



IMA VOICE OF THE EMPLOYEE | WHITEPAPER

BEYOND THE HIRE: KEEPING EMPLOYEES HAPPY THE FIRST YEAR & BEYOND

Disengaged or unhappy employees cost the economy an estimated \$550 billion every year¹.

It's estimated that for every \$10,000 in salary, a disengaged employee can cost their company up to \$3,400 in lack of productivity. That's right — 34% of employee investment is wasted². Beyond the loss of productivity, unhappy employees have a higher likelihood of turning over, resulting in lost institutional knowledge, business disruption and further economic loss.

**DISENGAGED EMPLOYEES
COST 34%
(\$3,400 OF EVERY \$10,000)
IN LACK OF
PRODUCTIVITY**

Millennials are the most likely to leave a position because of dissatisfaction with their employer. According to the *Voice of the Employee (VOE) Trend Report*, 36% of Millennials say they'll look for a new job in the next year if the economy continues to improve. This is in line with a Gallup poll finding that Millennials have changed jobs in the last year at three times the rate of all non-Millennial groups.

However, it's actually Gen X that reports the lowest levels of satisfaction in the workplace. Boomers and Gen Z (the newest generation entering the workforce) report the highest levels of satisfaction with their employer. Overall, organizations are at risk for losing up to 30% of their workforce in any given year.



There are many myths about what causes unhappiness and turnover. It is a common quip that “employees leave managers, not companies”. Or maybe it’s the promise of free lunches, ping pong tables and other trendy office perks that are driving employees to seek new employment.

However, in the Voice of the Employee Trend Report, we uncovered the five real reasons employees move on; and it’s not your office’s lack of snacks.

TOP 5 REASONS WHY EMPLOYEES MOVE ON



COMPENSATION

Employees who don’t believe they are paid proportionately to their years of experience or quality of work are most likely to feel dissatisfied.



TYPE OF WORK THEY’RE DOING

People need to like what they do or at least feel that their work contributes in a meaningful way to the company’s overall goals.



COMPANY CULTURE

A positive working environment goes a long way. An office filled with unhappy workers is quickly going to become toxic for everyone. Little to no transparency, unsupportive management, lack of diversity and inclusion and gossip-heavy office environments, can lead to a negative culture with high turnover.



LACK OF FLEXIBILITY

With the range of tools available to the modern office worker, most employees don’t feel they need to be at their desks Monday – Friday from 9:00 am – 5:00 pm.



LACK OF LEARNING AND DEVELOPMENT OPPORTUNITIES

Feeling “stuck” will lead in large part to dissatisfaction and unhappiness, particularly if there is no plan in place to help foster an individual’s long-term growth.

Here are a few ideas on how to address these issues and improve overall employee experience:

Employees need to understand how they fit into an organization before they can feel proud of being a part of it. **Helping an employee understand their role within the larger organization's mission can improve employee satisfaction.** Pride in one's company is also closely correlated to whether employees consider a company to be diverse and inclusive.

Employers need to stay competitive within the industry and understand what factors are most important for their unique workforce. Every business is unique and while trends and general information can help, it's best to get feedback directly from your employee group. Moreover, collecting this feedback will show you are actively engaged in trying to improve your company's feedback loop and looking for employee input, which will help lead to even greater satisfaction.

Coordinate your company philosophy with the culture. A highly adaptive and forward-looking culture might be able to get away with offering lower salaries. However, **if the organization's culture fails to live up to the promise made in recruitment, it will be hard to retain talent.**

Set the right mix of cash bonuses and base salaries. Cash bonus plans should be built on performance goals and metrics that align with the type of work employees enjoy and help encourage individual and team growth.

Help employees stay motivated and excited by setting clear expectations for position growth and individual development. **Make sure employees understand how to improve their performance so they can make the most of their bonus and raise opportunities.** Offer them access to tools and resources they need to improve any technical skills required to advance their career as well as soft skills that can improve their workplace communication and efficiency.

**EMPLOYEES
WHO UNDERSTAND
THEIR ROLE
CAN HELP IMPROVE
INSTITUTIONAL
PRIDE**

NOT SURE WHERE TO START IMPROVING YOUR EMPLOYEE EXPERIENCE?

SIGN UP TO PARTICIPATE IN THE IMA VOICE OF THE EMPLOYEE SURVEY.

IMA has done the hard work for you by developing a short, 10-minute employee survey that will gauge their overall employee experience. You'll get complete, personalized results and be able to benchmark your results against other organizations of similar size from similar industries.

GET STARTED ► **VOE@imacorp.com**

1. <https://www.entrepreneur.com/article/246036>

2. <https://www.gallup.com/services/176708/state-american-workplace.aspx>