Corporate Employee Attrition Analysis

A PROJECT REPORT

Submitted By

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1. INTRODUCTION

1.1 Project overview

Employee attrition has become a vital problem across the world. It is one of the crucial issues faced by business leaders within companies where they lose the most talented employees. A good employee is always an asset to the organization and their resignation can lead to various problems like financial losses, overall performance, and loss of acquired knowledge. Furthermore, hiring new employees is far exorbitant, taxing, and time-consuming in comparison to recruiting the existing one. It is very time-consuming to recruit a new employee as it takes him months for training, adjusting to the culture, rules, and environment. Therefore, upcoming trends and technology using Machine Learning Algorithms must be exploited for the benefit of business organizations. Knowing the reason beforehand for the employee attrition, companies can mitigate this loss. This analysis provides a conclusive review of employee attrition from the data set IBM HR Analytics Employee Attrition Performance.

1.2 Purpose

[1] Hardik P. K. (2016), researched on "a study on employee attrition: with special reference to Kerala IT Industry". His research examined the relationship between organizational factors and attrition of IT professional's. The result can conclude that the organizational factors played significant role in predicting the variance in turnover intention (attrition) of Kerala IT professionals. Therefore, the HR managers in IT organizations may take into consideration the problems with organizational

factors of their workers to reduce the turnover intention of the skilled employees.

1. LITERATURE SURVEY

2.1 Existing Problem

The Existing system includes only few attributes for analysis and also deals with qualitative observations and simple statistical analysis. The qualitative observations deal with data and can be observed through human senses. They do not involve measurements or number. Due to the increase in IOT and connected device, we now have access to so much of data and along with it an increase needs to manage and understand data.

2.2 References

- 1. From Big Data to Deep Data to support people analytics for employee attrition prediction, Nesrine Ben Yahia, Hlel Jihen, Ricardo Colomo-Palacio (2021)
- 2.Machine Learning Approach for Employee Attrition Analysis.Dr. R. S. Kamath | Dr. S. S. Jamsandekar | Dr. P. G. Naik ,Published in International Journal of Trend in Scientific Research and Development (ijtsrd), (March 2019)
- 3. Investigation of early career teacher attrition(ECT) and the impact of induction programs in Western Australia, Janine E.Wyatt, MichaelO'Neill (2021)

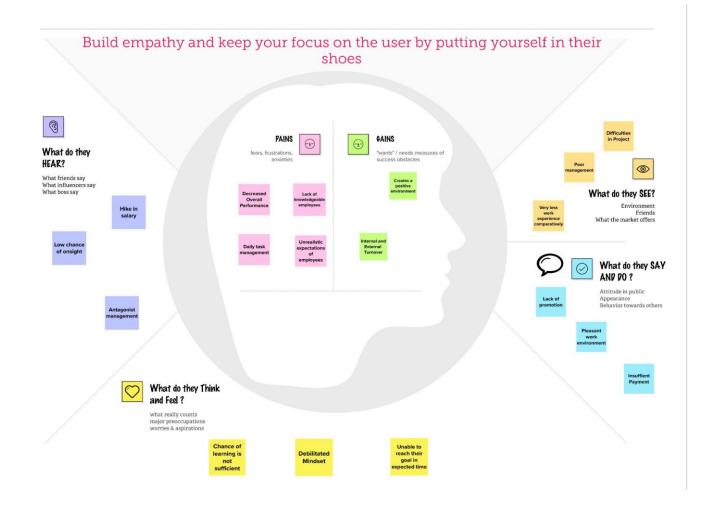
2.3 Problem Statement Definition

- To create a dashboard and perform analysis of employee attrition in corporates using IBM Cognos analytics platform.
 - To reduce the employee attrition rate through data analytics,

data visualization by analysing the major factors that causes attrition.

