



THE TURNOVER BREAKDOWN

*Why your people are leaving
and what to do about it.*

A diagnostic tool for SME Leaders

newGround

It took you approximately 3-5 months to find the “right” employee. You invest time and resources into recruitment, onboarding and training, and just as they begin to settle into the role, they hand in their resignation.

Then the cycle starts again.

It’s frustrating, costly, and exhausting. More importantly, when it happens repeatedly, it can become a cycle that is difficult to break.

WHY TURNOVER MATTERS

Employee turnover, or the rate at which employees leave an organization, is a natural part of every workplace. People leave for different reasons, and some level of turnover is inevitable.

High turnover, however, is a different story.

Aside from the visible costs of recruitment and hiring, frequent employee exits can affect team morale, increase the workload and stress of remaining employees, disrupt productivity, and contribute to lost revenue.

The challenge is particularly relevant in the Philippine workplace. According to Aon’s 2025 Salary Increase and Turnover Study, the Philippines was projected to experience a 20% attrition rate by 2026. That means roughly one in five employees are likely to leave their current jobs. In addition, 64% of Filipino Employees were considering changing employers within the next 12 months.

THE GOOD NEWS: 74.7% OF TURNOVER MAY BE PREVENTABLE.

According to the Work Institute’s Retention Reports, 74.7% of employee exits are considered preventable because their reasons can be traced back to internal factors that organizations and leaders can influence.

This could mean that breaking the turnover trap cycle may start with building better leaders. The more exact solution to this is understanding what your retention gaps are.



WHY ARE YOUR PEOPLE LEAVING?

And can we really influence turnover?

It is important to understand that turnover often does not happen by itself but is a result of how a company operates throughout the whole employee life cycle which starts from the moment an employee joins the organization.

At New Ground Global, we believe turnover should be tackled in two ways: first, by putting the right beeline in place; and second to strengthen the factors that leaders can directly influence.



The Baseline:

HIRE THE RIGHT PEOPLE & ENSURE AN AMAZING BUT REALISTIC ONBOARDING EXPERIENCE

The Core Question: Did we hire the right person, and did we set them up for the right reality?

The employee life cycle begins the moment someone joins your organization. But the most important question here is: Did you hire the person for the job & the organization?

Is the person a good fit for the role, with the skills, interests, and abilities it requires? And are they a good fit for the organization, with values, personality, and expectations that align with what the organization needs and can offer?

The picture that you gave them during their recruitment and onboarding period, is it realistic and is it aligned with their actual job and the organization's environment?

What made you say that this person is the "right person" for the job? Aside from having the ideal set of skills, interests and abilities, their background also matters. Age, gender, tenure (for those within the organization already), educational background, and even marital status play a factor in the likelihood of their turnover.

The Factors that your Leaders Influence:

THE EMPLOYEE EXPERIENCE & WELL-BEING

The Core Question: Is the day-to-day experience sustainable, meaningful, and manageable?

This captures how the employees experience their overall touch points, engagements and well-being in relation with work.

Oftentimes, people leave their jobs because there is a lack of clarity in their role. This may result in demotivation, frustration, and other negative emotions. An overload within their role may also cause elevated levels of stress. It's important for organizations to align roles realistically and ensure that it is reasonable for one person to handle or you'll be setting people up for failure.



Job content is also something that you need to be mindful of. How routinary a job is may be seen as positive by management because it's linked to a boost in productivity; however, the more repetitive the role is day after day, the higher the risk for turnover. Employees' perception of potential advancements within the role may also aid in employee retention. Communication within the job is also an important area, with a focus on goal-oriented communication potentially serving as a motivator for employees.

Their attitudes towards their work, which is largely subjective to the employees, matters in influencing their decision to leave the organization, including how satisfied they are with their job, how psychologically invested or absorbed they are in their role, how engaged and dedicated they are towards their work, and how fulfilled they feel because of all the things they are doing at work.

Work-life integration has also become a focal point of discussion in recent years. Employees are now actively pushing for work-life balance, which often comes in the form of flexibility in when and where work is performed. This also includes reasonable work expectations and sustainable working practices.

ESTABLISHING YOUR WORK CONDITIONS & REWARD SYSTEM

The Core Question: "What's in it for me?"

While compensation plays an important predictor in helping people decide to leave or stay, the more important predictor is how satisfied people are with their pay and how fairly they perceive they are compensated for the work they do. Benefits are also included in this conversation, not just pay.

Career Development is also something people are longing for. This includes the availability of training opportunities, the professional development they can gain from their role, and the potential for career advancement.

Recognition is also an important consideration. Regular feedback, acknowledgement of contributions, and meaningful rewards for achievements and successes can influence how valued employees feel within the organization.



