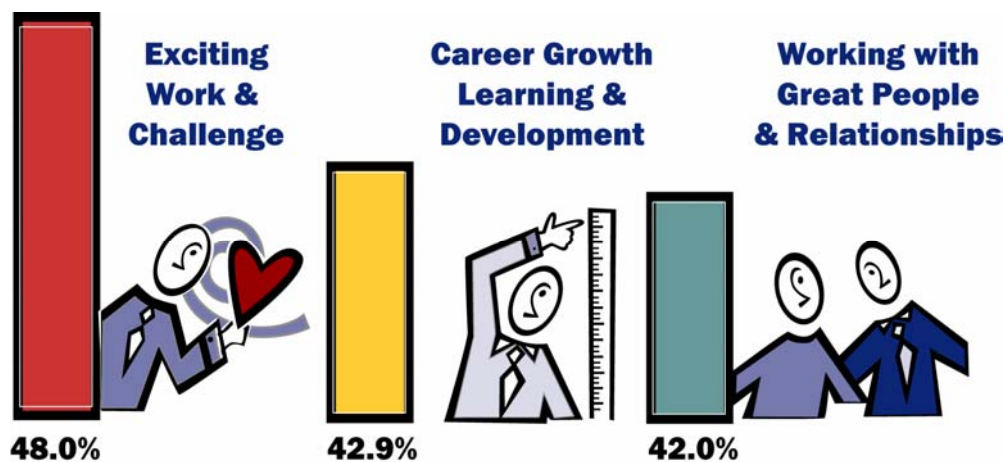

Statistical Summaries of Retention Data

What Keeps 'Em?



The Retention and Engagement Drivers Report

Updated Findings
(Representing 7,665 of over
15,000 Responses Received to-date)
August 12, 2004

Career Systems International
A Beverly Kaye Company

&

The Jordan Evans Group



Preface

This report presents our latest findings into the reasons employees stay not only with their employers, but also remain engaged in their jobs. The findings, the drivers for employee retention and engagement, come from over six years of research centering on first-person responses to the question “What Kept You?” Future reports will be released as the number of responses significantly increases or any noteworthy changes in the overall findings are identified.

The March 2001 report (which was the third of seven editions) contained findings from over 8,000 respondents. Shortly following that release, in an attempt to more accurately represent global retention drivers, a decision was made to separate the category “Pay and Benefits” into separate “Pay” and “Benefits” categories. Analyses and reporting from that previous database have thus been discontinued. The findings of this seventh report come from a revised database (separate from the previous 8,000+) comprised of 7,665 new responses collected since March 2001. This change does not appear to affect the level of frequency of responses for the top five retention drivers.

To further discuss the findings, ongoing research and data collection covered in this report, assistance in your retention or engagement-related initiatives, or to request a copy of our past reports call 800-577-6916 or email your request to HQ@csibka.com.



Engagement ... Today's Talent Challenge

Introduction

One of the major barriers to building effective organizations is the loss of momentum, productivity and intellectual capital when talented employees leave. That is true in a strong or weak economy, with high or low unemployment rates. There are two ways good people leave. Some leave physically, as in heading out your door and straight to your competitor. Or they leave psychologically, as in mentally checking out and staying onboard. Either kind of departure costs organizations dearly.

The recent weak economy created a talent smokescreen and caused many managers (at all levels) to become complacent, even smug. They felt the threat of turnover diminish as turnover rates dropped and, many used a phrase with their employees that was familiar a decade ago, "Quit whining --- be glad you have a job." Meanwhile, the employees hearing that phrase assumed a bunker mentality, the very opposite of what organizations need when they're desperately trying to weather the economic storm. Some simply disengaged, withdrawing at worst or reducing at best their discretionary efforts. Many of them concurrently launch stealth job searches. An ongoing Gallup study reported recently that only 26% of the U.S. working population is engaged (loyal and productive), 55% are not engaged (just putting in time), and 19% are actively disengaged (unhappy and spreading their discontent). They also report that this disengagement is costing the American economy up to \$350 billion per year in lost productivity. Our assessment, based on the Gallup figures, is that each employer is wasting approximately 10% of their payroll dollars on lost productivity due to these levels of disengagement.

