



# What we know and don't know

- What we know:
  - Days of pension, cake and gold watch are over
  - Turnover is costly, particularly for those employees you want to retain
- What we may not know or currently measure:
  - Why do some employees stay in an organization and thrive and others leave?



# Organizational Commitment Defined

- An employee is organizationally committed when they *identify* with an organization and its goals and want to *remain* a member.
- Three Themes
  - Desire to Stay
  - Need to Stay
  - Obligation to Stay

# Why Should Organizational Leaders Care?

## Outcomes of a committed employee



- Improves
  - Job Performance
  - Work Motivation and Involvement
  - Organizational efficiency and effectiveness



- Reduces
  - Absenteeism
  - Turnover Intention and Actual Turnover

# How Can We Increase Organizational Commitment?

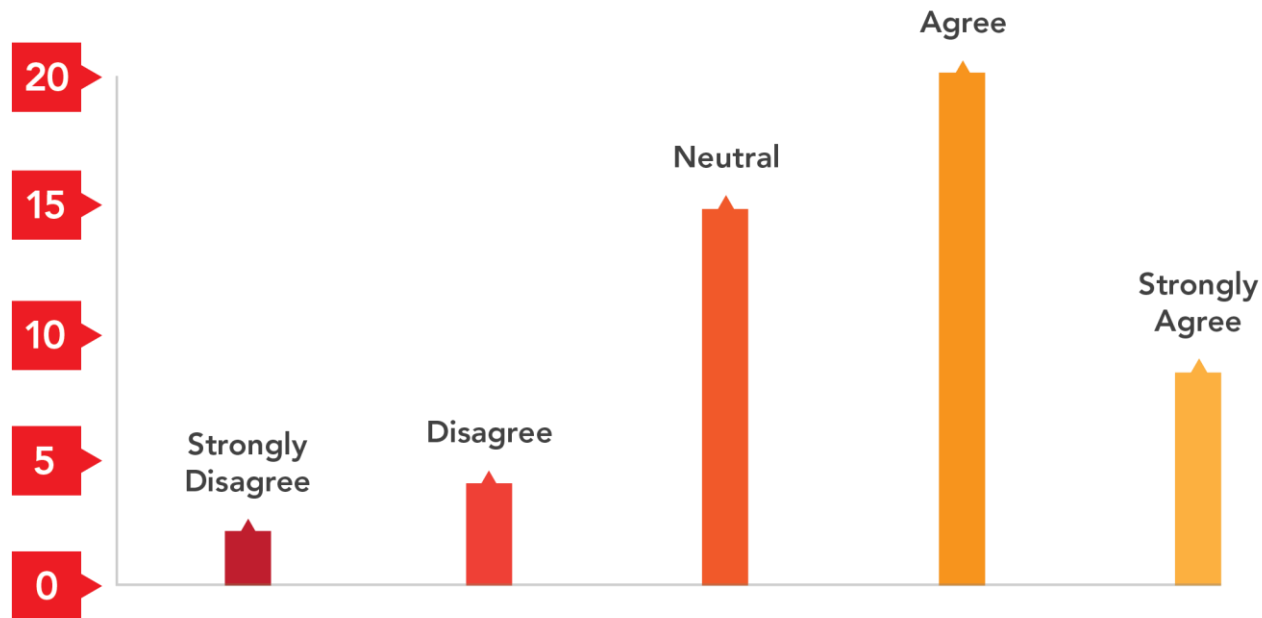
- Mentorship culture
- Work Life Balance
- Organizational Socialization
- Personal Learning (Training and Educational programs)
- Positive Relationships with Colleagues
- Challenging and Meaningful Work

# Google Innovation Culture

- Google Hires, Socializes, and Rewards based on culture of innovation
- Shared Beliefs: do no evil, large impact, change the world
- Early adopter of the Chief Cultural Officer (CCO)
- Lexicon – Googley, Googliness
- Purposeful Socialization Program

# Poll Results

Our organization provides employees with opportunities and support for their personal and professional growth through continuous learning and it makes them more committed to stay.



# Poll Results

How does your organization support your employee's learning goals?

- Expected Themes:
  - Training programs – internal and external
  - Supervisor/Employee relationship
  - Tuition & Educational Reimbursement
- Encouraging additional themes
  - Engaged mentoring
  - Learning Life Cycle Strategy
  - Environment of Continuous Learning
- Challenges – Time, Cost, Availability



# Call to Action

- What steps might you take to impact commitment in your organization?
- Formal learning programs could impact commitment. How might you determine their impact?

# Questions and Answers...