RELATIONSHIPS WITHIN THE ORGANIZATION

The Core Question: Do I feel supported, valued, and connected to the people I work with?

You've heard the saying, "People leave their bosses, not their jobs." This was confirmed by Gallup data, which indicates that managers influence 70% of team engagement. This suggests that employees who are satisfied with their leaders and their relationships with them are more likely to remain with the organization than those who are not.

The Leader-Member Exchange Theory (LMX) can provide a useful framework for improving leader satisfaction and the quality of relationships within the team. It hypothesizes that leadership is not a one-way relationship, but one that is built through reciprocal interactions between leaders and their team members. This means managers should recognize their employees as individuals, recognize their contributions, and build a meaningful relationship with them. In turn, employees are more likely to develop a more positive relationship with their manager.

Your managers are not the only people that are influencing employee turnover. The relationship between co-workers is also important. Cohesion within teams and colleagues is associated with lower rates of turnover. Employees' satisfaction with their co-workers lessens their likelihood of leaving the organization.

EXTERNAL ENVIRONMENT & ALTERNATIVES

The Core Question: What alternatives are available to this employee outside the organization?

Your organization doesn't operate in a bubble. With the advent of technology, your people are now more exposed to information about other opportunities that could tempt them into leaving the organization. Understanding your positioning in your industry or even outside your industry is important. Do you know if your working employee touch points, working conditions & standards, the culture within your organization is better, worse, or similar compared to other organizations?

THE TURNOVER CHECKLIST:

Is your organization at the risk of the turnover trap?

Is your organization creating reasons for good employees to stay, or reasons for them to leave?

Use this checklist to identify potential areas contributing to employee turnover. Check the statements that are currently true to your organization

SUSTAINABLE WORKLOAD & WELLBEING

Turnover Factor: Stress, Overwork, & Burnout

- ☐ Employees have clear roles and responsibilities.
- ☐ Employees understand what is expected of them.
- ☐ Workloads are generally manageable.
- ☐ Employees are not consistently expected to work beyond reasonable hours.
- ☐ Signs of stress or burnout are identified and addressed early.
- ☐ Employees can maintain a reasonable work-life balance.

If several boxes are unchecked: Your employees may be experiencing workload or role-related stress that makes staying difficult.

WORKFORCE STABILITY & SUPPORT

Turnover Factor: Demographics & Personal Circumstances

- ☐ Employees have access to reasonable flexibility when personal circumstances require it.
- ☐ Company policies provide support during significant family or life events.
- ☐ Employees feel supported when managing work & personal responsibilities.
- ☐ Managers respond appropriately to employees' changing circumstances
- ☐ Employees know where to go when they need workplace support.

If several boxes are unchecked: Employees may struggle to sustain their employment when their personal circumstances change.

STRONG & SUPPORTIVE LEADERSHIP

Turnover Factor: Leadership & Manager Relationships.

- ☐ Managers apply expectations consistently across their teams.
- ☐ Managers communicate clearly with their employees.
- ☐ Managers regularly provide coaching and feedback.
- ☐ Employees feel supported by their direct manager.
- ☐ Employees feel comfortable raising concerns with their manager.
- ☐ Managers build trust with their teams.
- ☐ Management conflicts are addressed constructively

If several boxes are unchecked: Employees may not be leaving the company itself. They want to leave their manager.

MEANINGFUL & FULFILLING WORK

Turnover Factor: Job Satisfaction & Involvement

- ☐ The actual job generally matches what employees expected when they joined
- ☐ Employees understand how their work contributes to the organization.
- ☐ Employees find their work meaningful or worthwhile.
- ☐ Employees feel involved in the work they do.
- ☐ Employees have opportunities to use their strengths.
- ☐ Employees generally have a positive experience in their day-to-day work.

If several boxes are unchecked: Employees may feel disconnected from their work on disappointed by the gap between what they expected and what they experience.

GROWTH & CAREER PROGRESSION

Turnover Factor: Stress, Overwork, & Burnout

- ☐ Employees have opportunities to develop new skills.
- ☐ Employees can see realistic paths for career progression.
- ☐ Employees are given opportunities to take on new challenges.
- ☐ High-potential employees are actively developed.
- ☐ Promotion opportunities are communicated clearly.
- ☐ Employees have meaningful development conversations with their managers.
- ☐ Employees can see what their next step could look like within the organizations.

If several boxes are unchecked: Your best employees may eventually look outside the company for growth they cannot see inside it.

RETENTION & COMPETITIVE POSITIONING

Turnover Factor: External Environment & Alternative Opportunities

- ☐ We understand what makes employees choose to stay with us.
- ☐ We understand why employees leave.
- ☐ We know what competing employers are offering our key talent.
- ☐ We regularly review our employees experience against the market.
- ☐ We can clearly articulate why a good employee should stay with us.