What will happen now, as the economy strengthens and choices become increasingly available? Will talent remain loyal and committed to their organizations, or will they jump ship? Recent research by CNN/Money revealed that eight out of ten workers plan to look for a new job when the economy's lights come fully back on. But it doesn't have to be a given that everyone, let alone talented employees, will leave. There's a chance that some of your talented employees will stay. The odds of retaining talent during any strong economic period are directly related to the degree to which their companies are providing what they really want. And what people really want hasn't changed much, despite economic ups and downs. Our findings show that the top three retention drivers are the same today as they were at the peak of the tight labor market in 2000:

- ✓ Exciting work and challenge
- ✓ Career growth, learning and development
- ✓ Working with great people and relationships

Organizations can and *must* build cultures that engage and retain talent, especially in an ever-changing economy. The spotlight on retention and engagement will continue because:

- ✓ **There are not enough skilled workers to go around.** The U.S. Bureau of Labor Statistics projects a shortage of millions in the U.S. workforce by 2012. Baby Boomers are already beginning to leave the workforce, either completely or on a part-time basis, creating a demographic earthquake as they take their institutional memory, leadership skills and experience with them.



- ✓ **Workers' attitudes and expectations have shifted—permanently.** Blind loyalty to an organization is a thing of the past, and the layoffs of the past recession have further reinforced that attitude. Today's employment contract is based instead on a sense of mutuality --- I bring my best to the organization and in return the organization provides learning, growth, reward and respect.
- ✓ **New employment options continuously lure the best and the brightest.** The free-agent movement is beckoning countless workers, making retention all the more challenging to managers.
- ✓ **Finding a new job has seldom been easier.** Whether the economy is fast or slow, job options abound for talented skilled workers, and are easier to find and pursue with the Internet. And headhunters are always looking for the best people—the majority of whom are employed.
- ✓ **The cost of losing talent is high, no matter what the economic conditions.** Experts across the board agree that the cost of replacing talented workers can easily average two times their annual salary, not including the indirect costs of lost knowledge, lost sales, declining morale, and rising inefficiencies.
- ✓ **During and immediately following downsizing, the risks for losing or disengaging top talent are especially high.** Workplace experts report that downsizing “survivors”—the workers who remain in their jobs after the cutback announcements and departures—begin to walk out the door 6 to 12 months after the initial layoffs. And of those staying, the disengaged survivors won't accomplish the same amount of work they have in the past and, in fact, they greatly threaten team morale.
- ✓ **In the new economy, talent is a key differentiator.** Advances in technology increasingly make all companies more equal, with talented employees increasingly becoming the all-important competitive advantage.

During the early “talent war” years of 1998 to 2001, leaders launched major initiatives to keep good people from bolting out their doors in response to multiple job offers. Today, the more competent and strategic leaders struggle to engage and retain talent demoralized, overworked and pessimistic about their companies' futures as *survivors* of downsizings and restructurings. These leaders know that the way they develop, care about and listen to employees today will determine how many not only stick around, but do so fully engaged, regardless of the economy's strength and the condition of the labor market.

“Talent is now a critical driver of corporate performance and a company's ability to attract, develop and retain talent will be a major competitive advantage far into the future.”

“War for Talent”, Ed Michaels et al.



So what keeps an employee with an employer? What keeps an employee fully engaged on the job? On-going research conducted by Beverly Kaye, Sharon Jordan-Evans and their organizations offers insight into what keeps the new American worker in and committed to an organization. Their research identifies the retention and engagement drivers according to a range of demographic and functional variables in a number of different industries.

The Research

Beverly Kaye, Sharon Jordan-Evans, and their colleagues have spent over six years collecting retention information from employees at all levels in organizations of all sizes in a wide range of industries and market sectors. The primary research question presented has been: “Think back to a time when you stayed in an organization for a while. What Kept You?” Respondents are asked to list their top reasons (up to five) for staying with the organization, along with some corresponding demographics for the time period they’re reflecting upon in their response.

The research findings presented in this, our seventh report, are based on 7,665 respondents from 36 different industries. Our first three reports, summarizing findings from 8,028 respondents, combined Pay and Benefits as a single retention factor. Shortly after the March 2001 report, Pay and Benefits was split into two separate retention and engagement drivers, and subsequently we terminated analysis and reporting from the initial database.

