



The Great Resignation Research Report

What Employees Are Really Telling Us
About Our Next Chapter

December 2021

www.gloat.com

You've read the Big Quit headlines. You've heard anchors and analysts decrying yet another subpar jobs report.

You've seen your own friends and colleagues give notice, sometimes without knowing what's next.

You know the Great Resignation is here and it's real. Employees are calling for change, and holding on to top talent has never been more challenging. Yet if we're to address the situation strategically, knowing what's happening won't quite be enough.

We need the why and the how.



Using Data-Driven Insights to Carve Your Path Forward

To help you **recalibrate your people strategy**, the Gloat Research Board commissioned a survey of over 1,000 workers that takes a deep dive into the employee-employer relationship and looks at how it's evolving.

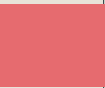
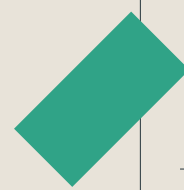
The verdict is in. We've crunched the numbers, analyzed the results, and compiled every eye-opening insight you need to **futureproof your retention strategy**.

From overall satisfaction to purpose, inclusivity, and the potential for career growth, we've surfaced the insights on what really matters: the factors employees weigh as they decide whether they should stay or go.

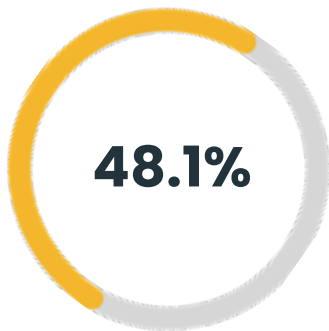
With this information in hand, you'll be able to **look beyond today's turnover crisis** and build a strategy that will pave the way for tomorrow's success.

Areas of Research

- ▶ Overall Job Satisfaction
- ▶ Meaningful Career Paths
- ▶ Valuing Purpose and Inclusivity
- ▶ Demographic Breakdown



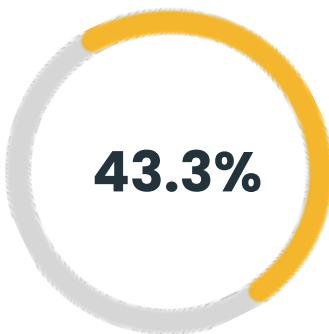
On overall job satisfaction



How many employees are looking to leave?

48.1% of employees are looking for new jobs, or will begin searching in the next 90 days.

In case you have any lingering doubts about the severity of the [Great Resignation](#), these numbers will put that skepticism to rest. Nearly half of our survey respondents say they're either actively looking for a new role or planning to start job searching within the next 90 days. Even if your retention rates have held steady so far, this statistic shows that turnover troubles remain a risk in 2022.



How are employees feeling about their jobs right now?

43.3% of workers are burnt out.

Let's get to the bottom of what's causing the Great Resignation. There might not be a singular factor that you can pin all of the blame on, but it's clear that burnout is a big part of the problem. The fact that almost every other respondent is reporting high levels of workplace stress tells us it's time to recalibrate operating models to ensure people feel fulfilled by the work they're doing.



Jeff Schwartz

VP of Insights and Impact

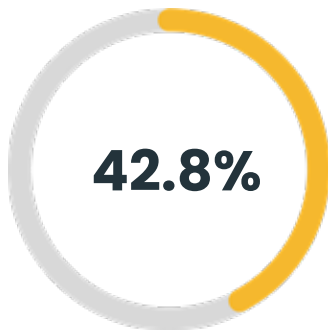
“We’re at a crossroads. We know that employees are not only thinking more deeply and broadly about what they want, but also making those desires clear as they consider both internal opportunities and opportunities at other companies.”

On pursuing new opportunities

Why do people want to change jobs?

The top two reasons why employees want to change jobs are better pay and a desire for more growth opportunities.

