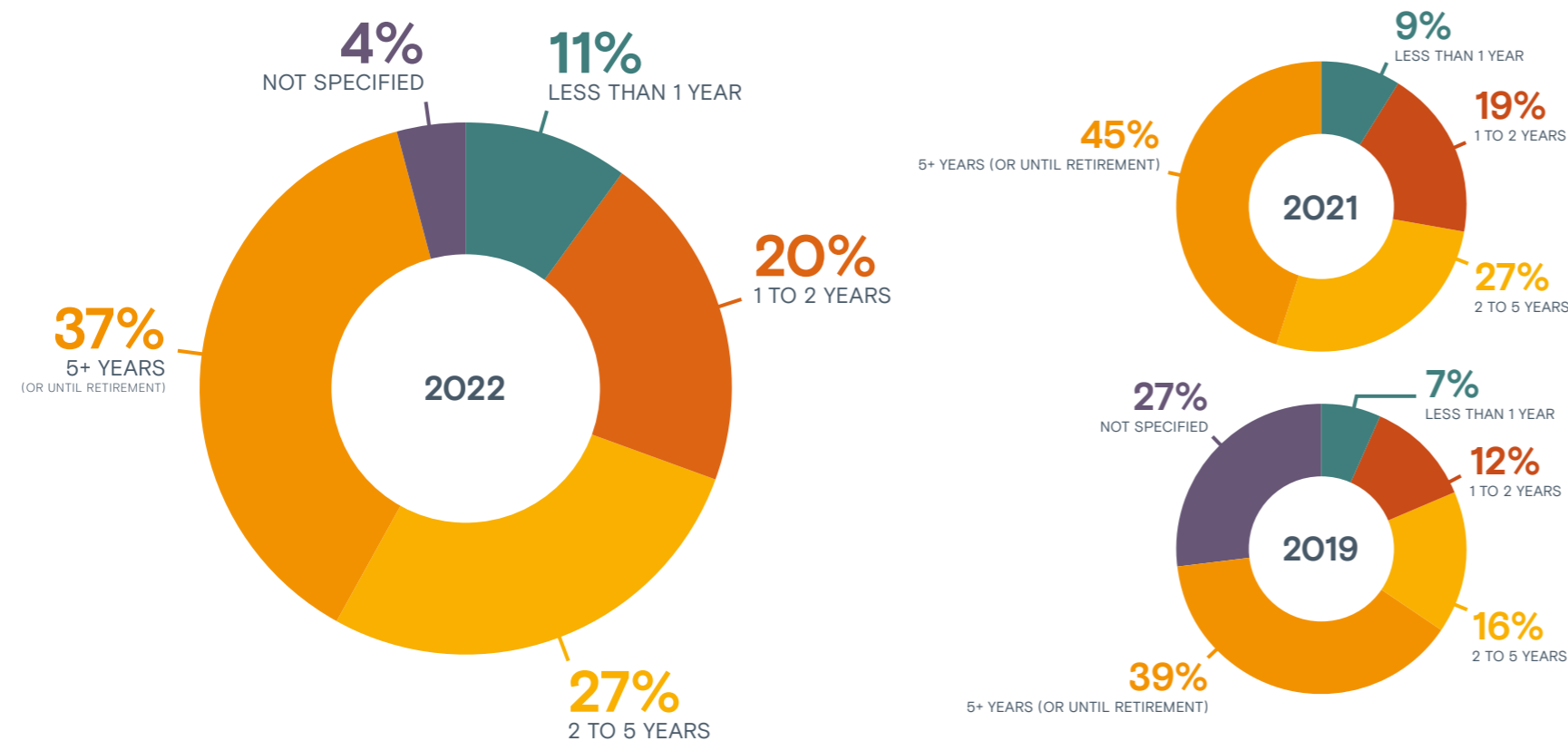


“Stayers” & “Leavers”

We asked respondents how long they wanted to continue working for their current organizations. Almost two-thirds of employees surveyed (64%) want to stay in their organizations at least two years.

Given your choice, how long do you plan to continue working for your organization?

Due to rounding, figures do not add up to 100%



In each year’s Employee Experience Survey analysis, Leading Edge identifies differences in responses between those who report that they want to leave their organization within the year (“Leavers”) and those who see themselves staying at least five years in the future (“Stayers”).⁴

Analyzing the differences between how leavers and stayers respond to the survey reveals which elements of organizational culture are most critical for retention, as well as which employees are most at risk of turnover.