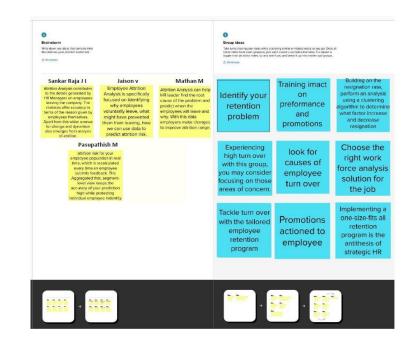
3. IDEATION AND PROPOSED SOLUTION

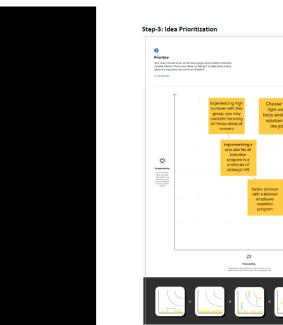
3.1 Empathy Map Canvas

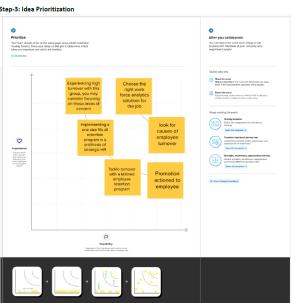


3.2 Ideation & Brainstorming





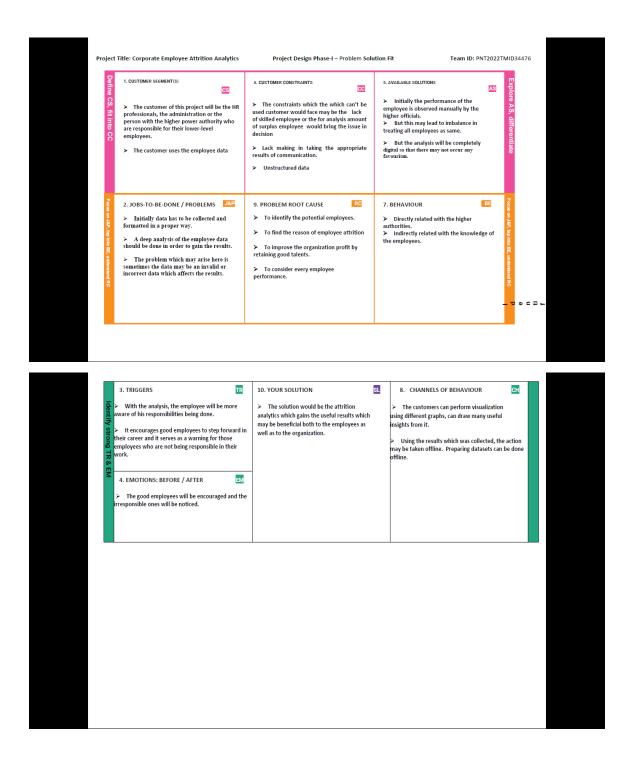




3.3 Proposed Solution

The Existing system includes only few attributes for analysis and also deals with qualitative observations and simple statistical analysis. The qualitative observations deal with data and can be observed through human senses. They do not involve measurements or number. Due to the increase in IOT and connected device, we now have access to so much of data and along with it an increase needs to manage and understand data.

3.4 Problem Solution fit



4. REQUIREMENT ANALYSIS

4.1 Functional requirement

FR No.	Functional Requirement (Epic)	Sub Requirement (Story / Sub-Task)
FR-1	User Registration	Registration through Form Registration through Gmail Registration through LinkedIN
FR-2	User Confirmation	Confirmation via Email Confirmation via OTP
FR-3	User Feedback	Feedback through Form Feedback through Gmail Feedback through Instagram polls Feedback through LinkedIn
FR-4	User Rating	Rating via Mail Rating through Message
FR-5	Employee Management	Validating and managing the employee details
FR-6	Attrition Analytics	Analysing and finding out the major reason for the attrition of employees using dataset

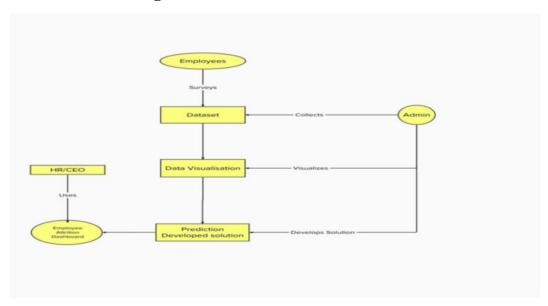
4.2 Non-Functional requirements

Following are the non-functional requirements of the proposed solution.