The participant responses are now being collected and subsequently coded for statistical analysis according to the expanded number of retention drivers, as presented below. This report also presents frequency of responses according to various demographic elements including respondent’s age, gender, geographic location, organization’s size, his/her level within the organization, job function, and industry. Several key variables were then analyzed to explore differences among the retention drivers.



Summary of Key Findings

Demographics

Demographics for the respondents include (See Appendix A for further details):

- Almost 54% of those in our study are in the aggregate age group of 36-50 years old. Among the age groups, the largest representation (18.7%) were 41-45 years old. There were more female (56.0%) than male respondents (41.7%) in our study.
- The three highest industries represented by the respondents are the Healthcare/Medical (19.8% of respondents), Hospitality/Food Service/Hotel (14.7%), and Aerospace/Aviation (11.8%) industries.
- The largest proportion of respondents worked in organizations located in the Midwestern United States (22.2%).
- More than a third of the respondents (33.6%) had a job function in Operations/Production/Manufacturing.
- 60.5% of those responding were holding a management position for the time period they considered in their response.

Reasons for Staying

Under the expanded number of retention drivers, 7,665 employees have responded to date to the question "What Kept You?". The key findings from our research in to their responses are:

- Less than one-third of the respondents cited *Fair Pay* (the fourth most-cited reason) among their reasons for staying with their employer.
- Almost one-half of the respondents (48.4%) in our study indicated that *Exciting Work & Challenge* kept them in an organization.
- Career Growth, Learning, & Development* (cited by 42.6% of the respondents) and *Working with Great People/Relationships* (cited by 41.8% of the respondents) were the other two of the top three retention and engagement drivers identified by respondents.

These findings suggest that, in addition to paying fairly and taking individual needs into account, organizations should focus on initiatives that support the top three cited retention drivers. (See Appendix B)

Retention Drivers Report



Concerning the effect of a recent economic downturn on employee retention and engagement, the following table provides an interesting finding. It compares the top three retention drivers identified through our surveys conducted in a full employment, economically healthy time (November 15, 2000) to rankings based on responses collected during the very challenging economic period of March, 2001 through July 22, 2004 using the expanded number of retention drivers. The relative alignment suggests that whether the economy is hot or not, employees maintain their priorities when it comes to what they want from their employers:

November 15, 2000 (unemployment at 4.0%)	%	July 22, 2004 (unemployment at 5.6%)	%
Exciting Work & Challenge	52.9%	Exciting Work & Challenge	48.4%
Career Growth, Learning & Development	47.8%	Career Growth, Learning & Development	42.6%
Working with Great People & Relationships	47.6%	Working with Great People & Relationships	41.8%



Group Comparisons

Additional analyses were performed to identify differences in retention drivers among various demographic groups. Only sample sizes of 150 or more responses were considered valid for group comparison analyses.

- ❑ **Retention Drivers by Age:** In general, the ranking of most retention drivers are somewhat consistent across age groups. However, the data reveal some interesting patterns: (See Appendix C)
 - There is a noticeable jump in the frequency of response to *Exciting Work and Challenge* after the age of 30. In fact, those respondents over 50 years old listed it more frequently than any other group.
 - *Career Growth, Learning and Development* was listed much less frequently after the age of 40 and the response rate to *Supportive Management/Great Boss* fell steadily with an increase in the age of the respondents.
 - *Flexibility* is listed for about 1/5 of respondents <25 years of age. However, this retention factor declines rapidly with age and disappears out of the top 10 retention factors for those over the age of 40.
 - *Great Work Environment/Culture* is the 6th most frequently listed retention factor for those who are <25 years of age. The response rate for this reason for staying declines steadily and disappears out of the top 10 for those >50 years old.
- ❑ **Retention Drivers by Gender** (See Appendix D):
 - *Fair Pay* is cited more frequently by men than women as one of the top four retention factors (cited by 36.4% of the male respondents compared to 28.4% of the female respondents).
 - *Working with Great People & Relationships* appears more frequently as a retention factor for women (44.1%), than for men (38.5%) in our survey.
- ❑ **Retention Drivers by Level:** The data reveal no major differences across all job levels for *Fair Pay*, *Being Recognized, Valued & Respected*, and *Benefits*, with a few noted exceptions (See Appendix E):
 - For Managers, Supervisors, and Directors, almost 50% of the respondents listed *Exciting Work & Challenge* among their top reasons for staying.
 - For those who listed Director as the level for their response, one-fourth of them listed *Being Recognized, Valued, & Respected* among their top retention factors.
 - There is a noticeable drop in *Management Support/Great Boss* as a listed retention factor among Directors, as compared to the frequency it is listed as a retention factor for the other three job levels.
- ❑ **Retention Drivers by Industry:** Eleven industries had a sample size of 150+ responses and qualified for data analysis (See Appendix F).
 - The highest response rate for *Working with Great People* was in the Healthcare/Medical industry (49.2%), and the highest frequency of mention for any one retention factor was 62.9% for *Exciting Work & Challenge* in Aerospace/Aviation.



