

Link to Looker Studio report:

<https://lookerstudio.google.com/reporting/578540c0-c376-4684-9b2c-8f179220dfdc>

REPORT 1: Employee Turnover

Analysis questions

1. How does the company's turnover rate compare to the industry standard?

The company's turnover rate exceeds the industry standard (16.4% > 13.2%).

2. Which types of jobs leave the company the most during the year? Consider their turnover rate within 2 years of joining the company.

"Sales representatives" leave the company the most during the year. Their turnover rate within 2 years of joining the company is 22%.

3. What is the turnover rate of the high-performing (Star) and low-performing (Low) employees? (Consider the correlation with the rate of each group of employees in the company).

The turnover rate of the high-productivity group (Star) is lower than that of the low-productivity group (Low) (16.63% < 64%).

While the turnover rate of the Star group is significantly lower than the Low group (16.63% vs. 64%), it can still be a concern, especially if high-performing employees are leaving.

High-performing employees are typically more valuable to the organization, as they contribute more to productivity, innovation, and overall success.

Why it might be a concern:

- Loss of expertise: Losing high-performers can create knowledge gaps.
- Impact on morale: If key employees leave, it can affect team dynamics and the morale of other high performers.
- Replacement costs: Replacing high-performing employees is often costly in terms of both time and money (recruitment, training, onboarding).

4. Does overtime work affect the turnover rate of employees?

Employees who work overtime have a higher turnover rate than employees who do not work overtime by about 20%.

5. Does the distance of commuting to work affect the turnover rate of employees?

The distance to commute to work does have quite a significant relationship with the turnover rate.

6. How does the length of time working with the current manager affect the turnover rate?

Working with the current manager for less than 1 year has a high turnover rate, then gradually decreases (the data increases abnormally when reaching the 14th year).

7. Is lack of career advancement a reason for employees to quit?

Lack of career advancement is not a reason employees quit (there is no clear pattern in the chart).

8. How does salary affect employee turnover?

There is a high turnover rate among employees with salaries of around 12,000 or less.

9. Is the amount of training a major factor affecting employee turnover?

The group of employees who do not receive training has the highest turnover rate, but the group of employees who receive training still has a significant turnover rate (no impact).

10. Is the turnover rate of male employees higher or lower than that of female employees?

The turnover rate of male employees is higher than that of female employees.

11. Which group has a higher turnover rate, younger or older?

Employees under 24 have the highest turnover rate. This rate decreases with age and increases slightly after age 45.

12. What is the turnover rate of employees who have worked at more companies during their career compared to employees who have worked at fewer companies?

Employees who have worked at 5-7 companies have the highest turnover rate (although there is no clear trend for the other groups).

13. How do employee satisfaction and engagement affect turnover?

Employees with low job satisfaction and low job engagement have higher turnover rates.

14. What are the top reasons employees actively quit their jobs?

The top reasons for employee resignation include: few number of trainings (0 is the highest), working overtime, far distance from home, low income (though there's still high income terminated), low work-life balance rate, low employee satisfaction rate, low job involvement rate,

Conclusion

The company's turnover rate analysis reveals several critical factors contributing to the higher-than-industry-standard employee turnover rate. Key insights include:

- **Company turnover rate exceeds industry standard:** At 16.4%, the company's turnover rate is higher than the industry average (13.2%). This is a red flag for retention and suggests a need for improved employee engagement and satisfaction.
- **High turnover in Sales Representatives:** Sales representatives are leaving the company the most, with a 22% turnover rate within two years of joining. This indicates specific job-related issues, such as high pressure or insufficient support for new hires.

1. **Turnover of High-performing vs. Low-performing employees:** While the turnover rate of high-performers (16.63%) is significantly lower than that of low-performers (64%), it is still a concern. High-performers are essential to the company's growth and success, and their departure could result in a loss of expertise and increased recruitment costs.
2. **Overtime increases turnover:** Employees who work overtime have a higher turnover rate by about 20%, suggesting that long hours may be contributing to employee dissatisfaction.
3. **Time with manager:** Employees working with their current manager for less than a year have higher turnover rates. However, turnover stabilizes with more extended tenure, though it spikes after 14 years of service, suggesting possible burnout or stagnation.
4. **Low salary drives turnover:** Employees earning around \$12,000 or less show high turnover rates. Compensation dissatisfaction is a known driver for employee attrition.
5. **Training has mixed impact:** While employees who do not receive training have the highest turnover rates, even those who receive training are leaving, suggesting that training alone is not enough to retain staff.
6. **Male employees have higher turnover:** Male employees have a higher turnover rate compared to female employees, highlighting potential gender-specific challenges in retention.
7. **Younger employees have higher turnover:** Employees under 24 have the highest turnover rates, possibly due to seeking better career opportunities or feeling less committed to their current roles.
8. **Frequent job-hoppers show high turnover:** Employees who have worked at 5-7 companies have the highest turnover rates, suggesting a pattern of job-hopping that may not be easily mitigated by retention strategies.
9. **Low satisfaction and engagement drive turnover:** Employees with low job satisfaction and engagement exhibit higher turnover rates, underscoring the importance of improving the work environment.
10. **Top reasons for resignations:** The main reasons employees leave include lack of training, working overtime, long commutes, low income, poor work-life balance, and low satisfaction and engagement.

HR Strategies to address turnover

1. **Focus on retaining high-performing employees:** Implement retention strategies for high-performing (Star) employees, such as career development programs, recognition, and better compensation packages.
2. **Improve support for Sales Representatives:** Sales employees may require better onboarding, ongoing training, and performance incentives to reduce their high turnover rate.
3. **Address overtime issues:** Reduce the necessity for overtime or compensate employees fairly for extra hours to minimize burnout and dissatisfaction.
4. **Offer competitive salaries:** Review salary structures to ensure employees are compensated competitively, particularly those in lower pay brackets.

5. **Enhance training programs:** Although training is provided, it may need to be more engaging or relevant to employees' career growth. Expanding and improving training programs can boost retention.
6. **Foster manager-employee relationships:** Focus on improving leadership training for managers to reduce turnover in employees who have worked with their manager for less than a year.
7. **Boost employee engagement and satisfaction:** Invest in creating a positive work culture that fosters job satisfaction and engagement through recognition programs, better work-life balance, and opportunities for professional growth.
8. **Tailored retention for younger employees:** Develop retention strategies for younger employees by providing clear career paths, mentorship programs, and job satisfaction initiatives.
9. **Offer career development opportunities:** While lack of advancement was not a dominant factor, providing more visible career development opportunities could help retain mid- to long-term employees.