⁴ According to the Bureau of Labor Statistics, as of January 2020, the median amount of time that both wage and salary workers stay at their jobs is 4.1 years.

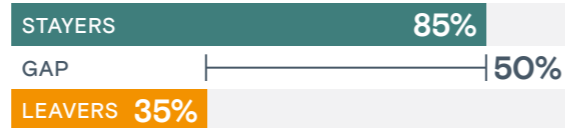
Retention Drivers

The following “Retention Drivers” are the survey questions for which there are the largest gaps in favorability score between stayers and leavers.⁵ These questions are important metrics for how much turnover risk any given organization or subgroup presents, and important indicators of what leaders and managers should work to improve if they want to improve retention at their organizations. While this table shows the top 10 Retention Drivers, throughout the report we draw special attention to questions that are in the top five Retention Drivers.

TOP-5 RETENTION DRIVERS

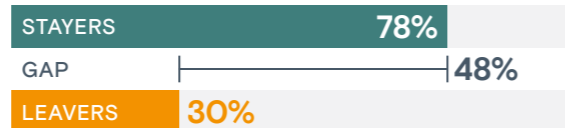
EMPLOYEE ENGAGEMENT

I would recommend my organization as a great place to work



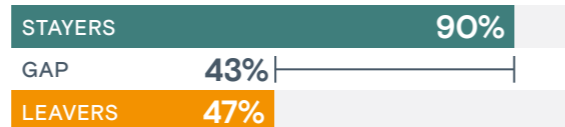
EMPLOYEE ENGAGEMENT

My organization helps me stay motivated to do my best work



DIVERSITY, EQUITY, INCLUSION & BELONGING

I feel like I belong at my organization



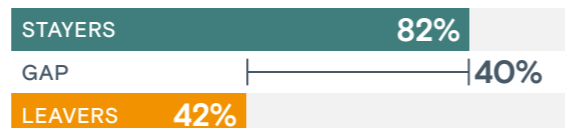
WELL-BEING

I believe employee well-being is a priority at my organization



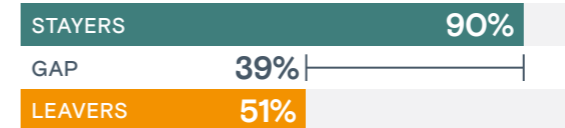
PROFESSIONAL LEADERSHIP

I have confidence in our leaders to lead the organization effectively



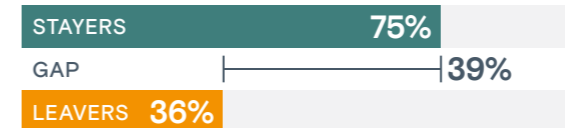
EMPLOYEE ENABLEMENT

Most days I feel that I am making progress with my work



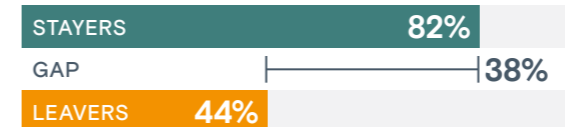
PROFESSIONAL LEADERSHIP

I believe leaders will support the organization in taking action as a result of this survey



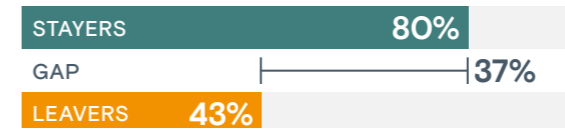
WELL-BEING

My organization demonstrates care and concern for its employees



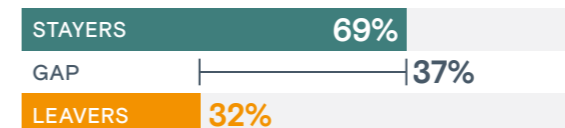
PROFESSIONAL LEADERSHIP

The leadership team’s actions are consistent with my organization’s values



ORGANIZATIONAL ALIGNMENT

At my organization there is open and honest two-way communication



These top predictors of staying and leaving are the same set of questions that they were in 2021. **Engagement, belonging, well-being, and confidence in leadership are still paramount elements of the workplace experience for retaining people.** Below, under [Results by Factor](#), we will include some actions organizations can take to improve these and other parts of employees’ experience at work.

⁵ Not to be confused with [Engagement Drivers](#).

Who Wants to Stay and Leave?

This year, for the first time, we are presenting a few key insights into the demographics of stayers and leavers.

Leavers are disproportionately lower-ranked

Individual contributors are more likely to want to leave. Managers and executive team members are more likely to want to stay.