- *Career Growth, Learning & Development* topped the industry lists for Insurance (57.8%) and Consulting (57.0%)
 - *Fair Pay* as a retention factor had the highest frequency of being cited (42.2% of the responses) by the Hospitality/Food Service/Hotel industry, coming in second to *exciting work and challenge* (44.0%).
- **Retention Drivers by Job Function:** 7 of the 12 job functions had 150+ cases and qualified for data analysis (See Appendix G).
- *Fair Pay* was mentioned as a retention factor most frequently by those with a Sales/Marketing job function (cited 39.5% of the time), and least frequently (25.2%) by the HR/Consulting function.
 - Information Systems/Technology job-holders listed *Exciting Work & Challenge* as a key retention factor more frequently (62.2%) than respondents from any other job function.



Appendix A – Participants in Study

Age

Age Group	Percentage (%)
<20	.4
21-25	2.8
26-30	8.8
31-35	12.3
36-40	17.1
41-45	18.7
46-50	17.3
51-55	12.4
56-60	5.1
60+	1.7
Missing Data	3.4
TOTAL	100.0

Gender

Gender	Percentage (%)
Female	56.0
Male	41.7
Missing Data	2.3
TOTAL	100.0

Company Size

Size	Percentage (%)
<250	21.8
250-499	6.9
500-999	6.4
1000-2499	12.8
2500-9999	15.9
10,000+	24.3
Missing Data	11.9
TOTAL	100.0

Geography

Location	Percentage (%)
Midwest	22.2
Southeast	15.1
Northwest	14.9
Northeast	14.2
Southwest	9.4
West	8.6
Canada	4.0
National	2.2
International	1.5
Missing Data	7.9
TOTAL	100.0



Appendix A – Continued

Level

Level	Percentage (%)
Manager	60.5
Individual Contributor	12.5
Supervisor	11.8
Director	7.2
Missing Data	8.0
TOTAL	100.0

Job Function

Job Function	Percentage (%)
Operations/Production/ Manufacturing	33.6
Human Resources	24.5
Information Services	11.0
Other Function	6.1
Administration	5.7
Sales/Marketing	4.7
Finance/Accounting/Tax	4.4
Other Support Services	1.9
Customer Service	1.4
Legal Services	.9
Research & Development	.6
Public Relations	.4
Missing Data	4.8
TOTAL	100.0

Industry

Industry	Percentage (%)
Healthcare/Medical	19.8
Hospitality/Food Service/Hotel	14.7
Aerospace	11.8
Financial	9.5
Government	5.8
Telecommunications	3.0
Insurance	3.0
Computer/Hi-Tech	2.9
Mfg/Production	2.9
Transportation	2.2
Consulting	2.0
Education	1.8
Pharmaceutical/Biotech	1.7
Retail	1.0
Architectural	1.0
Publishing	.7
Internet	.7
Utility	.7
Non-Profit	.6
Outsourcing	.6
Real Estate	.5
Entertainment	.4
Information Services	.4
Refinery	.4
Legal	.4
Advertising	.3
Distribution	.3
Consumer Products	.3
Travel	.2
Public Relations	.2
Market Research	.1
Missing Data	10.1
TOTAL	100.0