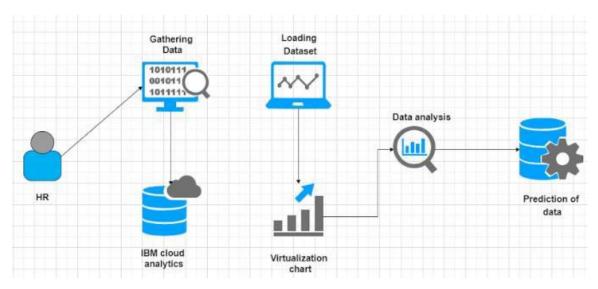
FR No.	Non-Functional Requirement	Description
NFR-1	Usability	This Data Visualization shall be easy to use for all users with minimal instructions. 100% of the languages on the graphical user interface (GUI) shall be intuitive and understandable by non-technical users.
NFR-2	Security	The employee data is kept secure and their identity is hidden for the organization.
NFR-3	Reliability	The Link shall be operable in all conditions. The system must be less prone to errors
NFR-4	Performance	This software is portable and inter-operable. It works smoothly without generating errors. It also provides a faster response
NFR-5	Portability	The link shall be portable to all operating platforms. Therefore, this link should not depend on the different operating systems.
NFR-6	Scalability	Our solution is scalable for large and small datasets. It provides an efficient solution despite the size of the dataset.

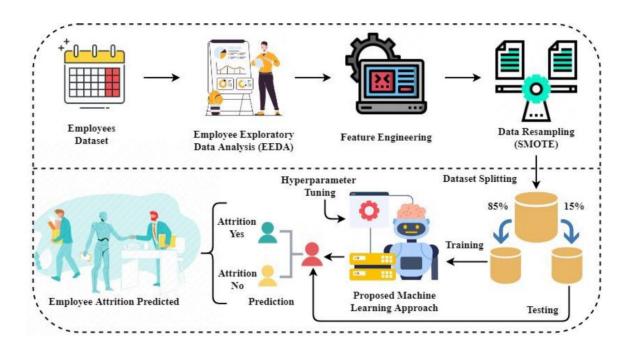
5. PROJECT DESIGN

5.1 Data Flow Diagrams



5.2 Solution & Technical Architecture





5.3 User Stories

User Type	Functional Requirement (Epic)	User Story Number	User Story / Task	Acceptance criteria	Priority	Release
Customer (Web user)	Registration	USN-1	As a user, I can register for the application by entering my email, password, and confirming my password.	I can access my account / dashboard	High	Sprint-1
		USN-2	As a user, I will receive confirmation email once I have registered for the application	I can receive confirmation email & click confirm	High	Sprint-1
		USN-3	As a user, I can register for the application through Facebook	I can register & access the dashboard with Facebook Login	Low	Sprint-2
		USN-4	As a user, I can register for the application through Gmail	I can register & access the dashboard with Gmail Login	Medium	Sprint-1
	Login	USN-5	As a user, I can log into the application by entering email & password	I can access my account / dashboard	High	Sprint-1
	Dashboard	USN-6	Uploading the Dataset	I can be able to upload my dataset	High	Sprint-2
))	USN-7	Working With Dataset	I can be able to access my dashboard	High	Sprint-2
		USN-8	Visualization	I can be able to view the visual attrition rate of my dataset	High	Sprint-3
		USN-9	Working with Dashboard	I can be able to view the various views of the attrition rate	High	Sprint-3
Customer Care Executive		USN-10	Asking Help / Feedback	I can be able to ask help if I can face any issues or problems while using the webpage	Medium	Sprint-4
Administrator		USN-11	Managing the Database	I can assure that my data is in secure state	High	Sprint-4
	1))	USN-12	Managing the over all process	I can assure that my data and process is going good	High	Sprint-4

