MRA SURVEYS

2025

Turnover Survey Report

MRA
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2025

TURNOVER SURVEY REPORT

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TURNOVER SURVEY REPORT

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TURNOVER
INTRODUCTION

TURNOVER SURVEY REPORT
EXECUTIVE SUMMARY

Organizations continue to navigate a complex labor market influenced by retirements, evolving employee expectations, and technological advancements. While the volatility of turnover that grew over the last couple of years has decreased, organizations should continue to see challenges with talent, an exhausted workforce, and pressure to control costs due to the current economic environment.

While some degree of turnover is inevitable, excessive turnover can harm an organization. It can lead to decreased morale among remaining employees, a loss of institutional knowledge, and increased recruitment costs. With the current market, organizations need to work harder than ever to attract and retain top talent.

Understanding the significant impact turnover can have on an organization can be vital to preventing future problems. When an employee departs, voluntarily or involuntarily, it can create ripples that disrupt workflow and productivity. By closely monitoring various turnover trends and identifying potential issues, organizations can take the necessary steps to address underlying concerns before they escalate.

Organizations can use exit interviews to leverage the feedback obtained as an opportunity for growth and improvement. It is essential to understand what has happened and use it to evaluate employees' needs, ensure compensation and benefits plans align with the organization's culture, and improve employee communication.

"Exit interviews are invaluable in identifying patterns that may contribute to turnover. By gathering candid feedback during this process, organizations can pinpoint areas for improvement, enhance the employee experience, and take proactive steps to retain top talent." — Kathy Seidel, PHR, CDR, Manager, Recruiting Services, MRA - The Management Association

Additionally, retention strategies can affect turnover and help an organization understand its employees. Organizations can take proactive measures to prevent current employees from looking at alternative employment by focusing on developing employees' careers, creating satisfying jobs, and maintaining a solid company culture.

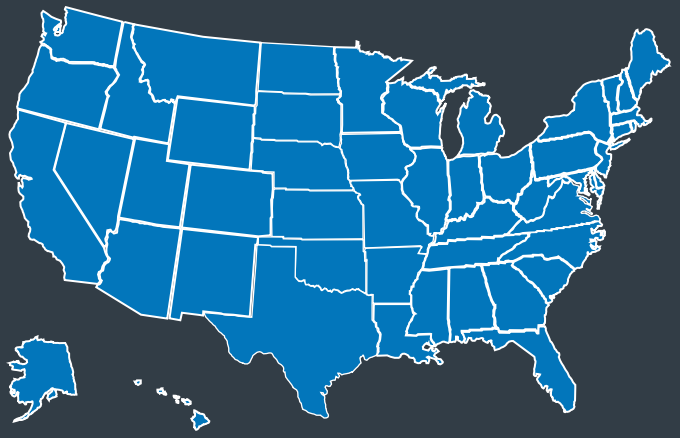
Addressing the necessary issues will help organizations differentiate themselves and set them up as employers of choice. Working proactively on the trends and emerging challenges will be vital in the coming year.

This study provides insight into why employees leave employers to help provide comparative information to organizations. This year, we've updated our calculations to enhance the quality of the data to help ensure it accurately reflects market trends. Additionally, we split the employee groups to ensure higher accuracy of turnover rates.

We aim to help your organization determine its best employee turnover strategy. Use this data to help find the root cause of turnover, estimate the cost to hire, and plan for the ever-changing economy. We hope you find the information in this survey report to be helpful to your organization's employee turnover strategy. The responses of the survey questions are shown in tables on the pages following this summary. They include additional breakouts by states when enough clean and relevant data was present.

