

ZENVY AI POWERED PAYROLL EXECUTIVE LEVEL INSIGHTS

What's Really Happening

We're losing people faster than we should — especially in their first two years. Turnover sits at 16%, but the real cost isn't just the headcount. It's the \$9.5 million in salaries paid to roles that are either empty or filled by people who've already checked out. Even more concerning: 10 "ghost" employees are still on payroll, soaking up \$2.17 million in training spend for zero return.

Where It Hurts Most

Sales is burning out and walking away- Sales reps flagged for burnout are leaving at nearly 30% more than five times the rate of other. Worse, job satisfaction among Sales Executives is the lowest in the company and they know it.

R&D is leaking talent quietly- Even though R&D isn't our largest department, it accounts for 61% of ghost employee costs. That points to oversight gaps — or roles that haven't been properly offboarded.

Overtime is a red flag- People working heavy overtime are far more likely to quit. The risk spikes dramatically around Year 7 — where nearly 4 in 10 leave.

New hires aren't sticking- Nearly half of all leavers have been here less than two years. We're spending the most on training them (\$1.86K in Year 1) then losing them.

What to Do

Fix onboarding in Sales & R&D- Assign experts, clarify career paths, and check in early. If people don't see a future by Month 6, they'll find one elsewhere.

Put a leash on overtime- Track it by role, not just hours. If someone's regularly working extra, ask why before they resign.

Audit ghost employees immediately- Start with the 10 flagged IDs. If roles are inactive, cut them.

Pay fairly, not just competitively- Close the gap between top performers and the rest in Sales. And stop assuming "market rate" means "good enough."

The Bottom Line

People don't quit companies. They quit bad experiences — unclear paths, unfair pay, unsustainable workloads. We're spending millions to replace what we haven't tried hard enough to keep. Let's stop managing turnover and start earning retention.