6. PROJECT PLANNING

6.1 Sprint Planning & Estimation

Sprint	Functional Requirement (Epic)	User Story Number	User Story / Task	Story Points	Priority	Team Members
Sprint-1	Collecting and preparing datasets	USN-1	As a user, I collect the required information about the corporate employee from the higher officials or from the office administration.	2	low	Pranitha S Preeyanka L
Sprint-1		USN-2	As a user, I can also get the employee details through the company database.		High	Pranitha S Preeyanka L
Sprint-1		USN-3	As a user, I segregate the data in a representable form which is used for the further steps.	1	high	Pranitha S Preeyanka L
Sprint-2	Data visualization	USN-1	As a user,I analyse the data through visualization	2	medium	Pavithra Loshini M Preeyanka L
Sprint-2		USN-2	As a user, I analyse the data through dashboards		high	Pavithra Loshini M Preeyanka L
Sprint-2		USN-3	As a user, I analyse the data in the form of stories,graph,reports,etc.		low	Pavithra Loshini M Preeyanka L
Sprint-3	Data analysing	USN-1	As a user, I finally represent the results gained from the data analytics using python	2	high	Kiruthiga J Preeyanka L
Sprint-3		USN-2	Through python,I can calculate the attrition results		medium	Kiruthiga J Preeyanka L
Sprint-4	Reporting the results	USN-1	As a user, I can prepare reports from the data analysis process	1	medium	Pranitha S Preeyanka L
Sprint-4		USN-2	From the reports, I can take necessary actions which results in employee attrition.		low	Pranitha S Preeyanka L

6.2 Sprint Delivery Schedule

Sprint	Total Story Points	Duration	Sprint Start Date	Sprint End Date (Planned)	Story Points Completed (as on Planned End Date)	Sprint Release Date (Actual)
Sprint-1	20	6 Days	24 Oct 2022	29 Oct 2022	29 OCtober 2022	05 Novembet 2022
Sprint-2	20	6 Days	31 Oct 2022	05 Nov 2022	05 November 2022	06 November 2022
Sprint-3	20	6 Days	07 Nov 2022	12 Nov 2022	08 November 2022	09 November 2022
Sprint-4	20	6 Days	14 Nov 2022	19 Nov 2022	11 November 2022	16 November 2022

7. CODING & SOLUTIONING

7.1 Feature 1

#GENERAL

import pandas as pd

import numpy as np

import seaborn as sns

import matplotlib.pyplot as plt

path = '/content/general_data.csv'

