

Employee Engagement and Retention

Pre-pandemic Employee Attraction & Retention Insights

In the summer of 2019 NWPB surveyed **184** local employees to gain insight on the most important job attraction and retention factors. Below we see the **top 3 responses** by percentage of respondents.

Most Important Aspects of a Job Offer

Compensation (56.0%)

Meaningfulness of work (49.5%)

Non-compensation benefits (47.8%)

Most Important Retention Factors

Personal satisfaction in work (60.3%)

Culture of dignity & respect (47.3%)

Feel valued by peers & managers (45.1%)

Employee Engagement and Retention, Niagara 2021

Recent work undertaken by Trusted Time Inc. has examined how employee perceptions of employers' breach/fulfillment of obligations made to their employees – *whether written or implied* – plays a role in workforce engagement and retention.

This employee survey included:

570

Participants working in small-to-medium enterprises across Niagara

Most common industry representation:

- Construction
- Manufacturing
- Not-for-profits
- Business and finance
- Professional, scientific, and technical services

Examples of employer obligations

Reasonably secure job

Participate in decision-making

Provide a good working atmosphere

Fair treatment by managers and supervisors

Opportunities to advance and grow

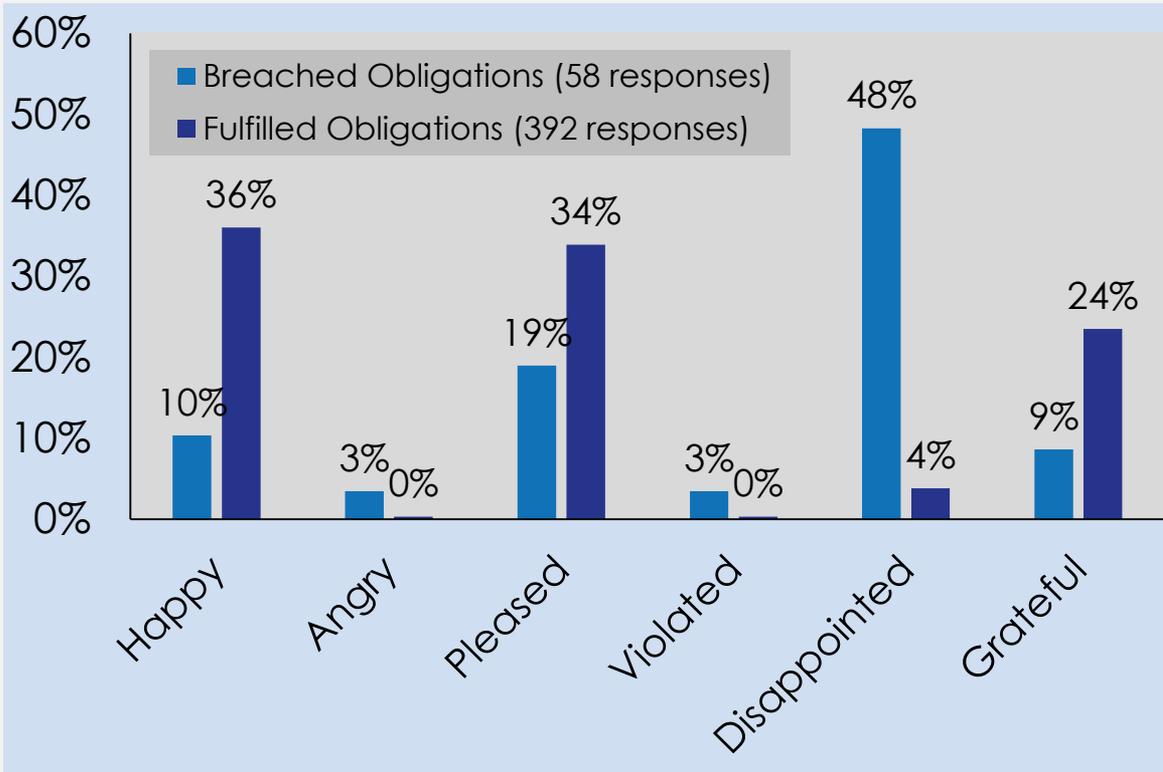
Provide an environment free from violence and harassment



Employee Engagement and Retention

Emotional relationships with employer obligations

We see that breached or fulfilled obligations are particularly associated with employees feeling either **happy** or **disappointed**.



The belief that an employer has fulfilled its obligations are also highly related to:

- ❖ **Perceived supervisor support**
- ❖ **Feeling a part of the workplace**

Employee Engagement and Intention to Quit

Employee beliefs that the contract is fulfilled are related to...

Higher levels of employee engagement

Lower levels of employee intention to quit

Drivers of employee engagement include sentiments such as feeling part of the organization, helpful supervisors, knowing one's work is impactful for the organization.

Intention to quit include sentiments such as being unhappy with one's job, often feeling like quitting, and often bored with one's job.

Sources: NWPB 2019 Labour Market Insight Survey; Trusted Time Inc. workforce survey

Main Takeaway: Employee beliefs of fulfilled employer obligations are key to engaging and retaining a workforce. Important factors that relate to fulfilled obligations are *supervisor support*, and *workplace belonging*.

