

TACKLING RISING STAFF ATTRITION

What's the connection between
wellbeing and staff attrition?

MAY 2022



Given labour shortages and cost of training new employees, we need to know who are most likely to leave.

35%

Very/quite likely to look for a new job



Significantly higher amongst 25-44 year olds, Asians, the retail industry and managers.

How likely are you to look for a new job outside of your company in the next year?
Sample Size: 1831





**AND CONVERSELY,
HOW DO WE ENCOURAGE
MORE EMPLOYEES TO STAY?**

To start with there is a strong link between wellbeing and workplace satisfaction

71%
Total workplace satisfaction



81%
Workplace satisfaction amongst employees who believe their organisation has a 'wellbeing culture'



Q. How satisfied are you with the company you currently work for?
Q. Which of the following does the company your work for currently offer/have?
Base: Employee Total Sample 2021 n=1,831, Employees who believe their organisation has a 'wellbeing culture' n=1,367

And satisfaction leads to motivation, effectiveness and retention



As satisfaction increases so does motivation and effectiveness – so we can see a link between wellbeing and greater employee effectiveness.

Q. How motivated are you to work for your company?
Q. How well do you think the company you work for allows you to be effective at your job?
Q. How likely are you to look for a new job outside of your company in the next year?
Base: Employee 2021 Employee Dissatisfied in the workplace n=201 Satisfied in the workplace n=1,285

Those likely to leave rated significantly lower on all wellbeing drivers

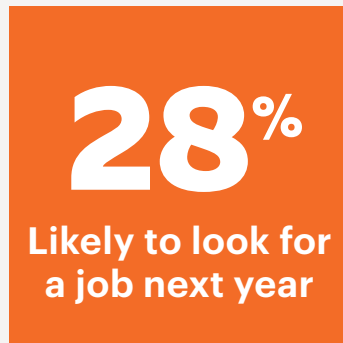
	Likely to leave	Not likely to leave
Wellbeing Index	45%	76%
WELLBEING DRIVERS		
The company genuinely cares for my wellbeing	42%	74%
The company enables me to care for my own wellbeing	48%	81%
My manager genuinely cares for my wellbeing and acts upon it	47%	79%
The company enables me to care for the wellbeing of others inside and outside the workplace	45%	72%
The company has structures and programmes that ensure my wellbeing at work is cared for	41%	68%
My team members/ colleagues care about my wellbeing	55%	80%
NET	80%	94%

Significantly higher than total Significantly lower than total

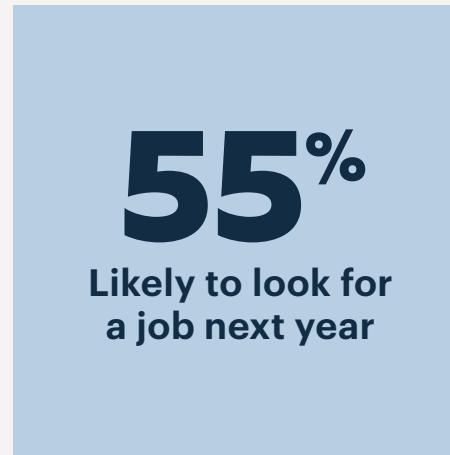
Q: What do you think of the company you work for in terms of the following?
Sample size: 1831

Organisations without a wellbeing culture/benefits are at greatest risk

Offered wellbeing

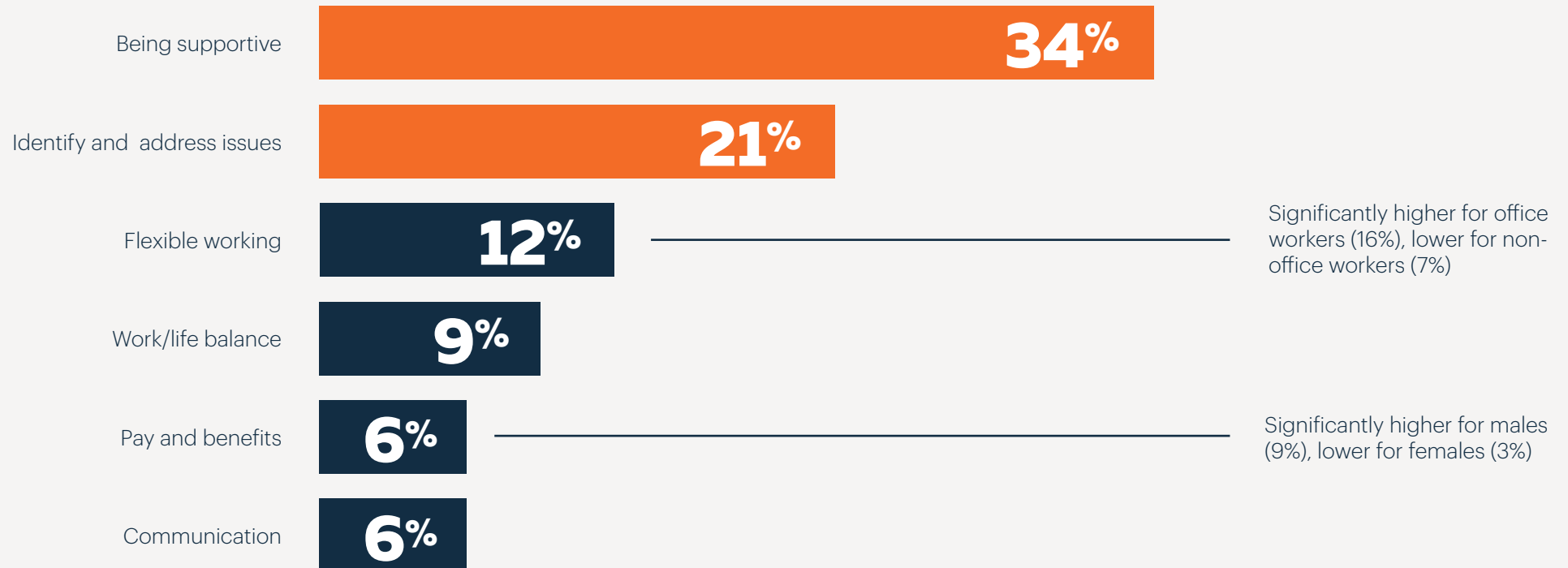


Not offered wellbeing



How likely are you to look for a new job outside of your company in the next year?
Sample size: Not offered wellbeing n= 494/Offered wellbeing n=1337