Appendix B – Overall Retention Drivers

TOP 20 Retention Drivers	
Retention Items	Percentage (%)
Exciting Work & Challenge	48.4
Career Growth, Learning & Development	42.6
Working with Great People & Relationships	41.8
Fair Pay	31.8
Supportive Management/Great Boss	25.1
Being Recognized, Valued, & Respected	23.0
Benefits	22.0
Meaningful Work, Making a Difference & Contribution	17.0
Pride in Organization, its Mission, & Product	16.5
Great Work Environment/Culture	16.0
Flexibility	13.6
Autonomy, Creativity, and a Sense of Control	12.6
Job Security & Stability	10.5
Location	10.3
Diverse, Changing Work Assignments	7.7
Being Part of a Team	6.4
Fun on the Job	6.2
Work/Life Balance	6.2
Loyalty/Commitment to Organization or Co-Workers	5.0
Comfort on the Job	4.2
N = 7,665 with 6 missing cases	



Appendix C – Retention by Age

Retention Drivers by Age	Percentage (%)
Top 10 Retention Items	<25
Career Growth, Learning & Development	47.1
Working with Great People & Relationships	44.3
Exciting Work & Challenge	39.3
Supportive Management/Great Boss	31.6
Fair Pay	29.9
Being Recognized, Valued & Respected	21.3
Great Work Environment/Culture	20.9
Flexibility	19.7
Benefits	18.4
Meaningful Work, Making a Difference & Contribution	11.1
N=Number of Participants	N=244

Retention Drivers by Age	Percentage (%)
Top 10 Retention Items	26-30
Career Growth, Learning & Development	52.8
Working with Great People & Relationships	44.3
Exciting Work & Challenge	39.0
Fair Pay	31.4
Supportive Management/Great Boss	28.2
Benefits	24.1
Great Work Environment/Culture	23.4
Being Recognized, Valued, & Respected	21.9
Flexibility	16.5
Pride in Organization, its Mission, & Product	14.5
N=Number of Participants (2 missing cases)	N=671



Appendix C - Continued

Retention Drivers by Age	Percentage (%)
Top 10 Retention Items	31-40
Career Growth, Learning & Development	47.0
Exciting Work & Challenge	46.5
Working with Great People & Relationships	41.0
Fair Pay	33.1
Supportive Management/Great Boss	27.7
Benefits	23.2
Being Recognized, Valued, & Respected	21.8
Flexibility	17.9
Great Work Environment/Culture	16.6
Pride in Organization, its Mission, & Product	14.9
N=Number of Participants	N=2,256

Retention Drivers by Age	Percentage (%)
Top 10 Retention Items	41-50
Exciting Work & Challenge	49.8
Working with Great People & Relationships	42.2
Career Growth, Learning & Development	40.1
Fair Pay	32.3
Being Recognized, Valued, & Respected	23.7
Supportive Management/Great Boss	23.3
Benefits	20.8
Meaningful Work, Making a Difference & Contribution	18.1
Pride in Organization, its Mission, & Product	17.0
Great Work Environment/Culture	14.1
N=Number of Participants (1 missing case)	N=2,762



Appendix C - Continued

Retention Drivers by Age	Percentage (%)
Top 10 Retention Items	51+
Exciting Work & Challenge	53.7
Working with Great People & Relationships	41.0
Career Growth, Learning & Development	35.3
Fair Pay	29.5
Being Recognized, Valued, & Respected	24.3
Benefits	22.3
Meaningful Work, Making a Difference & Contribution	22.1
Supportive Management/Great Boss	21.5
Pride in Organization, its Mission, & Product	19.9
Autonomy, Creativity, & Sense of Control	14.6
N=Number of Participants (2 missing cases)	N=1,471



Appendix D – Retention by Gender

Retention Drivers by Gender	Percentage (%)
Top 10 Retention Items	Males
Exciting Work & Challenge	50.4
Career Growth, Learning & Development	40.8
Working with Great People & Relationships	38.5
Fair Pay	36.4
Supportive Management/Great Boss	22.4
Being Recognized, Valued, & Respected	21.8
Benefits	20.7
Meaningful Work, Making a Difference & Contribution	17.4
Pride in Organization, its Mission, & its Product	16.8
Great Work Environment/Culture	15.0
N=Number of Participants (3 missing cases)	N=3,192

Retention Drivers by Gender	Percentage (%)
Top 10 Retention Items	Females
Exciting Work & Challenge	46.6
Working with Great People & Relationships	44.1
Career Growth, Learning & Development	43.8
Fair Pay	28.4
Supportive Management/Great Boss	27.0
Being Recognized, Valued, & Respected	23.9
Benefits	23.2
Flexibility	17.9
Great Work Environment/Culture	16.9
Meaningful Work, Making a Difference & Contribution	16.7
N=Number of Participants (3 missing cases)	N=4,289