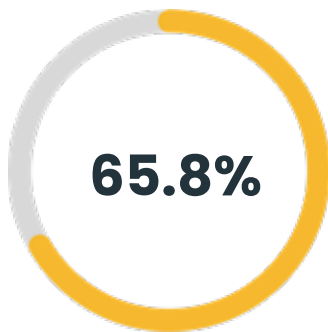
Although burnout may cause some employees to call it quits, it’s far from the only factor that’s fueling the Great Resignation. When job seekers were asked about their desire to change roles, they cited better pay and improved access to growth opportunities as the top two reasons behind their decision to look for a switch. While it might be difficult to give every team member the salary they’re looking for, leaders have plenty of power when it comes to [creating growth opportunities that align with employees’ personal and professional goals.](#)



Where are employees looking for new opportunities?

42.8% of employees are looking outside of their organization.

At some point, we're all going to want to explore a new direction or take our careers to the next level. The real question isn't whether your employees are looking for change, but rather where they'll choose to make that change happen. Yet at the moment, most workers opt to look outside their organization when they want to pursue something new. This highlights the fact that many employees don't see a long-term future within their organization.



Why do most employees look outside of their organization for new opportunities?

65.8% of respondents believe there are better opportunities outside of their company.

When it comes to career growth and development opportunities, most employees believe the grass really is greener on the other side. Nearly two thirds of respondents say that the opportunities at new organizations beat out those at their current employer. Perhaps more alarmingly, over one fourth of the employees surveyed note that they've encountered internal obstacles, such as a lack of information about opportunities in their company and leaders who discourage people from moving between divisions.

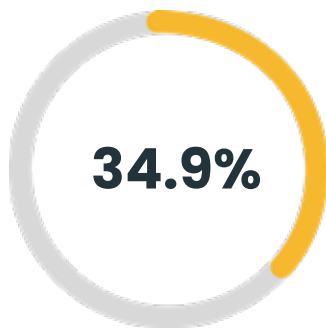


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“In a free-agent world, we have a requirement as business and HR leaders to put in place platforms and programs that help people choose our company every day.”

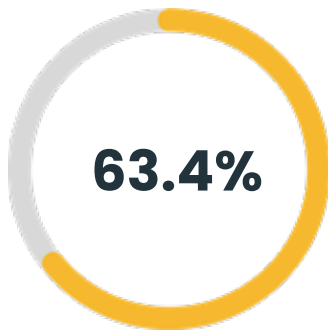
On meaningful career paths



Are people on the career path they really want to pursue?

34.9% of employees aren't on the career path that they'd like to pursue.

Linear career paths fail because they're rooted in the belief that we're all the same and we all want the same things. As the Great Resignation demonstrates, this couldn't be further from the truth. Some of us want to stay in our domain, while others hope to channel their experience into new roles. If we're looking to overcome today's turnover crisis, we need to ensure employees feel empowered to pivot and put themselves on [meaningful career paths](#). Our research shows that we still have a long way to go, since more than one third of workers aren't satisfied with the direction their career is heading in.



Do employees want the chance to do something different?

63.4% of employees are interested in being considered for new career opportunities within their company.

If you think only a few people in your organization are looking to change it up and try something different, think again. Almost two thirds of our respondents noted that they're interested in pursuing new internal opportunities that align with their skills and interests. This underscores the need to replace traditional career ladders with lattices that enable our people to grow not just vertically, but multi-dimensionally.

Can people see a path towards career progression at your organization?

3 out of 10 people don't have an outlined path for their career development.

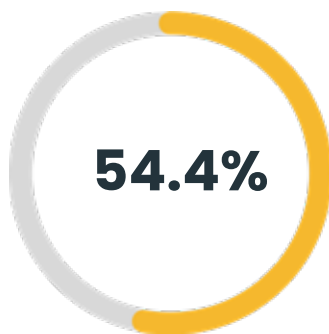
Employees who can't see a future at your organization are a lot more likely to build one somewhere else. However, many workers are still in the dark about what growth might look like with their current employer. 29.3% of respondents noted that they don't have any clear career paths, while another 32.9% said that their organization has somewhat outlined their professional progression, indicating that persistent gaps and ongoing uncertainty remain common.



Jeff Schwartz

VP of Insights and Impact

“Agency is a critical concept. It’s not just that employees can see projects and opportunities, it’s that their organization is set up in such a way that they can actually take advantage of them and play a role in architecting their own career”

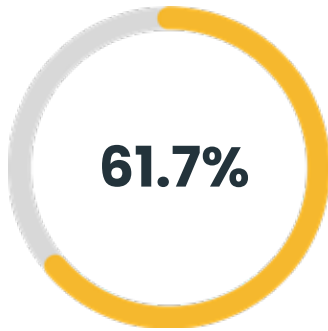


Are employers paying attention to their workforce’s future interests and goals?

