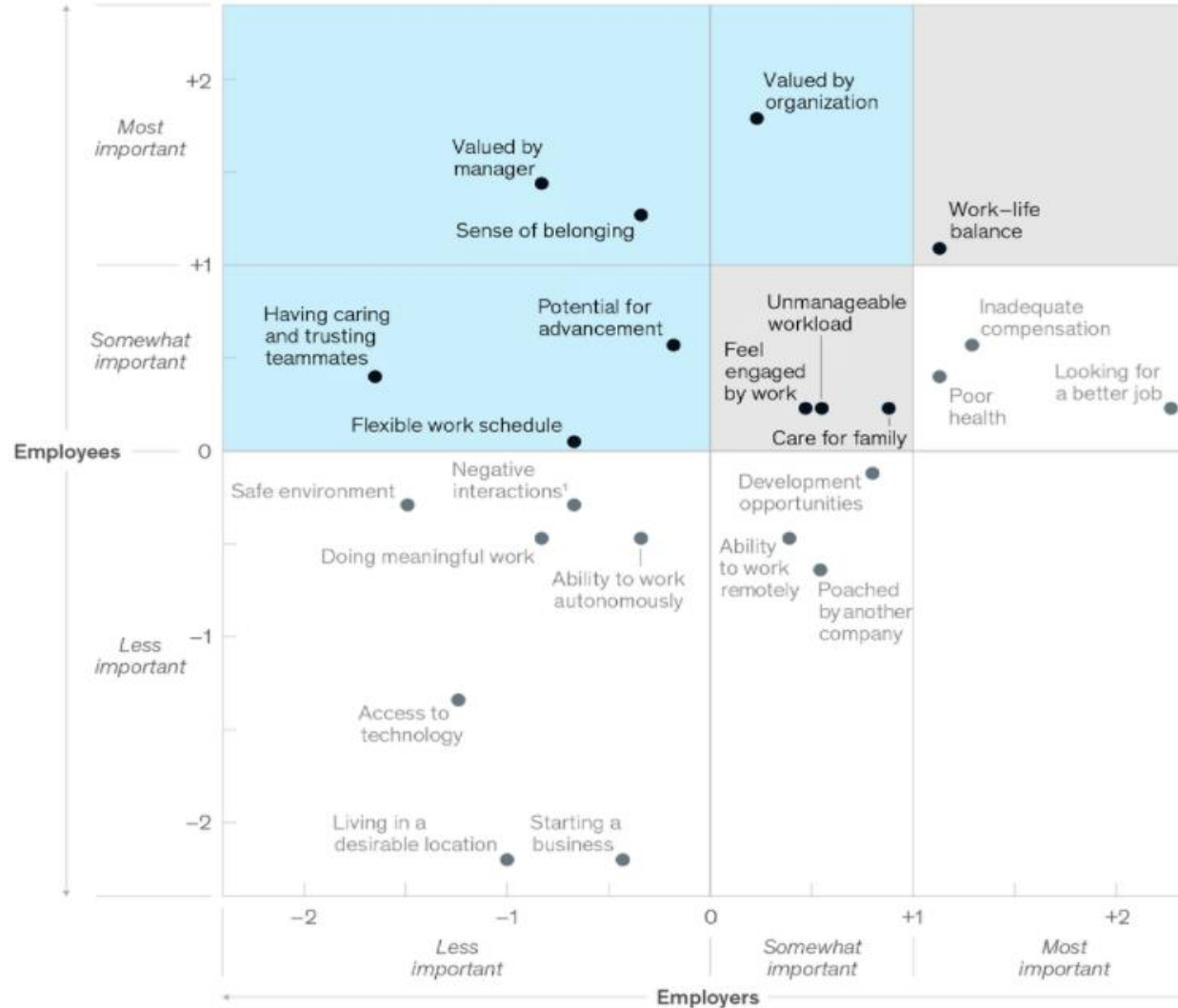
Employee views

Employer views

► **Employers seem to overlook the relational elements** that are key drivers for why employees are leaving, such as lack of belonging or feeling valued at work.

