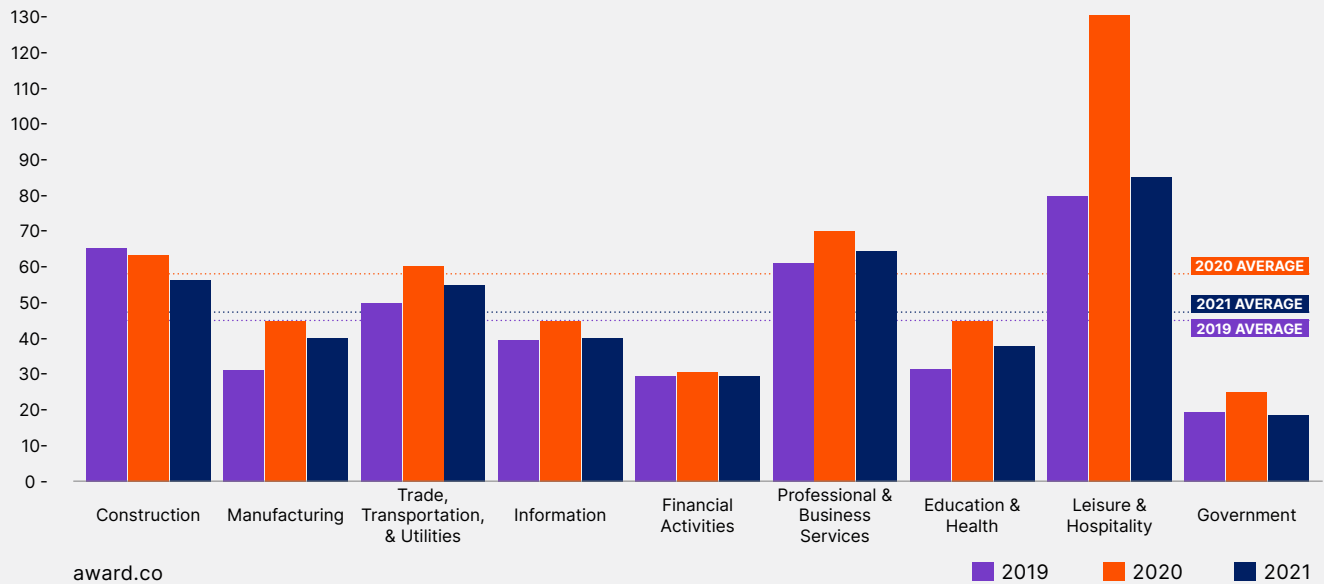


► 2019, 2020, 2021 Turnover Rates

Through 2021, turnover in the US hospitality sector averaged 85%, twice the national average. And as of December 2022, quit rates remain around 70%.

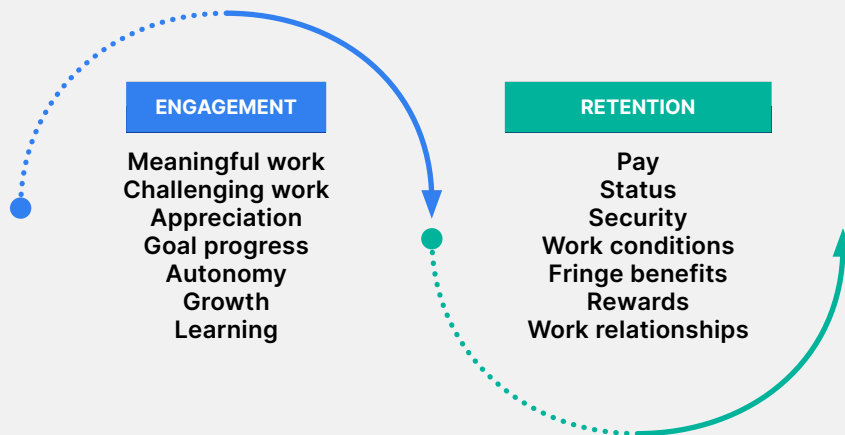


To understand why, and to identify effective interventions, the IRF and the University of South Carolina conducted a multi-year study of hospitality workers and the impact factors of engagement and satisfaction have on worker’s intent to quit.

\* Though we focused on the hospitality sector, we believe our findings apply across industries.

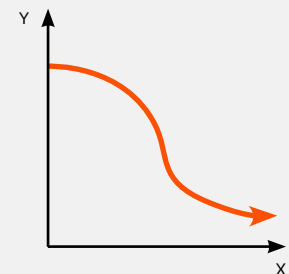
► Factors

We discovered that investments made in both engagement and retention aid in retention, and are crucial, but retention factors matter slightly more.



► Inverted S-Curve

We also learned that investments in the factors of engagement and satisfaction bring diminishing returns over time, like an inverted S Curve. However, simultaneous and balanced investments in both may delay the “too much of a good thing” effect.



Select References

Haemoun Oh, Miyoung Jeong , Hyejo Hailey Shin, Allan Schwyer. [Nonlinear effects of employee engagement and satisfaction on turnover intention.](#) International Journal of Contemporary Hospitality Management, Nov. 1, 2022