54.4% of workers feel that their employer doesn’t take their future interests into account enough.

The days of one-size-fits-all career pathing are officially over. Even amongst employees in the same role, skill sets and personal ambitions are going to look very different. Rather than relying on a cookie-cutter approach to professional development, why not give every team member access to learning opportunities that align with their unique goals and the competencies they’ll need to achieve them?

On valuing purpose and inclusivity



Where do purpose and values fit into the retention conversation?

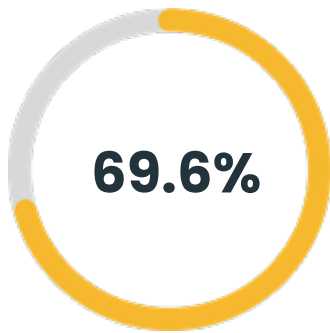
61.7% of employees think it's important or very important for work to align with their values.

Nowadays, jobs are a lot more than a means to pay the bills. Employees are increasingly viewing where they work as part of their identity, and as a result, they're seeking a more authentic connection between corporate and personal values. Consequently, if you want to hold on to top talent in the turnover tsunami, you need to make sure your people believe in the work they're doing. Our findings illustrate just how frequently employees put a premium on purpose: 61.7% of respondents say that work that aligns with their values is important to them.



Jeff Schwartz
VP of Insights and Impact

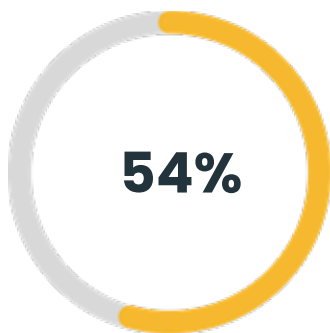
“We’ve seen a great reassessment in employee perspectives on diversity, equity, and inclusion. They demand more from employers than reports and scorecards, and instead want to see programs and impact.”



Do people think a talent marketplace supports DEIB efforts?

69.6% of respondents believe talent marketplaces can help democratize careers.

When it comes to promoting diversity, equity, inclusion, and belonging (DEIB), actions do speak louder than words. Employees want to see their organizations step up and make real strides towards leveling the playing field. While underlying assumptions often sway workplace decisions, [AI-powered talent marketplaces](#) can take bias out of the equation and provide the kind of equal access to opportunity employees are looking for.

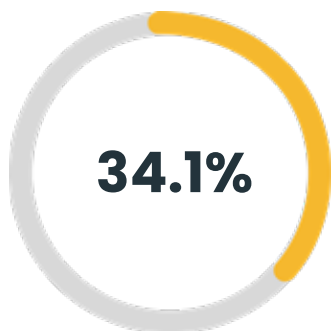


Do most employees have access to a talent marketplace?

54% of workers say their organization doesn't have a talent marketplace or has an outdated one.

Although most employees recognize that talent marketplaces can support DEIB efforts, few currently have access to this tool. Since the technology is still emerging, talent marketplaces might not be a mainstay just yet. However, as the Great Resignation intensifies, leaders are increasingly looking to technology to democratize access to opportunity and put employees in the driver's seat of their careers.

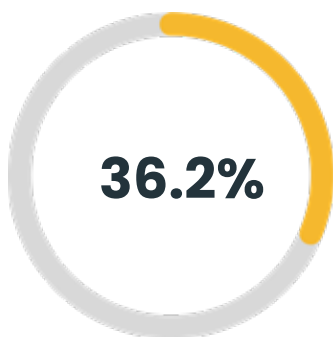
Breaking it down by demographics



Which age group is least likely to think their values align with their employer's?

Only 34.1% of 18- to 24-year-olds think they have the same values as their employer.