More important to employees than employers appreciate

As important to employees as employers think



Note: Standardized scores are reported for both employee and employer perspectives. Employees were asked to respond to the following question: To what extent did the following factors impact your decision to leave your last job? (Not at all, slightly, moderately, very much, extremely); employers were asked to respond to the following question: Why do you think employees are choosing to leave your organization now? (select all that apply)

¹Includes clients, customers, patients, and students.

Factors that are important to employees versus what employers think is important

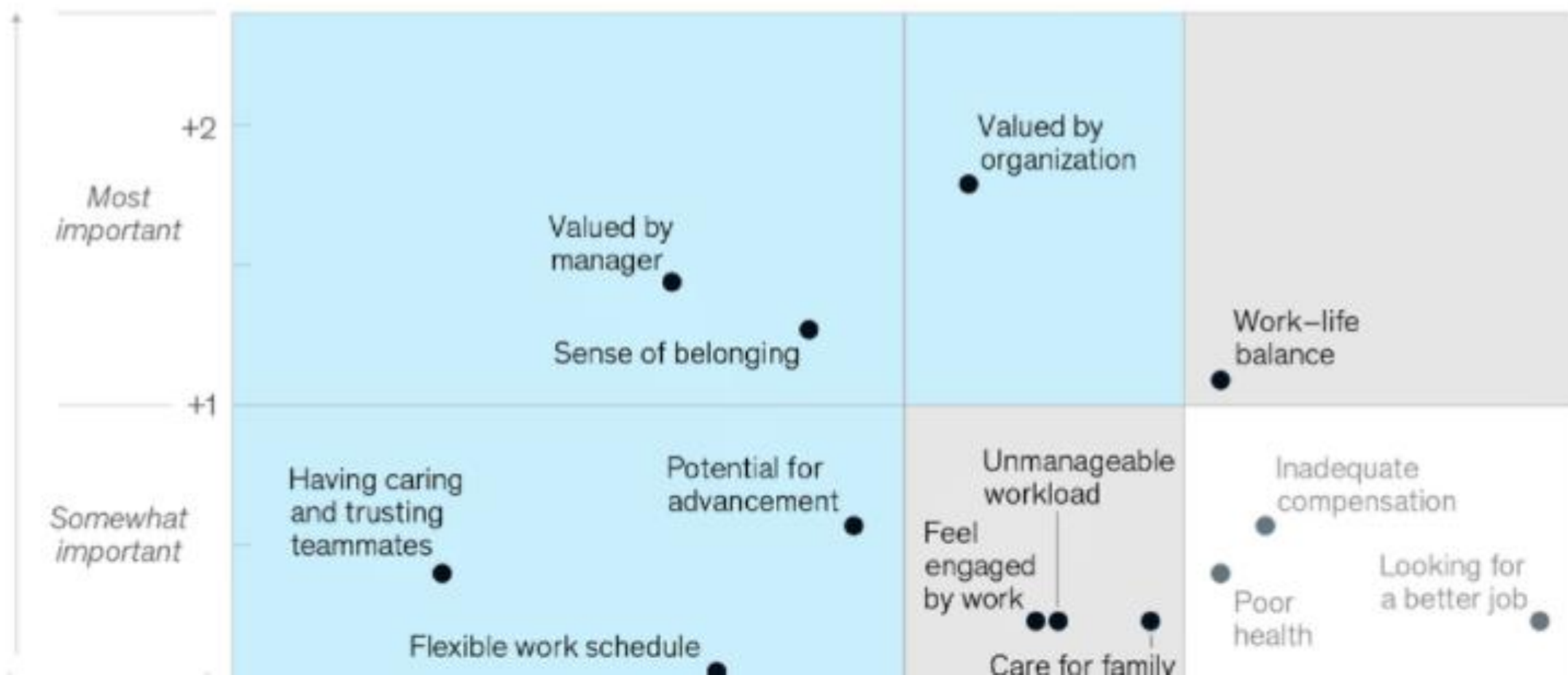
Employee views

Employer views

- **Employers seem to overlook the relational elements** that are key drivers for why employees are leaving, such as lack of belonging or feeling valued at work.

More important to employees than employers appreciate

As important to employees as employers think



Employers do not fully understand why employees are leaving.