So, what is key to driving a wellbeing culture?



Q What are the main things a company can do to support your wellbeing at work? – Coded
Base: Employee Total Sample 2021 n=1,831

Being supportive

In both work and personal situations, employees want to feel supported

■ ■ *Be supportive and aware of personal circumstances and that they can affect work.*

*Recognise that I need support.
Give support which is helpful.*

*They can always be kind and helpful
in any situations.*

*Makes everyone feel safe and
supports you if there's anything
you need.*

*Friendly and supportive managers
who make it clear they are available
to talk if you ever need to, about
work-related things or anything
personal. ■ ■*





Identify and address issues

Check-ins are a way of identifying and addressing issues. But not all managers have the skills to identify and address issues.

■ ■ *Talk about issues to find out the underlying causes.*

Find out from employees how they feel, don't wait for them to come to you.

Managers should engage with their staff and find out what each person needs for their wellbeing. Everyone is different and at different stages.

Manager occasionally checking in with me, making sure everything's going fine (both in and out of the workplace) and if there's anything wrong, find a solution to whatever's bothering me.

Listen to what is wrong, try to provide solutions that help ease the stress. ■ ■



**But of course, it must be done in a way
that demonstrates genuine care.**

And the need for roles to be worthwhile is also key

Doesn't have a job that makes me feel worthwhile

29%

Have a job that makes me feel worthwhile

62%

How likely are you to look for a new job outside of your company in the next year?
Sample size: Not offered wellbeing n= 494/Offered wellbeing n=1337



So how can companies make their employees feel worthwhile?

Recognition has the most impact in making employees feel worthwhile – this is a consistent view across demographic groups except for 18-24 who feel worthwhileness is more about feeling valued and supported



Q. You mentioned earlier that when looking at employers and places to work, it is important that a job makes you feel worthwhile. What does a job that makes you feel worthwhile mean to you/how could a workplace make you feel this way?
Base: Employee Total Sample 2021 n=1,831

IMPLICATIONS

What are your take-aways?

- There is a strong connection between wellbeing and staff retention / attrition
- Organisations that aren't working to create a wellbeing culture are going to face increased staff attrition which will ultimately add cost to their bottom line

Consider looking at:

- Upskilling your managers in wellbeing
- Investing in Wellbeing support tools e.g. software that identifies issues early, Employee Assistance Programs

OK-NOMICS

The theory linking employee wellbeing to your bottom line

Ignore it and pay the price

Embrace it and reap the rewards



How this research was conducted

OVERVIEW

Key areas explored are:

- Overall understanding of wellbeing and what is being offered
- Employer performance against employee expectations
- Wellbeing score and drivers of wellbeing
- Changing wellbeing trends

Survey fieldwork conducted from November 27th to December 15th.

TRA ABOUT OUR RESEARCH PARTNER, TRA

TRA is New Zealand's largest privately owned research company – working with some of the largest corporate and government clients across Australasia. Their expertise spans insights, strategy, behavioural science, data and analytics, and design.

In 2018 TRA was awarded Gold for the most effective piece of insights work globally in the ESOMAR research effectiveness awards. And in 2020 they were named 5th most innovative company in Australia and New Zealand for Media and Marketing and were awarded Best Innovation Program by the Australian Financial Review.

EMPLOYEES

- 15 minute online survey
- Speaking with n=1,831 New Zealanders aged 18 and over who are either full or part time employed (not self-employed)
- Following fieldwork, the data is weighted according to age, region, gender and ethnicity to ensure the data is representative of the New Zealand adult population.
- Spread across employee type and industry:

Office based	898
Non-office based	933
Primary industry	84
Secondary industries	388
Retail	193
Accommodation and Food Services	93
Professional Services	288
Public Administration and Safety	69
Government	534
Education and Training	219
Health Care and Social Assistance	246

HR

- 15 minute online survey
- Speaking with n=105 HR managers
- Spread across role:
 - HR Director
 - HR Manager
 - HR Business Partner
 - HR Advisor
 - HR Coordinator
- Spread across industry (manufacturing, construction/ trade, education, healthcare, hospitality, retail, agriculture, professional services, government and state sectors)

ABOUT US

We are Skills Consulting Group, an international team of experts in learning & development, workplace wellbeing and education consulting based in New Zealand and working with clients around the world.

We live and breathe workplace capability. We work closely with industry. We help organisations upskill their workforce. We assist countries to drive their economic growth.

And right at the core of everything we do is people.

Through the Skills Consulting Group's network of specialist services and brands, we will work with you to tailor solutions that meet the unique needs of your organisation and your people.

And stay tuned; there's more to come. We'll be releasing five sub-reports over the next couple of months, where we'll dive deeper into more areas of workplace wellbeing.

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Find out how we can help your business build a wellbeing strategy
Contact us: info@skillsconsultinggroup.com