If several boxes are unchecked: Employees may be more vulnerable to attractive opportunities elsewhere because the organization has not clearly established its reasons to stay.

HEALTHY TEAM RELATIONSHIPS

Turnover Factor: Co-worker Relationships & Team Cohesion

- ☐ Employees generally work well with their colleagues.
- ☐ Employees feel respected by their teammates.
- ☐ Employees feel a sense of belonging within their team.
- ☐ Team members collaborate effectively.
- ☐ Conflicts between employees are addressed promptly.
- ☐ Employees feel they can rely on their teammates.

If several boxes are unchecked: Poor team dynamics may be making the workplace less enjoyable and less sustainable.





POSITIVE WORK EXPERIENCE

Turnover Factor: Overall work satisfaction

- ☐ Employees generally enjoy coming to work.
- ☐ Employees feel their work has value.
- ☐ Employees feel positive about their day-to-day experience.
- ☐ Employees would recommend the organization as a good place to work.
- ☐ Employees feel that their contributions matters.

If several boxes are unchecked: Even when there is no single major problem, an accumulation of negative experiences can gradually push employees toward leaving.

FAIR & COMPETITIVE REWARDS

Turnover Factor: Compensation & Benefits

- ☐ Employees believe their compensation is fair for their role & contribution.
- ☐ Pay increases are handled fairly & transparently.
- ☐ Employees understand how compensation decisions are made.
- ☐ Benefits are appropriate for the needs of the workforce.
- ☐ Employees do not feel significantly underpaid compared with the comparable roles.

If several boxes are unchecked: Compensations may be contributing to turnover, particularly when employees already experience other workplace frustrations.

**RETENTION WARNING SIGNS
(EMPLOYEE STABILITY & ENGAGEMENT)**

Turnover Factor: Attendance, Performance & Significant Life Events

- ☐ Attendance issues are identified early.
 - ☐ Frequent lateness or absenteeism is addressed constructively
 - ☐ Performance concerns are addressed before they become serious.
 - ☐ Employees receive support when their performance begins to decline.
 - ☐ Managers regularly check in with employees who appear disengaged.
- Employees remain actively involved in their work.

If several boxes are unchecked: Attendnace, performance or disengagement may be early warning signs of a larger retention issue.

YOUR TURNOVER RISK CHECK

Count your unchecked boxes in each section.

0-1 unchecked: This area is likely supporting retention
2-3 unchecked: There may be retention gap worth addressing
4+ unchecked: This may be a significant contributor to turnover.

Your Biggest Retention Gaps lie in the sections with the most unchecked boxes. What are your Priority Areas #1-3? The goal here is not to stop people from leaving but to understand why they are leaving and to address it within the organization.

PRIORITY AREA #1:

PRIORITY AREA #2:

PRIORITY AREA #3:

THE TURNOVER GAP	WHAT IT MAY SIGNAL	POTENTIAL L&D AREA	The New Ground Global L&D Program for You
Sustainable Workload & Wellbeing	Managers may struggle with workload planning, delegation or role clarify	Leadership / People Performance	- Coaching for Performance - Performance by Design - Leading Before You're Ready
Workforce Stability & Support	Leaders may need stronger communication and employee-support practices	Leadership / People Performance	- Coaching for Performance - Performance by Design
Strong & Supportive Leadership	Manager Capability Gaps	Leadership Development	- Leading Before You're Ready - The People Multiplier: From Task Manager to Team Leader
Meaningful & Fulfilling Work	Employee may lack connection, involvement or clarity	Leadership / People Performance	- Performance by Design - Coaching for Performance
Growth & Career Progression	Managers may not be developing or coaching their people	Leadership Development / People Performance	- Team Development & Path Planning - Coaching for Performance - Performance By Design
Retention & Competitive Positioning	Company may not understand its employee value proposition	Leadership / People Strategy	HR Strategy (Strategic Planning for Leaders)
Healthy Team Relationships	Communication, collaboration or conflict-management gaps	People Performance	Culture of Accountability
Positive Work Experience	Broader employee experience issues	People Performance / Leadership	- Culture of Accountability - Team Development & Path Planning - Managing a Multigenerational Team
Fair & Competitive Rewards	Compensation or benefits may need review	HR / Management Strategy	- Total Rewards Management - Strategic Planning for Leaders
Retention Warning Signs (Employee Stability & Engagement)	Managers may not recognize or address early signs of disengagement	Leadership / People Performance	- Culture of Accountability - Leading Before You're Ready - Build it to Run Without You

You know where the gaps are. Now, what can you do about them?

Your results give you a starting point. If leadership, communication, employee development or team performance merged as priority areas, we can help you explore what capability gaps may be sitting underneath them.

Talk to a New Ground Advisor

Book a Free 15 Minute Consultation with us.



