

RESEARCH QUESTION

Is there value in a centralized training approach for larger retail organizations?

THE PROBLEM

The average turnover for all industries in the United States sits at around

14%



The average turnover in the retail industry is slightly above

58%



The cost to replace a \$15 hourly Team Member

\$7,700

The top reason employees voluntarily left their organizations was due to lack of



Career Development



Centralized




Decentralized

It's unclear which type of training approach is most effective in lowering turnover

METHODS

A mixed method approach consisting of qualitative research (interviews), quantitative research (linear and logistic regression analysis) and a comparative analysis of two New Member Onboarding programs.



TRAIN TO RETAIN

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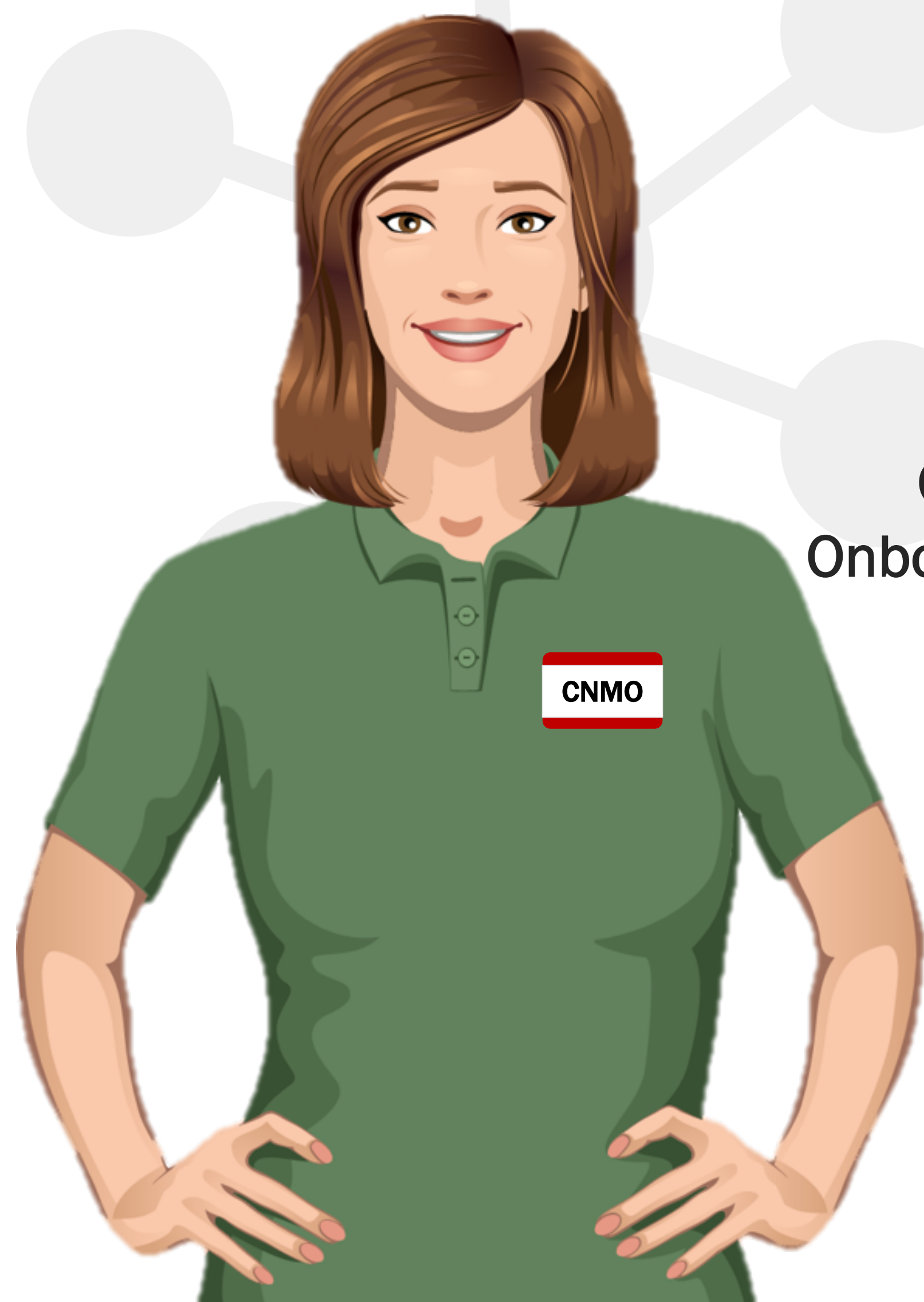
Centralized

