

SOURCE STUDY TITLE AND AUTHOR

Toxic Culture Is Driving the Great Resignation. MIT Sloan Management Review, January 2022

SUMMARY

The Research: Top 5 Predictors of Attrition and Actions Manager Can Take

DESCRIPTION

The article "Toxic Culture Is Driving the Great Resignation" by Donald Sull, Charles Sull, and Ben Zweig, published in the MIT Sloan Management Review, investigates the primary factors contributing to the unprecedented wave of employee departures during the Great Resignation. By analyzing data from 34 million online employee profiles and over 1.4 million Glassdoor reviews, the authors identify toxic corporate culture as the leading predictor of employee attrition, surpassing compensation and other factors.

KEY FINDINGS

Here are the key findings of the research:

- **Toxic corporate culture** is the strongest predictor of employee turnover, being 10 times more influential than compensation in driving attrition.
- **Job insecurity and reorganization** are significant factors, as employees are more likely to leave companies undergoing frequent layoffs or structural changes.
- **High levels of innovation** correlate with increased attrition rates, possibly due to the intense work environments and pressures associated with innovative companies.
- **Failure to recognize employee performance** contributes to dissatisfaction, leading to higher turnover when employees feel undervalued.

Based on their research, the authors also provide short-term steps companies can implement to increase retention. These steps include:

- **Career mobility**, including both lateral career moves and opportunities for promotion, provides workers with a change of pace and new challenges. Lateral career opportunities, in particular, are associated with higher employee retention than even promotions.
- **Opportunities for connection**, such as social events, team-building excursions, and other activities outside of the workplace, contribute to a healthy corporate culture and help strengthen employee connections to their team members and their employer.
- **Flexible work arrangements, remote work options, and predictable schedules** all contribute to higher employee retention.

SOURCE STUDY LINK

sloanreview.mit.edu