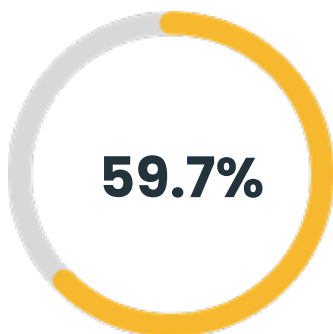
Generation Z might just be starting to make their mark on the working world, but they're already stirring up some important conversations about beliefs and values. Right now, many of the newest members of the workforce think their employers leave a lot to be desired when it comes to aligning corporate values with their personal beliefs. The percentage of 18- to 24-year-olds who think they have the same values as their employer is more than ten points lower than their millennial colleagues.



Are women likely to view learning opportunities as readily available to them?

Only 36.2% of women say their organization makes internal growth easily accessible.

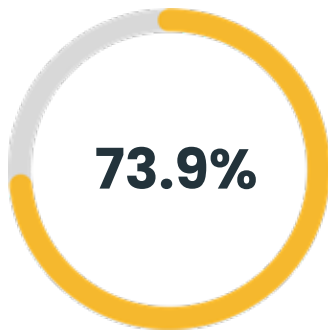
We might be making strides towards gender equality in the workplace, but our latest research reminds us that we're not there yet. When asked about access to learning and development opportunities, men were significantly more likely to say their organization makes internal growth easily accessible. Oftentimes, leveling the playing field starts with increasing visibility of opportunities so that everyone can take advantage of them.



Do directors and C-level executives think talent marketplaces can improve their DEIB efforts?

59.7% of directors believe a talent marketplace would provide increased visibility and access.

When we break down our data by titles, director-level employees are the ones most likely to think talent marketplaces can support their organization's DEIB efforts. Nearly 60% of these executives believe that a talent marketplace would provide increased visibility and access, and 56.4% of their C-level colleagues agree. Support from senior leaders can make or break any workplace technology adoption, and these statistics indicate that the majority of decision-makers recognize the valuable impact that talent marketplaces can have.



How do highly skilled employees feel about their growth potential?

73.9% of highly skilled workers feel there are more or better opportunities for them outside of their organization.

In today's war for talent, companies are locking horns for highly skilled employees, especially as knowledge gaps continue to widen. So how can people leaders hold on to workers with in-demand expertise? Retaining employees with advanced skills starts with demonstrating that your organization is the best place for them to grow their careers. Currently, nearly three quarters of highly skilled employees believe that there are better opportunities elsewhere.



Jeff Schwartz
VP of Insights and Impact

“Most managers think their employees are what they recruited them to do—but that’s only the tip of the iceberg. By applying talent marketplace dynamics using AI, we give employees the opportunity to say ‘here are my skills’ and ‘here is what I can do’”

What is the Great Resignation really about?

Ultimately, it's about business leaders hearing the message that employees are sending loud and clear: **there's no going back to normal.**

Perks and benefits aren't enough to stop people from walking out the door anymore. Tried-and-true retention techniques that may have worked in the past are quickly becoming obsolete.

The only way to hold on to the talent we'll need to thrive in our next chapter is by listening to them right now.



From Great Resignation to Great Reinvention

Instead of searching for a band-aid solution that may put the Great Resignation on pause temporarily, we need to address the issues at the heart of today's turnover crisis.

It's only once we start to see the tensions that have been building under the surface that we can begin to embrace a bold new strategy rooted in our people and our purpose.



Jeff Schwartz

VP of Insights and Impact

“My suggestion is to do something different. The opportunity now is to hear and understand the call of the Great Reassessment, to know it’s an ongoing event, and that we’re living in a world that requires agility.”



For more insights about how employee expectations are evolving and what it'll take to future-proof your retention strategy, sign up to get updates on the latest research and insights from Gloat.

About Gloat

Gloat's pioneering Talent Marketplace platform has been adopted by some of the world's largest and most innovative employers, including Unilever, Schneider Electric, Standard Chartered Bank, PepsiCo, Walmart, Nestlé, HSBC, and more. The Talent Marketplace empowers enterprises to democratize career development, unlock skills, and future-proof their workforces using a powerful, purpose-built AI and consumer-grade user experience. Founded in 2015, Gloat is headquartered in New York, with offices around the globe and a large R&D center in Tel Aviv, Israel.

For more information, visit www.gloat.com.