



Employee Retention

Keeping Good People Starts with
Leadership

Research source: SHRM's 2026 Talent Trends Report

Why This Matters

According to the Society for Human Resource Management (SHRM), in its 2026 Talent Trends report, 42% of HR professionals reported difficulty retaining full-time employees in the previous year. SHRM's findings identify several factors contributing to turnover, including compensation, career advancement, work/life balance, manager relationships, schedule flexibility, and workload.

"Employee retention is not determined by compensation alone – day-to-day experiences, growth opportunities, manager relationships, and perceptions of fairness all shape whether employees choose to stay."

This presents an opportunity to examine how our leadership practices, communication, training, scheduling, and employee support affect our ability to retain experienced and valuable team members.

In a service business where customer relationships, technical knowledge, and coordination between office staff and field technicians are essential, employee turnover can affect productivity, service consistency, team morale, and the workload placed on remaining employees.

Key Findings from SHRM

BY THE NUMBERS

67%

Compensation – Pay remains a leading factor in employee turnover.

47%

Career advancement – Employees may leave when they do not see opportunities to grow.

41%

Work/life balance – Sustainable workloads and reasonable boundaries matter.

41%

Manager relationships – The relationship between employees and their managers can influence retention.

37%

Flexible schedules – Scheduling flexibility can affect employees' decisions to stay.

31%

Manageable workload – Excessive demands and staffing pressures can contribute to turnover.

Source: SHRM, 2026 Talent Trends report. Percentages are reported as provided in the SHRM findings.

Leadership Discussion: What Can We Influence?

While leadership may not be able to address every retention factor immediately, we can evaluate the areas within our control.

1. Communication and trust: Do employees feel comfortable raising concerns, asking questions, and seeking assistance?
 2. Growth and development: Do employees understand what they can learn, how they can improve, and what future opportunities may be available?
 3. Manager support: Are managers providing clear expectations, constructive feedback, recognition, and consistent guidance?
 4. Workload and scheduling: Are responsibilities distributed reasonably, and are recurring staffing pressures being addressed?
 5. Recognition and appreciation: Do employees understand how their contributions support service standards and business goals?
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Upcoming HR Session: Retention Starts with Everyday Leadership

HR proposes a practical leadership session focused on identifying preventable turnover risks and strengthening the employee experience.

The session will help leadership:

- **Recognize early indicators of disengagement and retention risk.**
- Identify communication or management practices that may unintentionally contribute to frustration.
- Discuss realistic opportunities for cross-training, skill development, and career growth.
- Evaluate workload distribution and support between Customer Service Representatives, field technicians, Parts, and Truck Maintenance.
- Develop actionable commitments to improve employee communication, recognition, and accountability.