Employment under the magnifying glass: gender, structure and signals of dissatisfaction

Prepared as part of the Tech Leaders mentorship project
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🎯 Purpose of the Analysis

The purpose of this analysis is to better understand the company's workforce and employee satisfaction.
I focused on the following questions:

Who works in the company?
→ What age groups and genders are most common?

What are the proportions between departments?
→ Are some departments bigger than others? Is the structure balanced?

How satisfied are the employees?
→ Which departments or groups are the most or least satisfied?

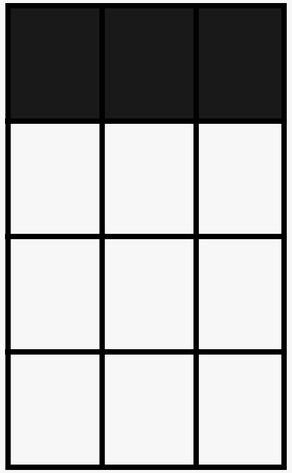
How many employees plan to leave?
→ What maybe the reasons for leaving the company?

Are there any problem areas ( )?
→ Where can we see warning signs like high turnover or low morale?

How can we improve the results?
→ What actions can HR take based on the data?

Data

35 columns
1470 rows



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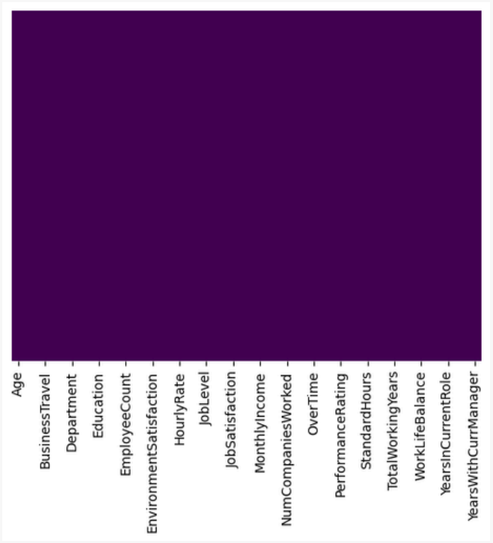
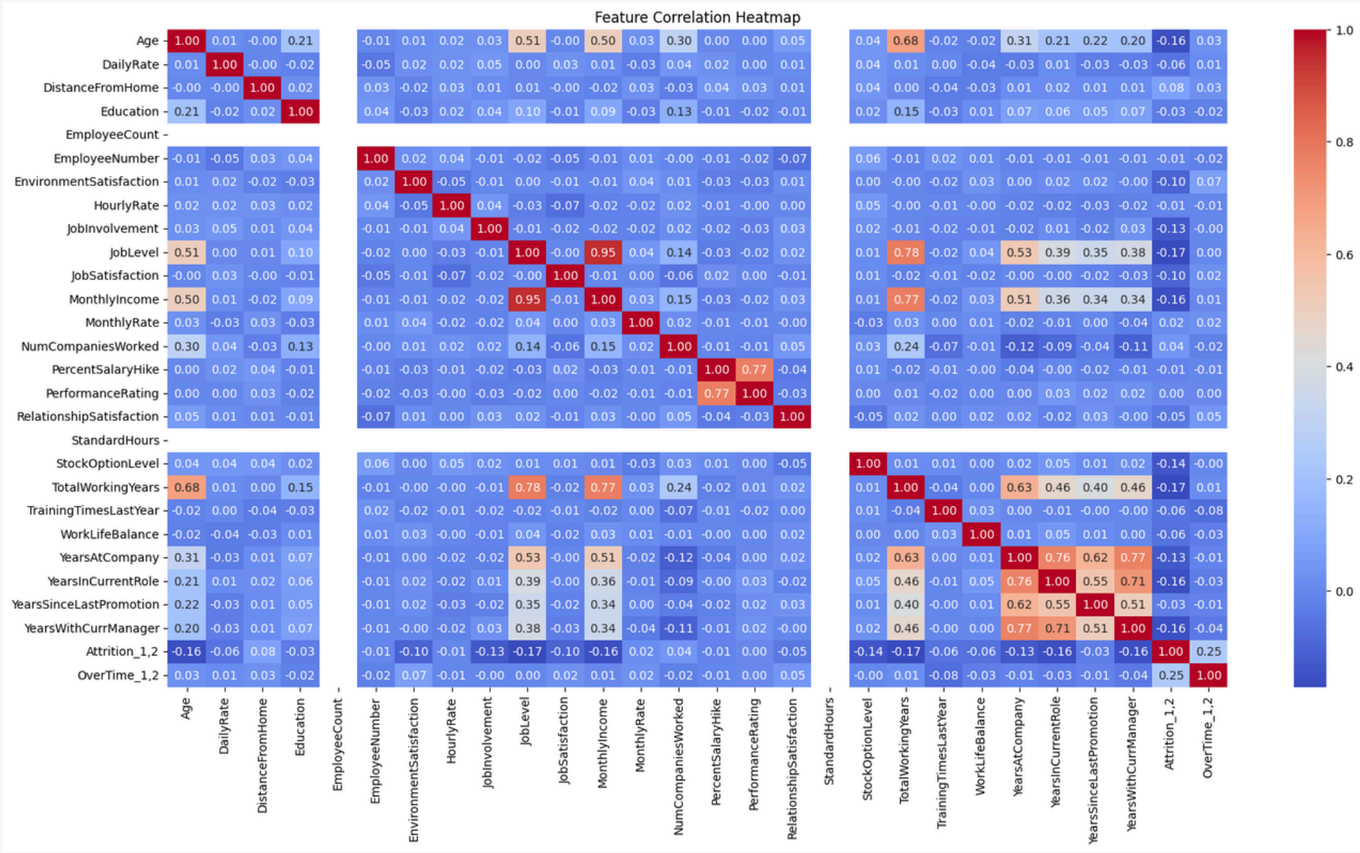
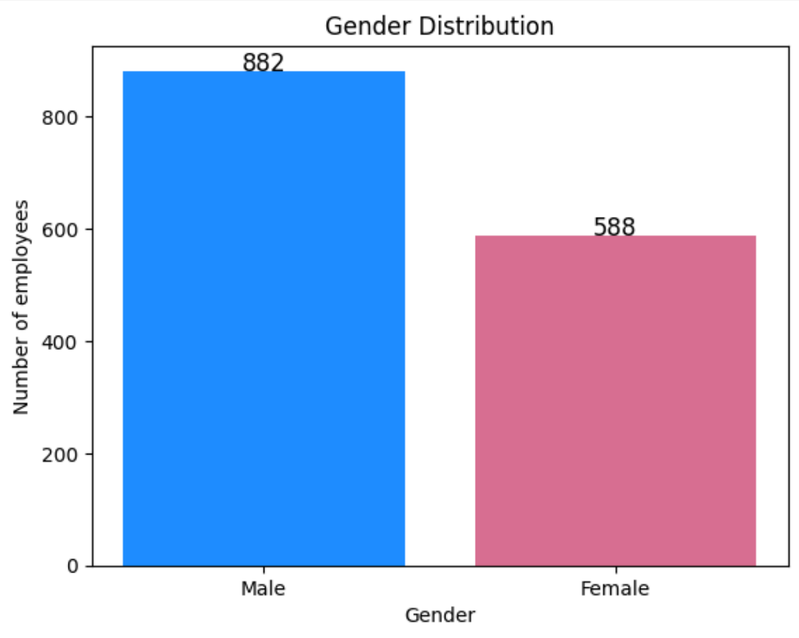