df =pd.read_csv(path)

```
df
df.shape
df.info()
df.select_dtypes('int64','float64').columns
cat_cols = df.select_dtypes('object').columns
cat cols
df.describe().T
df
for cat in cat_cols:
  print(cat ,'-> ' , df[cat].unique())
  print()
print("All columns Unique values count")
for col in df:
  print(col, len(df[col].unique()), sep=': ')
plt.figure(figsize = (14,5))
plt.subplot(1,2,1)
sns.countplot(df['Attrition'],color ='b',hue =df['Gender'])
plt.title('Attrition by Gender')
plt.subplot(1,2,2)
plt.pie(df['Attrition'].value_counts(),colors =['r', 'c'],explode =[0,0.1],autopct =
'%.2f', labels =['No', 'Yes'])
plt.title('Attrition')
#HANDLING CATEGORICAL OUTPUT VARIABLE
df['Attrition'].replace({'Yes':1,'No':0},inplace = True)
df['Attrition'].head()
plt.figure(figsize =(20,8))
sns.boxplot(x = 'JobRole', y = 'MonthlyIncome', data = df, hue = 'Attrition', color = 'red')
col = ['YearsInCurrentRole', 'YearsSinceLastPromotion', 'YearsWithCurrManager'
,'YearsAtCompany']
plt.figure(figsize = (10,10))
for i,c in enumerate(col):
  plt.subplot(2,2,i+1)
  sns.distplot(df[c],color='b')
7.2 Feature 2
#GENERAL
import pandas as pd
import numpy as np
import seaborn as sns
import matplotlib.pyplot as plt
#FEATURE ENGINEERING
from sklearn.preprocessing import LabelEncoder
from imblearn.over_sampling import SMOTE
path = '/content/general_data.csv'
df =pd.read csv(path)
df
df.shape
df.info()
df.select_dtypes('int64','float64').columns
```

```
cat_cols = df.select_dtypes('object').columns
cat cols
df.describe().T
df
for cat in cat_cols:
  print(cat ,'-> ' , df[cat].unique())
  print()
print("All columns Unique values count")
for col in df:
  print(col, len(df[col].unique()), sep=': ')
plt.figure(figsize = (14,5))
plt.subplot(1,2,1)
sns.countplot(df['Attrition'],color='b',hue=df['Gender'])
plt.title('Attrition by Gender')
plt.subplot(1,2,2)
plt.pie(df['Attrition'].value_counts(),colors =['r','c'],explode =[0,0.1],autopct =
'%.2f', labels = ['No', 'Yes'])
plt.title('Attrition')
#HANDLING CATEGORICAL OUTPUT VARIABLE
df['Attrition'].replace({'Yes':1,'No':0},inplace = True)
df['Attrition'].head()
df.drop(columns = no_use, axis = 1, inplace = True)
df.columns
df['Gender'].replace({'Male':1, 'Female':0}, inplace = True)
df['OverTime'].replace({'Yes':1,'No':0},inplace = True)
(df.Attrition.value_counts()/1470)*100
smote = SMOTE(sampling_strategy='minority')
x, y = \text{smote.fit resample}(x, y)
print(x.shape ,y.shape)
#now balanced
y.value_counts()
sns.countplot(y ,palette='viridis')
plt.title('Now Class is Balanced')
```

8. TESTING

8.1 Test Cases

8.2 User Acceptance Testing

1. Purpose of Document

The purpose of this document is to briefly explain the test coverage and open issue of corporateemployee attrition at the time of the release.

2. Defect Analysis

Resolution	Severity 1	Severity 2	Severity 3	Severity 4	Subtotal
By Design	3	2	0	0	5
Duplicate	4	0	2	0	6
External	3	2	0	0	5
Fixed	1	0	1	0	2
Not Reproduced	0	3	3	0	6
Skipped	0	0	3	2	5
Won't Fix	0	0	1	0	1
Totals	11	7	10	2	30

3. Test Case Analysis

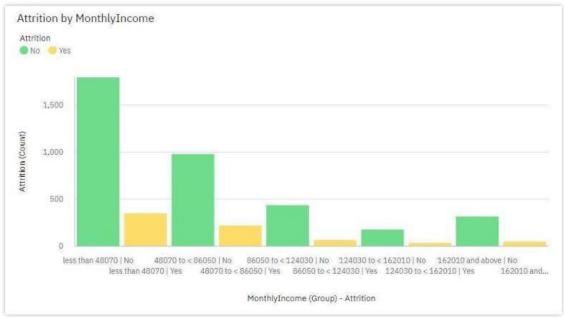
Database	2	0	0	2
Dashboard	1	0	0	1
Visualize the data	8	0	0	8
Logistic Regression	4	0	0	4

Section	Total Cases	Not Tested	Fail	Pass
Login Page	1	0	0	1
Employee Attrition Details	1	0	0	1

9. RESULTS

9.1 Performance Metrics





9. ADVANTAGES & DISADVANTAGES

9.1Advantages

Data Collection: The study is conducted among working IT professionals of two different categories. This categorization mainly was focused on experience level and role in the organization. It was important to know the views of candidates who seek for the job for various reasons as well as the views of interviewers involved in the process of hiring the candidates. The research study involves reference of both primary and secondary data. Primary Data Primary data is collected through a field survey with the help of a structured self-administrated Questionnaire. The survey consisted of close ended questions by the means of convenience sampling. The scaling technique installed in the questionnaire is 5-point rating scale. Total 120 respondent were IT professionals belonging to the organizations from Nagpur, Pune and Mumbai cities in Maharashtra. Secondary Data Secondary data is collected by referring to the Journals, research papers and published data in the form of books and newspapers.