SURVEY PARTICIPATION

Fig. 1



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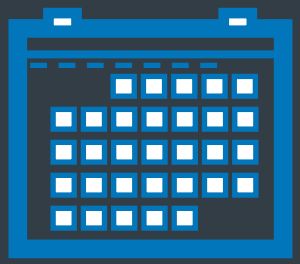
ORGANIZATIONS

TIMELINE OF THE SURVEY

Fig. 2



DECEMBER 2024–JANUARY 2025
SURVEY CONDUCTED

*Turnover calculations made for the calendar year of 2024

ABOUT THE SURVEY

Fig. 3

25
SURVEY QUESTIONS

EXECUTIVE SUMMARY

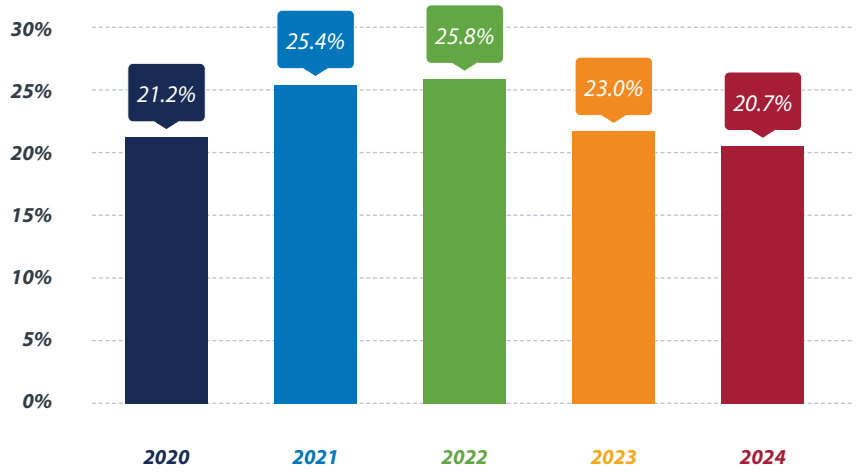
EMPLOYEE TURNOVER

Employee turnover is the rate or percentage of workforce talent lost over a period of time. This can take many forms of employee separation, including layoff, resignation, retirement, relocation, career change, or even performance. There are two types of employee turnover:

- **Voluntary:** When an employee willingly leaves their job. This could be for reasons such as taking a job elsewhere, relocation, or retirement.
- **Involuntary:** When an employee leaves their job due to layoffs, reductions in the workforce, or termination due to job performance.

Whether initiated by the employee or due to business constraints, employee turnover is an unfortunate inevitability while operating a business. Thinking ahead about acceptable turnover within your organization can help in the long run. By closely monitoring turnover rates, identifying root causes, and implementing targeted interventions, turnover can be transformed into growth and improvement opportunities.

Turnover Rate (Voluntary & Involuntary) 5-Year Trend *Fig. 4*



TURNOVER SURVEY
EXECUTIVE SUMMARY

EMPLOYEE TURNOVER

How do you quantify turnover into numbers for tracking? The turnover rate is the ratio of employees who leave the organization within a specific time frame divided by the average number of employees within the same time frame. For a more detailed calculation, please see our appendix.

Across all employee groups, the turnover rate has lowered slightly. Although production, maintenance, service, and trades positions had a lower turnover rate than last year, they again had the highest turnover rate of all groups, with one in three (31.4 percent) employees leaving their organizations. The employee group with the next highest turnover rate is technical employees, at 17.9 percent. Most employees who left the organization did so between 1 and 2 years of service (67 percent). However, the executive employee group was more likely to see terms of 10 or more year of service (44 percent).

Turnover Rate by Employee Group *Fig. 5*

EXECUTIVES	**7.8%**
MANAGERIAL, SUPERVISORY, & PROFESSIONAL	**12.2%**
OFFICE/CLERICAL	**16.0%**
PRODUCTION, MAINTENANCE, SERVICE, & TRADES	**31.4%**
TECHNICAL	**17.9%**

TURNOVER SURVEY REPORT
EXECUTIVE SUMMARY

REASONS FOR TURNOVER

Employee turnover is a natural part of any organization, but understanding it can help develop an effective retention strategy, reduce costs, and maintain overall workforce stability. High turnover rates can lead to increased recruitment expenses, lost productivity, and disruptions in team dynamics.

