

A close-up photograph of a person's hand holding a golden key. The hand is positioned on the left side of the frame, with the thumb and index finger gripping the key's head. The key is held horizontally, pointing towards the right. The background is a solid dark blue color.

# Will They Stay...or Will They Go?

Affecting Employee Attrition Through Training

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# The Problem

- Call center agent attrition
  - Lowers productivity
  - Reduces company profit
    - Expensive to replace agents
      - (Hillmer et al., 2004)
  - Can lead to customer attrition
    - Expensive to replace customers



# Attrition Factors

- Company culture
  - Changes occur slowly; onboarding
    - Derven, (2008); Friedman, (2006)
- Hiring process
  - Staffing agency; entrenched practice
- Training method
  - Unchanged for five years; lecture based



# Literature Review

- Active learning improves student retention
  - Karge et al., (2011)
- Effective training affects positive retention
  - Longo, & Mura, (2008)
- Training - positive affect on culture
  - Woppman, (2010)
- Training - positive affect on hiring
  - Shinnar et al., (2004)



# Project Goal

- Reduce agent attrition
  - 2011 attrition rate = 47%
  - Replacement costs exceed \$687K
    - Hillmer et al., (2004)
  - Positively affect culture
  - Better agent and customer experience
    - Reduce customer attrition
  - Cost savings



# Hypothesis

- Hypothesis:
  - Employee retention and engagement (as measured by attendance) improves when alternative training methods such as student-centered learning are deployed compared to lecture based training.
    - Karge et al., (2011); Longo & Mura, (2008)



# Design/Procedures

- Quasi-experiment
  - Non-random; small sample size
    - Control group: 10 agents; legacy training
    - Experimental group: 6 agents; student-centered training
- Redesign PowerPoint slides
  - Consistent design standards
    - Pugsley, (2010)



# Sample

- Experimental Group
  - 37% female; 63% male
  - Age range: 22-48
  - Education
    - High School - 88%
    - Associates - 12%
    - Previous call center experience - 88%
- Student-centered learning
- Control Group
  - 83% female; 17% male
  - Age range: 25-50
  - Education
    - High School - 75%
    - Associates - 25%
    - Previous call center experience - 75%
- Legacy learning





# Variables

- Independent Variable
  - Training method
- Dependent Variables
  - Retention at 90-days (attrition rate)
  - Attendance at 90-days (absenteeism)

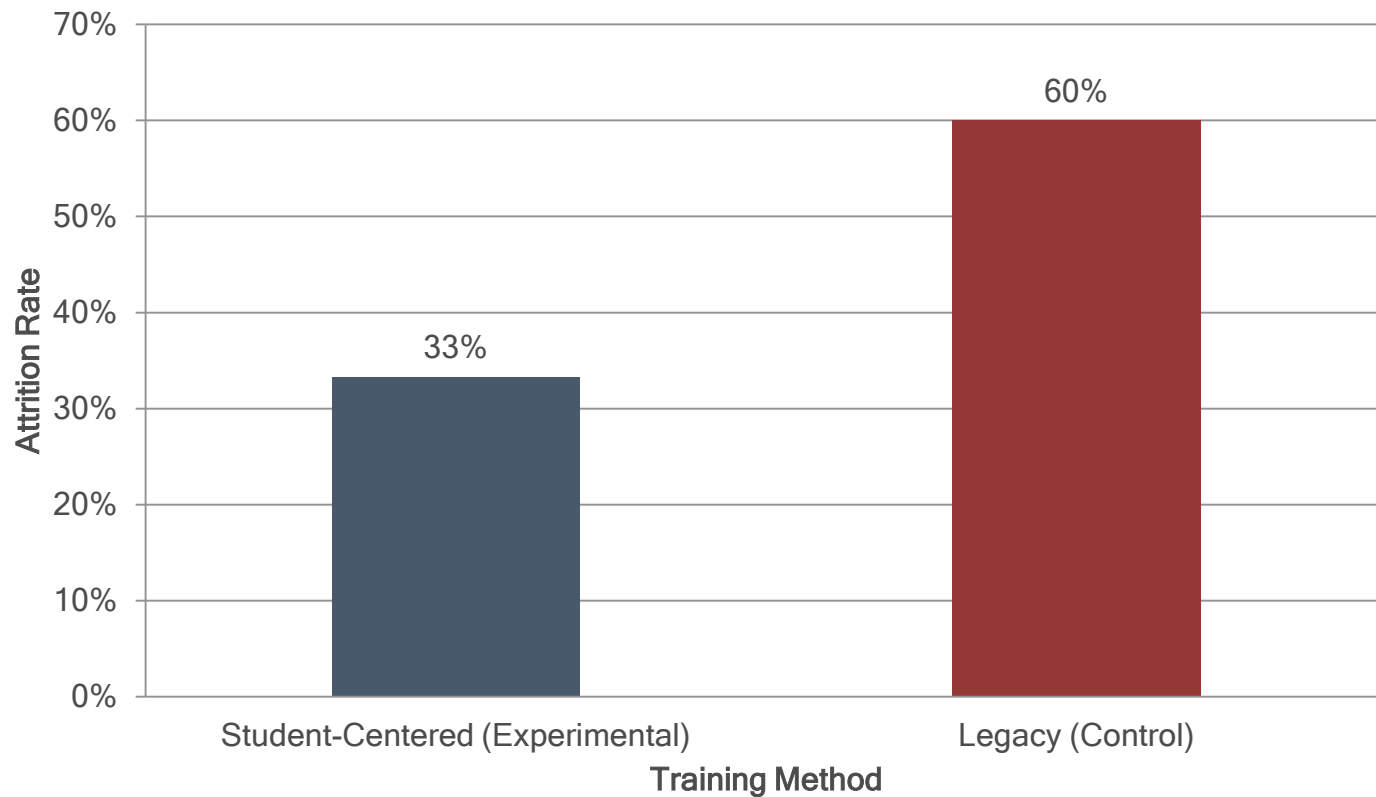


# Measures

- Attrition Rate
  - Number of agents hired after 90-days compared to number of agents not hired for each quasi-experimental group
- Attendance
  - Absence rate for each quasi-experimental group