Appendix E – Retention by Level

Retention Drivers by Level	Percentage (%)
Top 10 Retention Items	Manager
Exciting Work & Challenge	50.0
Career Growth, Learning & Development	42.7
Working with Great People & Relationships	41.7
Fair Pay	33.6
Supportive Management/Great Boss	25.2
Being Recognized, Valued, & Respected	22.3
Benefits	21.8
Pride in Organization, its Mission, & its Product	17.4
Meaningful Work, Making a Difference & Contribution	16.8
Great Work Environment/Culture	16.5
N=Number of Participants (5 missing cases)	N=4,636

Retention Drivers by Level	Percentage (%)
Top 10 Retention Items	Supervisor
Exciting Work & Challenge	49.2
Working with Great People & Relationships	43.3
Career Growth, Learning & Development	39.1
Fair Pay	33.3
Supportive Management/Great Boss	24.2
Being Recognized, Valued, & Respected	23.4
Benefits	20.8
Meaningful Work, Making a Difference & Contribution	15.3
Flexibility Great Work Environment/Culture	13.9
Pride in Organization, its Mission, & its Product	13.7
N=Number of Participants	N=902



Appendix E - Continued

Retention Drivers by Level	Percentage (%)
Top 10 Retention Items	Individual Contributor
Career Growth, Learning & Development	42.9
Exciting Work & Challenge	41.6
Working with Great People & Relationships	41.4
Fair Pay	27.6
Supportive Management/Great Boss	27.5
Benefits	23.2
Being Recognized, Valued, & Respected	22.6
Flexibility	18.9
Great Work Environment/Culture	16.5
Meaningful Work, Making a Difference & Contribution	15.4
N=Number of Participants (1 missing case)	N=957

Retention Drivers by Level	Percentage (%)
Top 10 Retention Items	Director
Exciting Work & Challenge	48.2
Career Growth, Learning & Development	43.7
Working with Great People & Relationships	43.5
Fair Pay	28.7
Being Recognized, Valued, & Respected	26.7
Meaningful Work, Making a Difference & Contribution	24.2
Pride in Organization, its Mission, & its Product	22.7
Supportive Management/Great Boss	21.8
Benefits	21.7
Autonomy, Creativity, & Sense of Control	16.2
N=Number of Participants	N=554



Appendix F – Retention by Industry

Retention Drivers by Industry	Percentage (%)
Top 10 Retention Items	Manufacturing
Exciting Work & Challenge	47.7
Career Growth, Learning & Development	46.4
Fair Pay	38.7
Working with Great People & Relationships	31.1
Supportive Management/Great Boss	26.6
Benefits	26.1
Being Recognized, Valued, & Respected	23.9
Autonomy, Creativity, & Sense of Control	17.6
Great Work Environment/Culture	15.3
Meaningful Work, Making a Difference & Contribution	14.9
N=Number of Participants	N=222

Retention Drivers by Industry	Percentage (%)
Top 10 Retention Items	Computer/High Tech/Electronics
Career Growth, Learning & Development	46.0
Exciting Work & Challenge	41.1
Working with Great People & Relationships	40.6
Fair Pay	31.7
Being Recognized, Valued, & Respected	24.1
Supportive Management/Great Boss	24.1
Meaningful Work, Making a Difference & Contribution	22.3
Great Work Environment/Culture	21.0
Pride in Organization, its Mission, & Product	19.2
Benefits	18.8
N=Number of Participants	N=224



Appendix F - Continued

Retention Drivers by Industry	Percentage (%)
Top 10 Retention Items	Hospitality/Food-Service/Hotel
Exciting Work & Challenge	44.0
Fair Pay	42.2
Working with Great People & Relationships	41.2
Career Growth, Learning & Development	41.2
Supportive Management/Great Boss	25.3
Being Recognized, Valued, & Respected	24.0
Benefits	23.9
Great Work Environment	19.9
Flexibility Pride in Organization, its Mission, & Product	17.9
Job Security/Stability	13.5
N=Number of Participants (1 missing case)	N=1,128