By analyzing the reasons employees leave, organizations can identify patterns, address concerns, and implement targeted solutions. The primary drivers of why employees are leaving—in no particular order—as cited by organizations:

- Retirement
- Better salary
- For a similar job at another employer
- Career change
- Due to performance

As the workforce ages, retirement has been steady, leaving organizations vulnerable. Without proper preparation, the departure of tenured employees can disrupt workflows, create gaps in institutional knowledge, and delay projects. To help prevent this, start measuring the organization's current age distribution to help identify who is eligible for retirement. Once there is a sense of who is eligible for retirement, determining a succession plan for those employees can help mitigate any loss of knowledge through cross-training other employees and ensuring the correct documentation is present if such a situation arises.

Similarly, turnover caused by employees seeking better pay or benefits emphasizes the importance of competitive compensation strategies. Regularly reviewing market trends, benchmarking salaries, and offering attractive benefits can help address this concern. Transparent communication about the value of the total rewards package can also aid in demonstrating the organization's commitment to employees' well-being.

Building a strong culture of engagement and growth opportunities can help make your organization a more desirable place to stay for those who pursue similar roles at another organization. Establishing clear career paths, offering professional development, and maintaining open communication about employees' aspirations can assist in mitigating the risk of losing talent to competitors.

Finally, career changes often reflect a desire for personal growth or a shift in priorities. Supporting employees' development through mentorship programs and skill-building opportunities can help align their goals with the organization's needs. Creating an environment where employees feel their ambitions are supported fosters loyalty and can help reduce the likelihood of career-driven turnover.

No matter if an employee voluntarily or involuntarily left, knowing the root cause can help an organization take the necessary steps to fix or prevent issues that may be changeable. In return, this can help create a resilient workforce that thrives amid change while protecting the organization from the high costs associated with employee departures.

ACTIONS TO REDUCE TURNOVER

Work has to continue even though an employee leaves. Offsetting turnover should happen right away to ensure it does not affect the bottom line. However, identifying improvement opportunities within the organization and acting early can help prevent future turnover from happening in the first place. Knowledge can be the best weapon in fighting turnover. Once you know why it's happening, you can begin the process of reducing turnover.

The top way employers plan to reduce turnover this year is to provide an exit interview survey (70 percent). These surveys can provide helpful insights to reduce turnover by simply asking the right questions. The questions in the surveys could vary from organizational culture to management. Find the right balance of questions that work for you. If you are unsure where to start, check out our Exit Interview Questions!

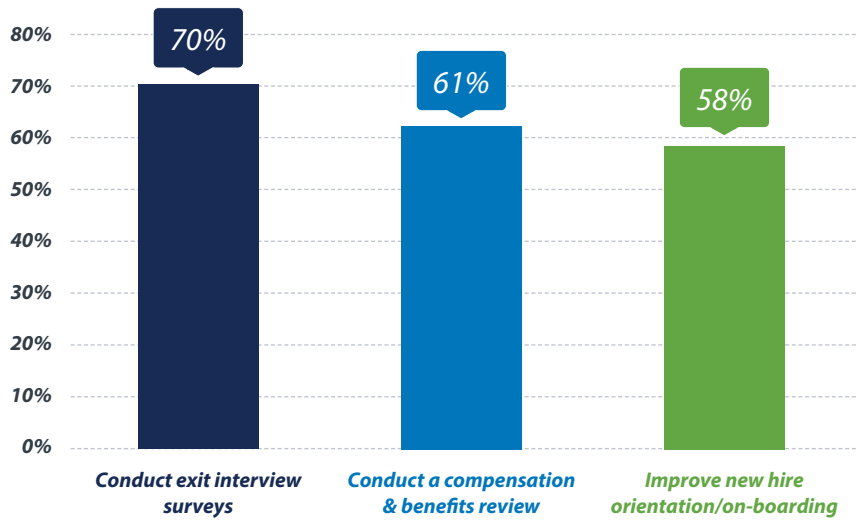
When the best employees work for an organization, keeping compensation and benefits competitive enough to motivate them to stay can be challenging. One way to ensure you remain competitive is to do a compensation and benefits review. It can improve morale and also motivate and satisfy not only current employees but future employees as well.