Factors that are important to employees versus what employers think is important

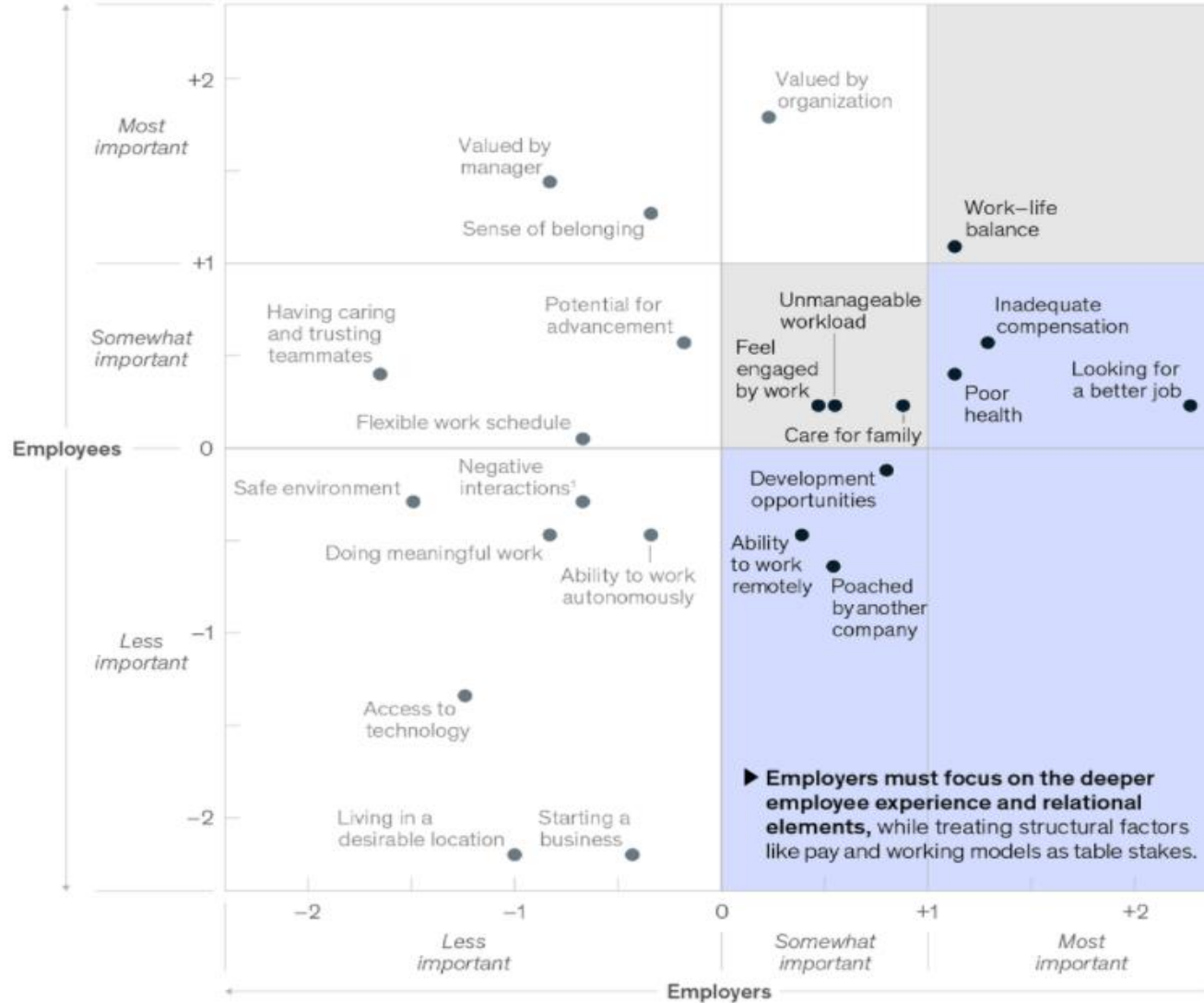
Employee views

Employer views

► Instead, employers overindex on transactional factors, which are not primary drivers. These include external factors (such as workers job-hunting) and structural aspects (compensation, for example).

Less important to employees than employers think

As important to employees as employers think



Note: Standardized scores are reported for both employee and employer perspectives. Employees were asked to respond to the following question: To what extent did the following factors impact your decision to leave your last job? (Not at all, slightly, moderately, very much, extremely); employers were asked to respond to the following question: Why do you think employees are choosing to leave your organization now? (select all that apply)