Retention Drivers by Industry	Percentage (%)
Top 10 Retention Items	Consulting
Career Growth, Learning & Development	57.0
Exciting Work & Challenge	43.0
Working with Great People & Relationships	34.4
Fair Pay	28.5
Supportive Management/Great Boss	25.8
Autonomy, Creativity, & Sense of Control	25.8
Great Work Environment/Culture	21.9
Being Recognized, Valued, & Respected	21.2
Pride in Organization, its Mission, & Product	20.5
Meaningful Work, Making a Difference & Contribution	19.2
N=Number of Participants	N=151



Appendix F - Continued

Retention Drivers by Industry	Percentage (%)
Top 10 Retention Items	Aerospace/ Aviation
Exciting Work & Challenge	62.9
Career Growth, Learning & Development	37.3
Working with Great People & Relationships	36.2
Fair Pay	34.4
Being recognized, Valued & Respected	24.6
Supportive Management/Great Boss	24.4
Benefits	17.4
Meaningful Work, Making a Difference & Contribution	15.4
Pride in Organization, its Mission, & Product	14.1
Autonomy, Creativity, & Sense of Control	11.2
N=Number of Participants	N=909

Retention Drivers by Industry	Percentage (%)
Top 10 Retention Items	Healthcare/Medical
Working with Great People & Relationships	49.2
Exciting Work & Challenge	42.9
Career Growth, Learning & Development	38.0
Fair Pay	29.0
Supportive Management/Great Boss	23.3
Benefits	22.9
Pride in Organization, its Mission, & Product	21.4
Being Recognized, Valued, & Respected	20.2
Location	18.2
Meaningful Work, Making a Difference & Contribution	17.5
N=Number of Participants (1 missing case)	N=1,521



Appendix F - Continued

Retention Drivers by Industry	Percentage (%)
Top 10 Retention Items	Government
Exciting Work & Challenge	55.2
Career Growth, Learning & Development	39.2
Working with Great People & Relationships	37.6
Meaningful Work, Making a Difference & Contribution	23.4
Fair Pay	23.2
Supportive Management/Great Boss	23.0
Being Recognized, Valued, & Respected	21.4
Autonomy, Creativity, & Sense of Control	20.3
Job Security/Stability	17.6
Flexibility	15.5
N=Number of Participants	N=444

Retention Drivers by Industry	Percentage (%)
Top 10 Retention Items	Telecommunications
Exciting Work & Challenge	53.7
Working with Great People & Relationships	46.3
Career Growth, Learning & Development	45.8
Supportive Management/Great Boss	26.0
Great Work Environment/Culture	24.7
Benefits	23.8
Fair Pay	21.6
Flexibility	20.3
Being Recognized, Valued, & Respected	18.5
Location	16.3
N=Number of Participants	N=227



Appendix F - Continued

Retention Drivers by Industry	Percentage (%)
Top 10 Retention Items	Financial/Banking
Career Growth, Learning & Development	47.1
Exciting Work & Challenge	44.5
Working with Great People & Relationships	42.0
Benefits	30.6
Supportive Management/Great Boss	29.0
Being Recognized, Valued, & Respected	27.6
Fair Pay	27.3
Pride in Organization, its Mission, & Product	17.9
Meaningful Work, Making a Difference & Contribution	16.8
Great Work Environment/Culture	14.6
N=Number of Participants	N=728

Retention Drivers by Industry	Percentage (%)
Top 10 Retention Items	Insurance
Career Growth, Learning & Development	57.8
Exciting Work & Challenge	44.9
Fair Pay	36.9
Working with Great People & Relationships	34.7
Supportive Management/Great Boss	24.0
Benefits	23.1
Great Work Environment/Culture	21.8
Flexibility	19.1
Being Recognized, Valued, & Respected	18.2
Pride in Organization, its Mission, & Product	14.7
N=Number of Participants (2 missing cases)	N=225



Appendix F - Continued

Retention Drivers by Industry	Percentage (%)
Top 10 Retention Items	Transportation/ Automotive
Career Growth, Learning & Development	50.6
Exciting Work & Challenge	50.0
Working with Great People & Relationships	41.7
Great Work Environment/Culture	32.7
Fair Pay	30.4
Job Security/Stability	22.6
Benefits	21.4
Being Recognized, Valued, & Respected	19.6
Fun on the Job	18.5
Meaningful Work, Making a Difference & Contribution	17.3
N=Number of Participants	N=168