Type of Research:

The research paper adopted the descriptive research design methodology. Sample Design, Sample Size and Sampling Method The sample selected for the study is an Indian Information Technology Industry. The nature of the sample is restricted to working professionals in Information Technology sector and is collected through the convenience sampling technique. The sample size was 120 respondents.

10. CONCLUSION

Employees as well as organizations must be clear with their expectations regarding the job profile. Any sort of mismatch leads to discrepancy and employees may fail to perform at their job. This eventually leads to attrition. Organizations should state the requirements and expectations unambiguously. This helps candidates decide upon to accept the job position or not. This eventually avoids further conflicts in the employment terms.

11. FUTURE SCOPE

Research findings suggest that attrition reasons in IT organizations primarily revolve around professional growth and challenges in the organization. Although economic factors happen to the most influential factor, professionals may settle for second best criteria of their preference that is career growth and supportive work policies in the organization. On the other hand, candidates who aspire to have a better job than the one in hand are more interested in securing the next job. Young talent wants to work on latest technology and functional domain. IT professionals who are young career makers are less influenced by Brand name or geographical area. Most of the IT professionals look for challenging role and position in the organization. Candidates as well as senior professionals believe that challenging work motivate them to maintain the interest in the work life. Employees as well as organizations must be clear with their expectations regarding the job profile. Any sort of mismatch leads to discrepancy and employees may fail to

perform at their job. This eventually leads to attrition. Organizations should state the requirements and expectations unambiguously. This helps candidates decide upon to accept the job position or not. This eventually avoids further conflicts in the employment terms. Further this research can make more detailed conclusions over "mapping of candidates' expectations with organizations' requirement" by collecting the data focusing on all the steps of recruitment and selection process.

12. APPENDIX

12.1 Source Code

import numpy as np import pandas as pd import matplotlib.pyplot as plt %matplotlib inline import seaborn as sns

DATASET 1

dfi=pd.read_csv('/content/drive/MyDrive/attrition/employee_attrition_train.csv')

from google.colab import drive drive.mount('/content/drive')

Drive already mounted at /content/drive; to attempt to forcibly remount, call drive.mount("/content/drive", force_remount=True).

