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People Don't Leave Companies: They Leave Managers

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PURPOSE OF THIS RESEARCH

In a fully employed economic environment the retention of staff members becomes a critical factor for organizational success. My curiosity to understand why staff leave organizations led me to a meta-analysis of the research literature of supervisory-supervisee relationships and supervisory training programs.

If training programs concentrate on intentionally developing the "people" skills of supervisors will there be a positive impact on staff retention and engagement?

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THE SUPERVISOR & EMPLOYEE RELATIONSHIP

Question #1:   Does the relationship between the staff member and their supervisor have an effect on the retention and engagement of the staff member?

Answer: *"Supervisors who support their employees in a professional and pleasant manner have happier employees. Supervisor support is considered a conditional variable in the relationship between emotion labour and job satisfaction", (Bulutlar, F., & Baskaya, Z. N., 2015).*

ORGANIZATIONAL SUPPORT & THE EMPLOYEE

Question #2:   Does organizational support have an effect on the staff member's retention and engagement with the organization?

Answer: *"The availability of opportunities for career development would be regarded by the employees such as that the organization values them and cares for the personal development and this will reflect in their attachment towards the organization", (S., U., & Krishnan, J., 2016).*

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TRAINING PROGRAMS & THE EMPLOYEE

Question #3: What competencies need to be included in a supervisory training program?

Answer: *Seidle, Fernandez and Perry state that "self-awareness, coupled with the feedback necessary to attain heightened states of self-awareness, may be the most important causal mechanism in turning a training and development intervention into higher levels of leadership effectiveness", (2016).*

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THE RESULTS

- A staff member's experience at an organization is enhanced when the supervisor relationship is positive.

- The studies supported that staff members who feel supported by their supervisor and the organization are more likely to stay engaged with the organization.

- The most significant take-away from the research on development programs is that the competencies needed when moving from staff member to supervisor are more focused on people skills versus technical skills.

- My research revealed a gap in the data as there is limited data available that focuses on how to develop supervisory skills in the area of intentional relationship building. This would be a good topic for future research.

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THANK YOU!