[See more under Demographics: Job Levels](#)

Leavers are disproportionately younger

Those who want to leave their organizations are much more likely to be younger than those who want to stay at their organization.

[See more under Demographics: Age](#)

There are differences by gender

Nonbinary employees are disproportionately represented among leavers. Women are slightly disproportionately represented among stayers.

[See Demographics: Gender Identity & Sexual Orientation](#)

Leavers are disproportionately lower-paid

Those whose salaries are below \$79,000 are more likely to want to leave; those whose salaries are above that range are more likely to stay.

[See more under Demographics: Salaries](#)

Leavers often work at home

Stayers are more likely to work outside of their homes; leavers are more likely to work from home every day.

[See more under Demographics: Workspace Arrangement](#)

There are differences by race/ethnicity

Middle Eastern/North African employees are slightly more likely than employees in other racial/ethnic groups to want to leave their organizations.

[See more under Demographics: Race/Ethnicity](#)

Leavers are often newer to the organization

Employees with five or fewer years of tenure at the organization are more likely to want to leave the organization.

[See more under Demographics: Tenure at the Organization](#)

There are differences by disability

Employees who indicate that they have diagnosed disabilities that affect their work are disproportionately likely to want to leave their organizations.

[See more under Demographics: Disability](#)

Jewish and non-Jewish employees want to leave/stay at the same rates

Jewish and non-Jewish employees are no more or less likely to be stayers or leavers than one another, in this set of Jewish nonprofit organizations surveyed. (54% of respondents identified as Jewish; 39% identified as not Jewish; 7% did not specify.)

[See more under Demographics: People](#)

Some of these data points suggest identity-based inequities in employee experience within our sector.

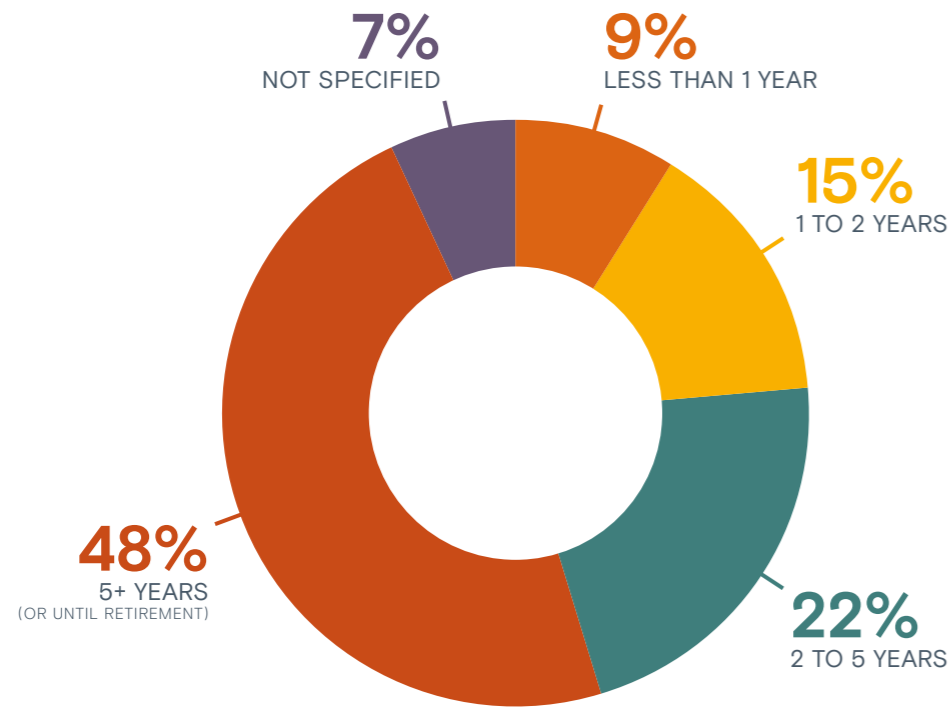
[See more under Demographics: People](#)

Stayers and Leavers for the Sector

We asked respondents not only if they want to stay at or leave their organizations, but also whether or not they want to stay in or leave the Jewish nonprofit sector altogether.

Given your choice, how long do you plan to continue working in the Jewish nonprofit sector?

Due to rounding, figures do not add up to 100%.



A strong majority of employees (70%) want to stay in the Jewish nonprofit sector at least two years.

We have asked this question every year since 2016, and while the number of organizations taking the survey has grown and changed, making year-to-year comparisons difficult to interpret, it is noteworthy that the proportion of employees who want to stay in the sector for two years or more is much larger post-COVID than it was before COVID.

