

Who owns Employee Retention?

Why do people quit their job, and ultimately who is responsible for employee retention? Is the culprit the organization, the manager, or normal attrition?

A survey might show that employees leave an organization because of their manager, but this does not tell the whole story as a manager's performance is also a result of corporate policies and expectations.

There is an extensive library of commentaries written about this subject, and to accurately address the question of responsibility, we must first examine the factors that impact employee retention.

Community

Do employees feel fellowship and teamwork within the organization?

Accomplishment and recognition

Are contributions acknowledged, respected, and celebrated?

Personal development

Do employees feel that their current job and company training increases their employment value?

Opportunities

Are they being prepared for additional responsibilities or advancement?

Work-life balance

Does the organization support a balance between work and personal responsibilities?

Security

Are employees confident in the stability, growth, and leadership of the organization?



Are these factors the responsibility of the organization or the manager? Does the organization set expectations, provide the tools, and support the manager's ability to impact these factors? And, does the manager have the skill-set and own the responsibility for employee retention?

If leadership embraces the perspective that employee retention is a key foundation for profitability, they will set expectations for management, provide training, and monitor these key factors.

Of course, a manager's influence is a subset of the organization's culture, and even though they are operating within those parameters, they can always exceed or fall short of expectations.

When the organization's culture focuses on these retention factors and the management team has the skills and takes responsibility to impact the experience of each employee, great things will happen.

Assessments or surveys that capture the insights of employees, supervisors, and leadership, are a fundamental resource to measure the employee experience and their impact on organizational performance.