



The Current State of Employee Retention

SPRING 2022 REPORT

STATE OF EMPLOYEE RETENTION: SPRING 2022

Contents

Executive Summary & Introduction - 03

Behind the Data - 04

The Hidden Drivers of Employee Retention:
Humanyze's Retention Data Analysis - 05

Employee Retention Today: March 2022 Survey - 07

Conclusion - 09

Introduction

The Future of Work is here...

...and with it come **new expectations, norms, and ways of working.**

In the midst of the Great Resignation and a shift for many to hybrid or remote work, companies are at a critical inflection point as they determine the best post-pandemic strategies in a situation without precedent.

To stay **competitive, retain top talent, and set employees up for success** in this new world of work, HR and management can't rely on the same pre-pandemic strategies for supporting employees.

As employees demand more flexibility and we rely less on physical proximity at work than ever before, how can leaders know what **really benefits** or **hinders the employee experience**?

About This Report

Humanyze's **Spring 2022 Employee Retention Report** provides a closer look at the current state of employee retention and never-before-seen insights around the behaviors most associated with retention.

In March 2022, Humanyze conducted a survey of **2,000 full-time US employees and managers** to better understand **the likelihood of turnover** and the **motivators behind it.**

Survey results were then compared against **fully-anonymous workplace collaboration data** analyzed by The Humanyze Platform, which has measured **over 1 million interactions** since the start of COVID-19, and **over 20 billion interactions** in the last decade.

The analysis looked at a subset of anonymized data from multiple clients for over **27,000 full-time employees across 858 teams (of up to 500 people) and 3,000 locations.**

Behind the Data



Employee Retention Survey

In March 2022, Humanyze surveyed **thousands of full-time US knowledge workers** to understand current workforce sentiments around employee turnover, the motivators behind it, and what companies are doing to address it. Responses were collected from:



1,000 Non-Management
Employees



1,000 Team Managers/
Leaders



Behavioral Data Analysis on Retention

At the end of 2021, The Humanyze Platform was used to analyze a subset of client data* from HR systems and 100% anonymous workplace collaboration data from corporate-owned sources (email, calendar, chat, etc.). Data was analyzed for over **27,000 full-time employees** across:



Multiple Humanyze
Clients



858 Teams of up to 500
people



3,000 Global
Offices/Locations

The Humanyze Platform uses proprietary indicators and metrics that help companies drive better business and people outcomes by measuring and improving how teams collaborates. More than 20 billion interactions in the last decade and over 1 million have been measured since the start of the pandemic, powered by over 11 years of research in organizational networks and social science, combined with the largest database of workplace interactions than any other provider. Humanyze protects employee data privacy by design through guaranteed anonymity and only provides aggregate insights so that individuals can never be identified.

From July 2019 to January 2020, 3.2% of employees in the dataset left their organizations. Using multiple regression techniques and controlling for tenure, managerial status, and number of teammates, the analysis revealed that six of the Humanyze Platform's eight behavioral indicators had a significant correlation (whether positive or negative) with employee retention and could be used as predictive indicators of turnover.

The Hidden Drivers of Retention

Data Analysis: Key Findings

Humanyze uses **8 behavioral indicators** to measure **team collaboration** and **workstyles across organizations** through the lens of team collaboration and employee interactions. Using these science-backed indicators (powered by **billions of workplace interactions** measured over the last decade), anonymous collaboration data was measured against anonymous data from HR information systems.

The analysis revealed that **6 Humanyze indicators have a significant correlation with employee retention** (whether negative or positive) and **can be predictive of turnover**:



Organizational Flatness

Measures whether collaboration is fluid & informal or more hierarchy-based. Higher “flatness” scores indicate fewer barriers between employees & leadership, supporting faster cross-level communication & agile responsiveness.



Exploration

An employee’s exposure to non-direct colleagues across the company, which can foster knowledge-sharing, creativity, & engagement. Higher scores mean innovation & job satisfaction, are more likely.



Support Network

Measures the strength of an employee’s network at work, including connectivity with peers & access to management. A higher Support Network score indicates strong connections which directly impact trust, a sense of belonging, & motivation in the workplace.



Efficiency

Measures how easily employees can access the information & contexts they need to do their work, as well as how much time they have to do the work. Higher scores mean a higher likelihood of error-free execution, faster delivery times, and overall short-term productivity gains.



Flexibility

Measures how easily the average employee is able to work & collaborate differently from the company norm. Higher flexibility can mean more willingness to embrace new technologies, processes, & contacts at work in order to respond to workplace initiatives and market demands.