# Results: Attrition Rate

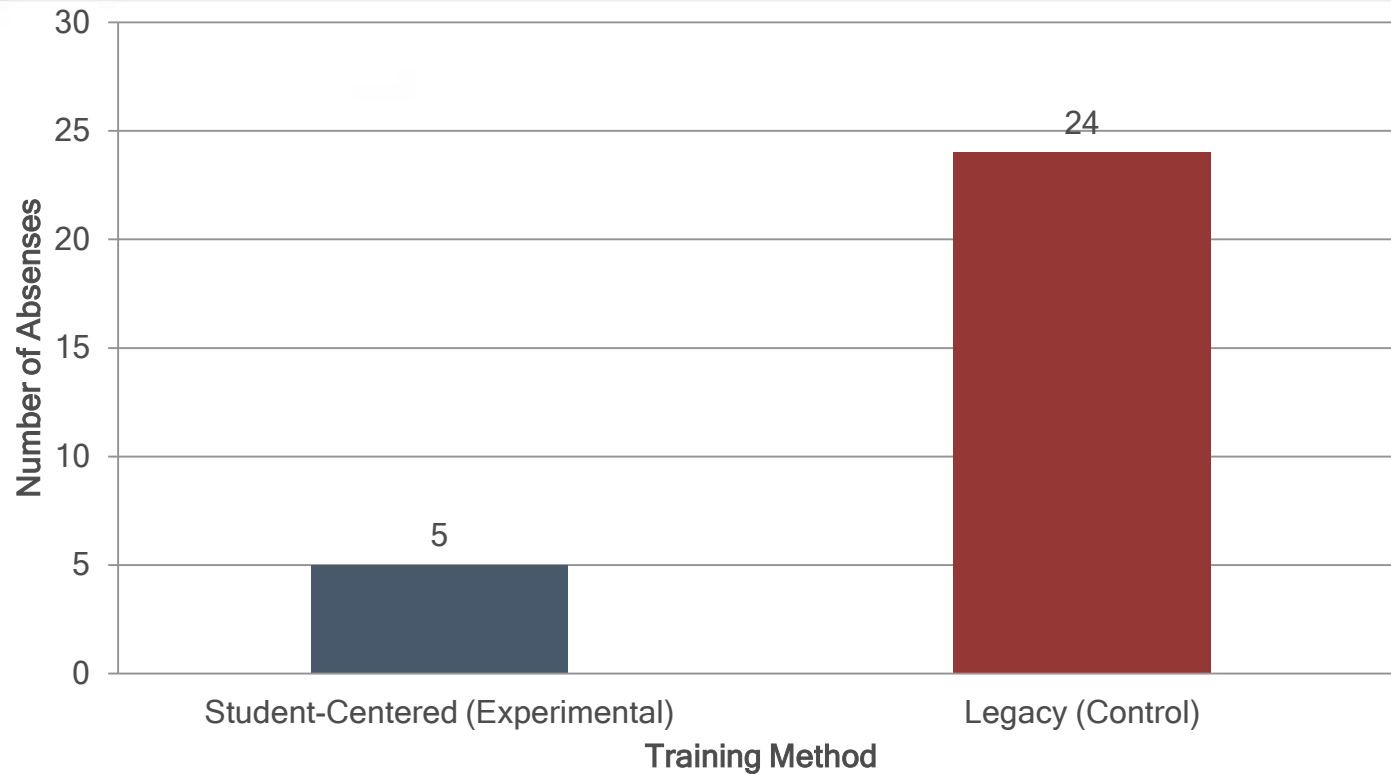


$p = 0.039$

11



# Results: Absences



$p = 0.01$



# Discussion

- Strong evidence supporting the hypothesis
- Training demonstrates commitment to employees, strengthening engagement
  - Karge et al., (2011); Longa & Mura, (2008)
- Cost savings: over \$24K for every 1% attrition reduction



# Limitations

- No random assignment; selection bias
- Small sample; short duration
- Confounding variables
  - Instructor ability
  - Training environments
  - Different job functions



# Implications

- Satisfied agents & customers
  - Higher employee engagement & retention
  - Positive affect on culture & hiring
- Direct cost savings



# Future Research

- Evaluation of student-based learning
  - Kirkpatrick's model
    - Kirkpatrick, (1996)
- Team-Based Learning (TBL)
  - Michaelsen, (2004)
  - Adult learners
  - NORDAM
    - Hart, (2011)





# Future Research

- Dispersed delivery recurrent training
  - Spaced interval
  - Higher knowledge retention
    - Raman et al., (2010)



# Conclusions

- Student-centered learning improves retention
- Higher employee engagement
  - Improved customer experience
- Improved culture
- Stabilized workforce & customer base  
= significant cost savings



# Questions



Thank you!