Appendix G – Retention by Job Function

Retention Drivers by Job Function	Percentage (%)
Top 10 Retention Items	Sales/Marketing
Career Growth, Learning & Development	45.1
Exciting Work & Challenge	41.7
Fair Pay	39.5
Working with Great People & Relationships	36.1
Being Recognized, Valued, & Respected	26.1
Management Support/Great Boss	19.9
Benefits	18.8
Great Work Environment/Culture	18.2
Pride in Organization, its Mission, & its Product	15.7
Autonomy, Creativity, & Sense of Control	14.3
N=Number of Participants (1 missing case)	N=357

Retention Drivers by Job Function	Percentage (%)
Top 10 Retention Items	Operations/Production/ Manufacturing
Exciting Work & Challenge	47.0
Working with Great People & Relationships	42.4
Career Growth, Learning & Development	40.1
Fair Pay	37.7
Benefits	25.7
Management Support/Great Boss	25.0
Being Recognized, Valued, & Respected	22.5
Pride in Organization, its Mission, & its Product	15.5
Great Work Environment/Culture	15.2
Meaningful Work, Making a Difference & Contribution	14.2
N=Number of Participants (1 missing case)	N=2,571



Appendix G - Continued

Retention Drivers by Job Function	Percentage (%)
Top 10 Retention Items	Human Resources/Consulting
Career Growth, Learning & Development	47.9
Exciting Work & Challenge	45.8
Working with Great People & Relationships	42.4
Management Support/Great Boss	28.9
Fair Pay	25.2
Being Recognized, Valued, & Respected Job Security/Stability	23.2
Benefits	22.2
Meaningful Work, Making a Difference & Contribution	18.3
Autonomy, Creativity, & Sense of Control	17.8
Pride in Organization, its Mission, & its Product	17.5
N=Number of Participants (1 missing case)	N=1,878

Retention Drivers by Job Function	Percentage (%)
Top 10 Retention Items	Information Systems/Technology
Exciting Work & Challenge	62.6
Working with Great People & Relationships	40.5
Career Growth, Learning & Development	37.0
Fair Pay	28.6
Management Support/Great Boss	25.3
Being Recognized, Valued, & Respected	23.7
Meaningful Work, Making a Difference & Contribution	19.9
Pride in Organization, its Mission, & its Product	15.3
Benefits	15.3
Great Work Environment/Culture	11.5
N=Number of Participants (1 missing case)	N=845



Appendix G - Continued

Retention Drivers by Job Function	Percentage (%)
Top 10 Retention Items	Finance/Accounting/ Tax
Exciting Work & Challenge	49.9
Career Growth, Learning & Development	43.6
Working with Great People & Relationships	38.8
Fair Pay	32.2
Management Support/Great Boss	25.4
Benefits	23.6
Being Recognized, Valued, & Respected	20.9
Pride in Organization, its Mission, & its Product	17.9
Meaningful Work, Making a Difference & Contribution	17.3
Great Work Environment/Culture	17.0
N=Number of Participants	N=335

Retention Drivers by Job Function	Percentage (%)
Top 10 Retention Items	Administration
Exciting Work & Challenge	50.1
Career Growth, Learning & Development	45.4
Working with Great People & Relationships	39.7
Fair Pay	27.6
Being Recognized, Valued, & Respected	23.1
Meaningful Work, Making a Difference & Contribution	22.4
Pride in Organization, its Mission, & its Product	21.2
Benefits	18.7
Autonomy, Creativity, & Sense of Control	18.0
Great Work Environment/Culture	15.8
N=Number of Participants	N=438



Appendix G - Continued

Retention Drivers by Job Function	Percentage (%)
Top 10 Retention Items	Other Functions
Working with Great People & Relationships	47.8
Exciting Work & Challenge	45.8
Career Growth, Learning & Development	40.1
Fair Pay	30.3
Being Recognized, Valued, & Respected	24.5
Management Support/Good Boss	21.5
Benefits	21.1
Flexibility	19.2
Meaningful Work, Making a Difference & Contribution	19.0
Great Work Environment/Culture	17.7
N=Number of Participants (1 missing case)	N=469