



Stemming the 'Turnover Tide'

Analyzing the Impact of Employee Resource Group
Involvement on Voluntary Turnover

Research Model

- **ERG Involvement (Independent Variable)**



- Employee Resource Groups (ERG's): company-funded, employee-driven D&I initiatives.
 - Can be based on attributes (e.g. gender, race, etc.) or causes (e.g. environment, charity, etc.).

- **Job Embeddedness (Mediating Variable)**

- Job Embeddedness: combination of forces that keep an individual in their job.
 - Sub-divided into 3 main areas:
 - *Links* (social relationships with colleagues, mentors, etc.)
 - *Fit* (compatibility between one's skill set and role)
 - *Sacrifices* (perks/benefits that would be lost if they employee leaves)
 - Proven predictor of employee turnover.



- **Voluntary Turnover (Dependent Variable)**

- Voluntary Turnover: employee-initiated departure from a company (quitting).
 - Generally occurs in response to long-term job dissatisfaction or unanticipated events ('shocks').

Sources: Crossley, Bennet, Jex, and Burnfield (2007); Welbourne and McLaughlin (2013)

Findings

- ERG involvement enhances job embeddedness, which in turn lowers turnover.
 - ERG involvement has an 'indirect' impact on voluntary turnover.
- Job embeddedness plays a strong role between ERG involvement and voluntary turnover.
 - Helps demonstrate the ROI of ERG's on employee outcomes.
- Industries with the most significant results:
 - Manufacturing & education
- Employee communities with the most significant results:
 - LGBT, Asian-American, & Caucasian

Business Recommendations

- Enhance job embeddedness to minimize voluntary turnover.
 - Directly influences employee outcomes (for better or for worse).
 - Can be accomplished with multiple programs (e.g. ERG's).
- Increase funding & organizational support for ERG's.
 - Proactive, cost-effective way to enhance job embeddedness in the workplace.
 - Could be incorporated into companies' performance management strategies.
- ERG's benefit employees from 'diverse' & 'non-diverse' backgrounds.
 - 'Inclusive' initiatives that can generate buy-in from all employees.
 - Effective tools for retaining 'diverse' talent long-term.