- More engaged in their roles
- More prepared for their job duties
- Significantly more positive views of training and advancement opportunities


RESULTS

Decentralized

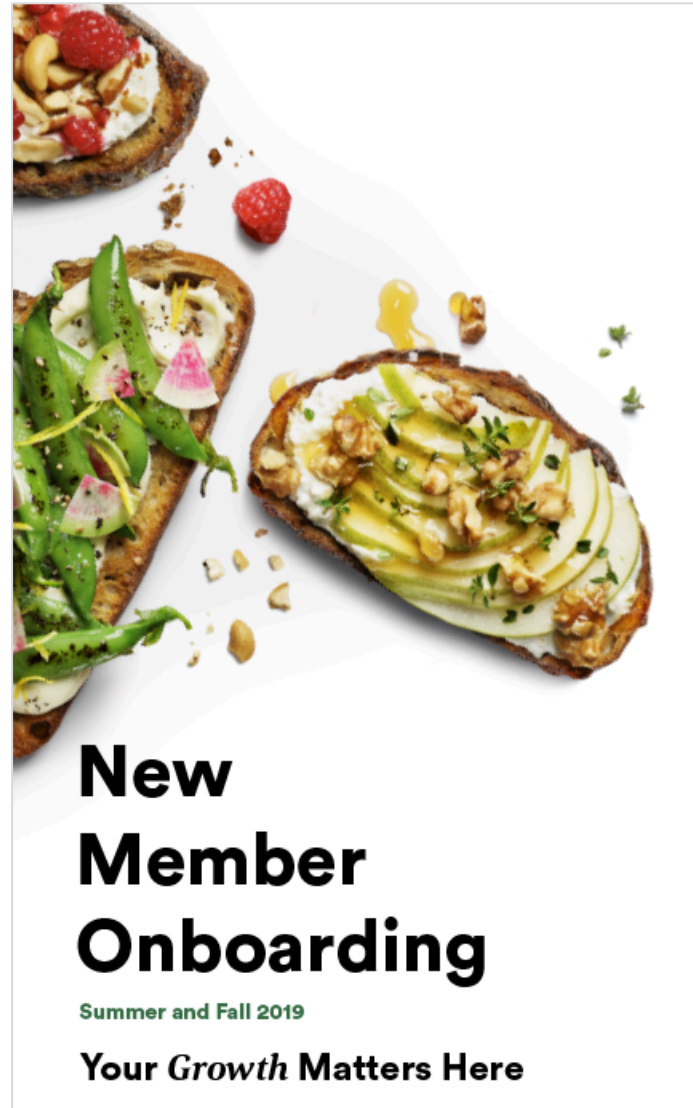
- Lack of career development information
- Less prepared for their job duties
- Unaware of training and advancement opportunities



Centralized New Member Onboarding
Onboarding improved retention by



Decentralized New Member Onboarding




New Member Onboarding
Summer and Fall 2019
Your Growth Matters Here

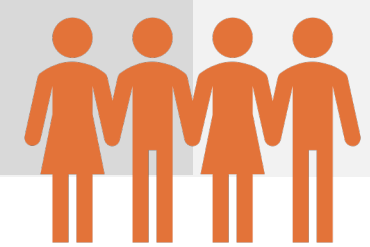
20%

CONCLUSIONS

There is a significant relationship between employee retention and training approach.



80:100



For every 80 Centralized New Member Onboarding Team Members that voluntarily leave the company, 100 Decentralized New Member Orientation Team Members will voluntarily leave.

A centralized training approach was more effective in retaining employees.

RECOMMENDATION

Implement a unified centralized training program as a strategy to improve retention.

LITERATURE CITED

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FOR FURTHER INFORMATION

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