df1

	Age	Attrition	BusinessTravel	DailyRate	Department	DistanceFromHome	Education	EducationField	EmployeeCount	EmployeeNumber	-	RelationshipSatisfaction	n
0	50.0	No	Travel Rarely	1126.0	Research & Development	1.0	2	Medical	1	997	-		3
1	36.0	No	Travel Rarely	216.0	Research & Development	6.0	2	Medical	1	178	-		4
2	21.0	Yes	Travel Rarely	337.0	Sales	7.0	1	Marketing	1	1780			2
3	50.0	No	Travel Frequently	1246.0	Human Resources	NaN	3	Medical	1	644	-		3
4	52.0	Na	Travel Rarely	994.0	Research & Development	7.0	4	Life Sciences	1	1118	-		4
***		-	-			-	-		-	***	-		70
1024	NaN	No	Travel Rarely	750.0	Research & Development	28.0	3	Life Sciences	1	1596	_		4
1025	41.0	No	Travel Rarely	447.0	Research & Development	NaN	3	Life Sciences	1	1814	-		1
1026	22.0	Yes	Travel Frequently	1256.0	Research & Development	NaN	4	Life Sciences	1	1203	-	i	2
1027	29.0	No	Travel Rarely	1378.0	Research & Development	13.0	2	Other	1	2053	i and		1
1028	50.0	No	Travel Rarely	264.0	Sales	9.0	3	Marketing	1	1591			3

```
In [ ]: dfl.columns
In [ ]: df1.dtypes
Out[]: Age
Attrition
                                                 float64
                                                 object
object
float64
            BusinessTravel
DailyRate
            Department
DistanceFromHome
                                                 object
float64
            Education
EducationField
EmployeeCount
EmployeeNumber
                                                   int64
                                                    int64
            EnvironmentSatisfaction
                                                   int64
            Gender
HourlyRate
JobInvolvement
                                                  object
int64
int64
int64
            JobLevel
            JobRole
                                                 object
                                                 int64
object
int64
            JobSatisfaction
            MaritalStatus
MonthlyIncome
MonthlyRate
NumCompaniesWorked
                                                   int64
                                                   int64
            Numcompaniesworked
Over18
OverTime
PercentSalaryHike
PerformanceRating
RelationshipSatisfaction
                                                    int64
                                                   int64
            StandardHours
StockOptionLevel
                                                    int64
                                                   int64
int64
int64
             TotalWorkingYears
TrainingTimesLastYear
            WorkLifeBalance
                                                   int64
            YearsAtCompany
YearsInCurrentRole
YearsSinceLastPromotion
                                                   int64
            YearsWithCurrManager
dtype: object
                                                   int64
In [ ]: dfl.shape
In [ ]: df1.info()
          34 YearsWithCurrManager 1029 non-r
dtypes: float64(3), int64(23), object(9)
memory usage: 281.5+ KB
                                                    1029 non-null
                                                                         int64
In [ ]: df1.describe()
```



df1['NumCompaniesWorked']	=df1['NumCompaniesWorked'].fillna(df1['NumCompaniesWorked'].mean())	
df1['TotalWorkingYears']:	df1['TotalWorkingYears'].fillna(df1['TotalWorkingYears'].mean())	
df1.isnull().sum()		
Age	136	
Attrition	0	
BusinessTravel	5	
DailyRate	27	
Department DistanceFromHome	e 95	
Education	95	
EducationField	0	
EmployeeCount	0	
EmployeeNumber		
EnvironmentSatisfaction	8	
Gender		
HourlyRate		
JobInvolvement	0	
JobLevel	e	
JobRole	8	
JobSatisfaction	0	
MaritalStatus	5	
MonthlyIncome	0	
MonthlyRate	8	
NumCompanlesWorked	e	
Over18	e	
OverTime	0 0	
PercentSalaryHike PerformanceRating	0	
RelationshipSatisfaction	0	
StandardHours		
StockOptionLevel	9	
TotalWorkingYears		
TrainingTimesLastYear	8	
WorkLifeBalance	8	
YearsAtCompany	8	
YearsInCurrentRole	0	
YearsSinceLastPromotion	e	
YearsWithCurrManager	0	

1:		Age	Attrition	BusinessTravel	DailyRate	Department	DistanceFromHome	Education	EducationField	EmployeeCount	EmployeeNumber	-	RelationshipSatisfaction S
	0	50.0	No	Travel Rarely	1126.0	Research & Development	1.0	2	Medical	1	997	-	3
	1	36.0	No	Travel Rarely	216.0	Research & Development	6.0	2	Medical	1	178	-	4
	2	21.0	Yes	Travel Rarely	337.0	Sales	7.0	1	Marketing	1	1780		2
	3	50.0	No	Travel_Frequently	1246.0	Human Resources	NaN	3	Medical	1	644		3
	4	52.0	No	Travel Rarely	994.0	Research & Development	7.0	4	Life Sciences	1	1118		4
	***	-	-	-	-				-	_	-	-	
	1024	NaN	No	Travel Rarely	750.0	Research & Development	28.0	3	Life Sciences	1	1596	-	4
	1025	41.0	No	Travel Rarely	447.0	Research & Development	NaN	3	Life Sciences	1	1814		1
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	1028	50.0	No	Travel Rarely	264.0	Sales	9.0	3	Marketing	1	1591		3