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# Leaving for a Reason, Staying for a Better Reason



By Gary Seibert, CEO,  
**Small Business Resource Association**

For decades, small business owners have fought the battle of attracting and retaining employees. A July 31, 2023 survey by Business.Com found that 61 percent of workers are seeking or planning to seek new jobs. Large companies may seem to

have the ability to provide many more benefits to their employees than small businesses do. Yet, I know many small business owners that have been able to retain staff for 10, 15, even 20-plus years.

This article will take a look at some of the reasons employees choose to leave a company as well as why they choose to stay. By knowing the difference, hopefully you will be able to take a deep look at your employee retention program and possibly make some changes that can save you a lot of time and money when it comes to dealing with staff turnover and eliminate the problem.

Let's start with the basics, why do people look for jobs in the first place? Pretty simple answer, they NEED to work to pay for their necessities, toys, entertainment, luxuries, habits and hopefully, retirement. They need to work to fulfill their wants. They don't necessarily want to work — They need to work. Therein lies the fundamental reason for leaving a job. Working to satisfy a need is not something most people want to do but something they have to do, and when you're forced to do something, you don't want to do, it normally forces a person to look for and find a better or easier way to fulfill their wants — a new job.

Before they start looking however, they need to find a reason for why they are leaving and that reason usually falls on a problem or situation related to work. "It's not because of me, it's the fault of the company." Let me give you a few of the leading reasons people say they are looking for another job: The environment has become too toxic; the company doesn't provide any training or opportunities to learn; I don't see a growth path for advancement; the pay and benefits are not industry standard; the hours and daily schedule changes too often; I don't believe in the company the way I used to; the company culture and shared values have changed; management pays no attention to employees' needs or suggestions; I feel disrespected; poor communication; lack of planning; constantly changing the plan; no process for improvement; and in many cases, "I just need a change."

So, if a job is not instinctively something people want to do in the first place and there is a list of reasons why the workplace creates an undesirable environment for people

to work, then it would be understandable for people to have a reason for leaving. So how can we create a better reason for staying? So glad you asked that question.

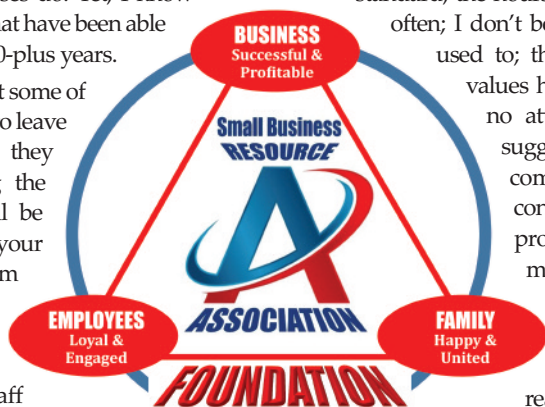
I believe that people really do want to work and that they do want to do a great job and be proud of what they do. We, as employers, are the reason for the employees wanting to leave. You see, we own the business and we have the responsibility to create an environment that people like working in. We can be the employer of choice if we take the time and effort to be aware of the employees' needs. Take the list in the fourth paragraph and see if

your business provides any of those reasons for employees wanting to leave. If so, what are you going to do about it?

Let's look at some components of job satisfaction, that if implemented in the workplace, will dramatically improve employee retention: 1. Engagement (team driven); 2. Respect (praise, recognition, and appreciation); 3. Fair Compensation (market driven); 4. Motivation (positive atmosphere); 5. Work-Life-Balance (flexibility, family, healthy environment); 6. Development Opportunities (growth and advancement); 7. Flexibility (working hours and autonomy); 8. Varying Work (cross training); 9. Culture (expected behavior). These are all needs/wants that will attract and keep employees.

One of the most defining characteristics of job acceptance is the company CULTURE. Organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors. Some of these behaviors include: 1. How employees interact with supervisors; 2. How employees are expected to behave; 3. What is considered acceptable performance; 4. Moral excellence and firmness (people with character will do the right thing even when it appears to be against their immediate interests). Character builds trust and trust is a mandatory basis for employee engagement.

Therefore, "the better reason for staying" is creating a work atmosphere that encourages employee Engagement, driven by Character, where "employees are fully absorbed by and enthusiastic about their work and take positive action to further the organization's reputation and interests". When employees like the people they work for, the work they are doing and feel appreciated and respected they will have a greater tendency to NOT be looking for another place to work. It is ultimately all up to you.