When looking just at these 5 indicators, 2 key patterns emerged:

“Open-Door”
Collaboration

“Closed-Door”
Collaboration

The Hidden Drivers of Retention

Analysis Results: What This Means For Companies



“Open-Door” Collaboration Helps Retain Employees

Data revealed that employees on teams with “open-door” style collaboration are significantly more likely to stay at a company longer. They communicate often, fluidly, and informally with colleagues of any hierarchy (both within and outside of their immediate working groups). They are closely connected to immediate teammates and management, which can foster trust, engagement, and knowledge-sharing. Outside of their core team, “open-door” teams have many peripheral social contacts at work, providing access to broader organizational contexts, initiatives, and opportunities for innovation. Team or hierarchy does not hinder how they collaborate, letting them build strong informal connections across the organization. These interactions build synergy across teams, but may also interrupt dedicated focus time and hamper short-term efficiency. These teams have higher “Organizational Flatness”, “Support Network”, and “Exploration” scores, but low “Efficiency” scores.



“Closed-Door” Collaboration Increases Turnover Risk

Employees on “closed-door” teams operate in silos, usually interacting with the same groups of people and rarely communicating across teams. Although these employees might have more “focus time” to do their work which can benefit short-term efficiency, “closed-door” teams are at risk of having less synergy and being disconnected from the broader company culture. In contrast to “open-door” teams, “closed-door” teams have higher “Efficiency” scores and lower “Organizational Flatness”, “Support Network”, and “Exploration” scores.

Employee Retention Today

March 2022 Survey: Key Findings

Humanyze's retention survey was conducted in an effort to understand **if high employee attrition rates will continue (and why)**, **how companies are addressing retention in 2022**, and **how employees have been impacted** by the pandemic at work.

In order to compare individual **employee sentiments** against **management perspectives**, two groups of **1,000 employees** and **1,000 team managers/leaders** were surveyed separately.

COVID-19's Biggest Impacts at Work

Various aspects at work have been affected by the pandemic. Employee survey respondents cited the following things as being the most negatively affected:



Work-Life
Balance

47%



Social Interactions
with Colleagues

37%



Time Spent in
Meetings

30%

Will the 'Great Resignation' Continue?

Like many other recent market surveys and industry reports, the survey findings show that the Great Resignation will likely continue well into 2022:



EMPLOYEES

42% are likely to quit their job
in the next 3-6 months



MANAGEMENT

45% said they experienced
more turnover in the last year

Over 50% expect higher
attrition in the next 3-6 months

Employee Retention Today

March 2022 Survey: Key Findings (cont.)

Key Drivers of Employee Turnover

While **access to colleagues** and **direct managers** hold *some importance*, employees & management think that **flexibility & remote work options** are the top priorities right now.

Here's what employees & management think matters to employees when deciding to leave or stay at a company **besides salary & benefits**:

EMPLOYEES

67%

Schedule Flexibility

51%

Remote/Hybrid Options

28%

Access to Direct Manager

25%

Access to Immediate Colleagues/Team

23%

Access to Leaders & Mentorship

20%

Socializing Informally Across the Company

15%

Access to Colleagues Outside of Immediate Team

MANAGEMENT

65%

Schedule Flexibility

47%

Remote/Hybrid Options

33%

Access to Leaders & Mentorship

30%

Access to Direct Manager

25%

Access to Immediate Colleagues/Team

22%

Socializing Informally Across the Company

21%

Access to Colleagues Outside of Immediate Team

Conclusion

Retaining Talent in the New World of Work

The COVID-19 pandemic has brought extreme uncertainty for organizational leaders and their teams. As they attempt to stave off the Great Resignation in their own organizations, workplace analytics can provide clarity on where (and where not) to focus efforts and resources in order to retain employees.

Through objective measurement of collaboration and team work styles, leaders can identify which “closed door” or “open door” communication patterns and provide adequate resources to encourage more connection-building within and across teams where necessary. They can also measure the impact that different initiatives, such as a return-to-office strategy or a transition to hybrid work, have on their teams to validate and support actions that drive positive change.

In order to succeed in the future of work and inform post-pandemic strategies with confidence and clarity, companies need quantifiable visibility into the levers that impact retention and other employee outcomes.



Interested in how Humanyze helps leading organizations shape a successful, data-driven Future of Work?

Contact sales@humanyze.com or [Book a Demo Today](#)