American Workers' Reasons for Switching

Compensation issues represent key drivers in employee turnover: The 44% of Americans who are not satisfied with their salaries cite lack of raises, impact of inflation
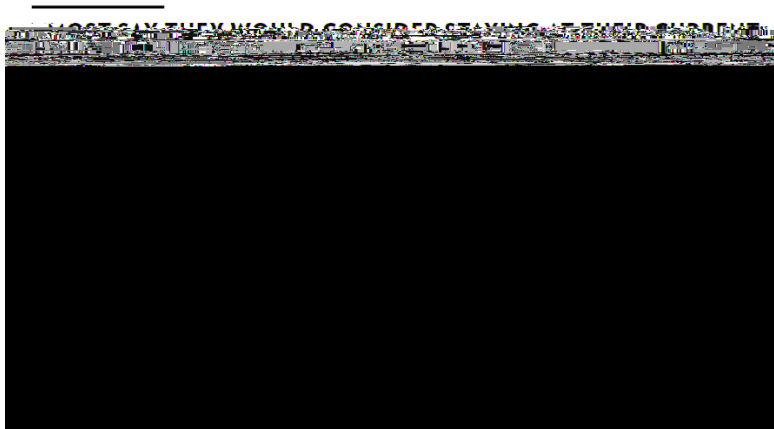
inflation

Note: From "The University of Phoenix Career Optimism Index, DxI, Research Findings-National Data and DMHA Findings," slide 44, by Edelman DxI, 2022, University of Phoenix.

Developing digital competencies is a priority, with 94% of business leaders expecting workers to learn new skills on the job, 40% of which will require retraining within six months (Centre for Economics and Business Research, 2020; Gouda, 2022). Research indicates 87% of millennials prefer to work for companies that provide professional career development opportunities and Fortune 500 companies such as PWC have initiated upskilling and reskilling about 50,000 U.S. employees (Tenakwah, 2021). Since technical skills require regular updates, employer-based reskilling and upskilling can significantly improve retention.

What Employers Can Do

Data suggest 78% of global turnover could have been prevented (Work Institute, 2020) and employers have a wide range of opportunities to improve retention:

Robust onboarding processes with mentoring, team building, coaching, and socialization (Tenakwah, 2021).

Flexible work schedules: companies such as Facebook, Okta, Zillow, Slack, Coinbase, Shopify offer remote work as an option (Tenakwah, 2021).

Reskilling and upskilling employees: 53% of executives advocate building skills of existing employees as the most useful way to address capability gaps, ahead of hiring, talent redeployment, and contracting in skilled workers (Benedet & Nikolov, 2022).

Attractive benefits program: one in three employees switched jobs during the COVID-19 pandemic to obtain a more competitive benefits package, defined as tuition assistance or related educational programs (Tenakwah, 2021).

Inclusive leadership: demonstrating accountability, allyship, and humility increases employee retention (Tenakwah, 2021).

Table 3

What Employers Can Do

The good news? Employers can reach out to the 69% of employees who would consider staying at their current job   if things could change   and potentially influence the 31% of employees who are not currently willing to stay at their job (Edelman, 2022) by reframing challenge as opportunity.

Design thinking and reframing facilitate viewing challenge as opportunity (Coutu, 2002; Sotile & Sotile, 2002) by seeing   in a new   (Kolko, 2010, p. 23). Challenges are crafted in the conceptual context of a   (Schön, 1984). Reframing   the original research

Challenge	Opportunity
Alignment on what learning and development programs should look like at the company.	Partner with educators and policymakers to identify organization-specific skills gaps.
Lack of partners to support our learning and development program.	Communicate with employers, employees, educators, and policymakers
	to help people
	continually and successfu and suontinua

Outcome	DELTA
Employment	Synthesizing messages
	Coping with uncertainty
	Adaptability
High Income	Self-confidence
	Work-plan development
	Organizational awareness
Job Satisfaction	Self-confidence

information (Davies et al., 2019). Big data

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