# SBRA Business Spotlight

## LEGACY CIGAR LOUNGE

Address: 559 Penn Avenue, West Reading, PA  
Phone: 484-258-1707 [www.legacycigarpa.com](http://www.legacycigarpa.com)

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# FOLLOW HOSPITALITY BASICS TO IMPROVE HOTEL CUSTOMER RELATIONS



**By Janet Lamborn,  
Hotel Operations  
Director, SureStay Plus  
by Best Westerns  
Reading North**

Good hospitality depends on the service and/or product that is reliable & trustworthy. In the hotel industry it is the clean & comfortable rooms as well as the friendly service. Guests will not come back if their purpose for purchasing the service/product (renting a guest room) is not sufficiently met.

Good hospitality also depends on a good rapport with the guest. The positive relationships between you and guests provides positive memories. Additionally, a good rapport will help you with resolving a problem that may occur. Having empathy for your customers leads to customers having a more positive experience. Therefore, Listen, Listen, Listen to your customers. How can this apply to your business's customers and clients?

A few weeks ago, a customer came to this hotel to check-in for a long weekend stay. Unfortunately, she became angry during the check-in process. The guest service agent was surprised by her reaction to a slight delay due to a computer glitch. However, the guest service agent engaged this customer in conversation as the glitch was being resolved. Additionally, our guest service agent spent several minutes speaking with her and her husband after the check-in was completed while they shared some coffee together. As it turns out, the couple came to Reading for a funeral and the trip here was filled with small but frustrating inconveniences, not to mention the upset of having recently lost a loved one. The couple and guest service agent also found common ground of having attended the same high school. By the time this couple checked-out, they reported having a good experience not only

because of the clean room & comfortable bedding but because the guest service agent was able to turn a difficult check-in incident into a positive experience. Since then, they have made a future reservation with us.

The above story demonstrates an example of how we provide hospitality with reciprocity and positive rapport.

The guest service agent applied the following aspects of good rapport: Actively listening; Asking engaging questions; Feeling empathy; Finding common ground; Practicing Reciprocity; Showing respect; and Building trust.

Hospitality happens when you listen and speak with a smile and an open mind regardless of how you feel or personal opinions. Allowing guests to vent their unhappiness to someone who is truly listening and seeing the situation from their point of view is just as important as resolving the problem. While guests are venting, keep yourself calm and speak with positive words.

After the guest has explained their concern, repeat it back to them to demonstrate your understanding of the situation, if necessary, ask clarifying questions. Then, show that you care and offer a sincere apology. As you try to resolve the issue, make their concern your priority and be adaptable/flexible and innovative with your solutions.

Even if the situation does not become resolved to the guest's satisfaction, end the conversation on a positive note. The guest's overall satisfaction with their experience at SureStay Plus by Best Western Reading North will be positive even if a specific need was not met because the guest's respect and trust is what the guest will remember when they are looking for a place to stay in the future.

*SureStay Plus By Best Western Reading North, located at 2200 Stacey Drive, North 5th St. Hwy., Reading PA 19605, is owned by Reading Hotels LLC, Vijay Joshi General Manger. For additional information, please call 610.371.0500.*

## SBRA Monthly Member Shout Out

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## SBRA EVENTS - BE BETTER. GROW FASTER.

**TUNE-UP Tuesdays**  
information. sharing. motivating.



**Small Business Resource Association**  
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• **Tune-Up Tuesday Workshop**  
- Tuesday, November 14th,  
9:30-10:30 am  
presented by Susan Goldcamp of  
Goldcamp Tax Facts

**Members Referral Breakfast** –  
Friday, November 3rd,  
7:30-9:00 am at B2 Bistro in  
West Reading

**Members Referral Breakfast** –  
Friday, November 17th  
7:30-9:00 am at B2 Bistro in  
West Reading

**Member Networking Mingle**  
– Wednesday November 29th,  
5:30-7:00 at B2 Bistro in  
West Reading

**Learn How the  
SBRA Can Help Your  
Business Grow**

– **Membership Benefits  
Update Wednesday,  
November 29th,  
9:00-9:30 am, on Zoom**

Events: Register at <https://www.sbrassociation.com/#EVENTS>