Lastly, organizations are attempting to reduce turnover through a well-structured new-hire orientation. Creating an onboarding process that is welcoming, comprehensive, and aligned with company culture can foster a sense of belonging and commitment from day one.

This can be by improving communications across the organizations to help employees feel that they're important assets to the growth and success of the organization. There are many ways to improve communication, such as weekly brainstorming sessions, reminders, and newsletters.

Managers should also ask their employees what they need for their current job, what tools would be helpful to them to improve their work, and what managers can do to help them grow professionally. Training leaders to take the time to communicate clearly with their employees and establish strong relationships with them can be impactful.

Top Actions to Reduce Turnover *Fig. 6*



SUCCESSION PLANNING

Taking action to not only offset but to reduce turnover can prevent complications within an organization. One way is to ensure that an organization is prepared for the future and can keep the business moving forward during the inevitable changes that can occur. This can happen through a succession plan.

A succession plan is a long-term process for a developing employee, who can move up when an employee within a leadership or key role leaves an organization. It is often a twofold strategic plan that can capture valuable employees and knowledge that comes with a job.

With retirement remaining a key reason for turnover, knowledge could be lost within an organization. With a succession plan, ideally that knowledge could be transferred ahead of time through cross-training other employees and ensuring the correct documentation is present if such a situation arises.

Once a succession plan is started, it will need to be continuously updated. It should be revisited annually, at least, to see if there have been any changes within the organization. By reviewing periodically, it may reveal that plans need to be halted or accelerated. More information can be found in our Succession Planning Guide.

> *"Succession Planning is vital for ensuring business continuity, minimizing risks, and safeguarding key leadership roles; building employee loyalty through clear career advancement and development opportunities help business' thrive."*
> *— Amanda Mosteller, Director of Talent Development, MRA - The Management Association*

TURNOVER SURVEY
EXECUTIVE SUMMARY

CONCLUSION

Turnover does not have to be viewed negatively; it can prompt opportunities to listen to employees, evaluate needs, and make improvements where necessary. While turnover is starting to level out, some concerns remain as we navigate this year.

By closely monitoring turnover trends and identifying potential issues, organizations can proactively address concerns before they escalate into more significant problems. This approach may involve conducting thorough exit interviews to understand why employees leave. Furthermore, organizations can offer competitive salaries and benefits and provide opportunities for professional development. A succession plan can help ensure success continues after someone leaves an organization. Passing on that legacy knowledge is vital, whether it is an unexpected or expected departure.

"Each employee has a different reason for staying with their organization, and managers play a key role in facilitating their engagement. Connecting with employees and understanding their needs can be an impactful way to affect retention and satisfaction within an organization." — Kathy Seidel, PHR, CDR, Manager, Recruiting Services, MRA - The Management Association

While staying focused on remaining competitive is essential, listening to employees to ensure their satisfaction and well-being can be critical. Ensure leaders review early and often meet the employees' and organizational needs. Prioritizing these efforts can help reduce turnover rates and create a workplace where employees thrive and contribute to the organization's long-term success.

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Have questions on the data? Contact the Survey Department at 800.488.4845, ext. 3508 or email us at Surveys@mranet.org.

Want to talk it out? Call our HR Hotline 24/7 at 866-HR-Hotline (866.474.6854) to get the conversation going or email us at InfoNow@mranet.org.

MRA SURVEY RESEARCH

COMPENSATION & BENCHMARKING

BUSINESS INSIGHTS

EMPLOYEE ENGAGEMENT & SATISFACTION

POLICY & BENEFITS

COMPANY CULTURE

CUSTOMER SATISFACTION

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