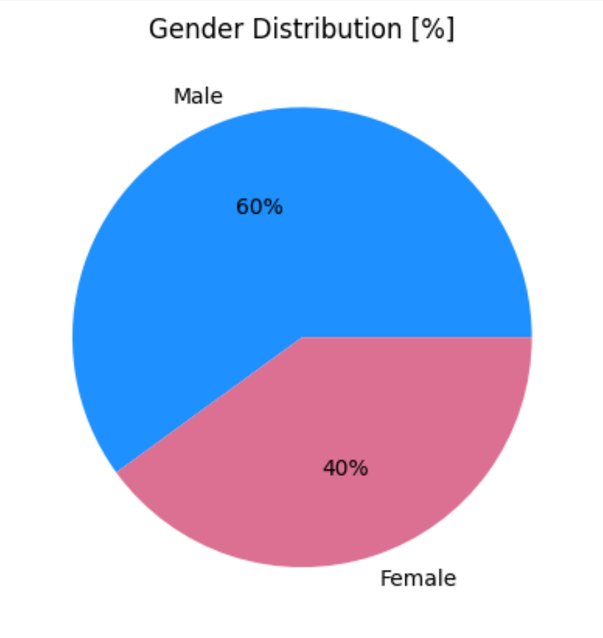
Correlation

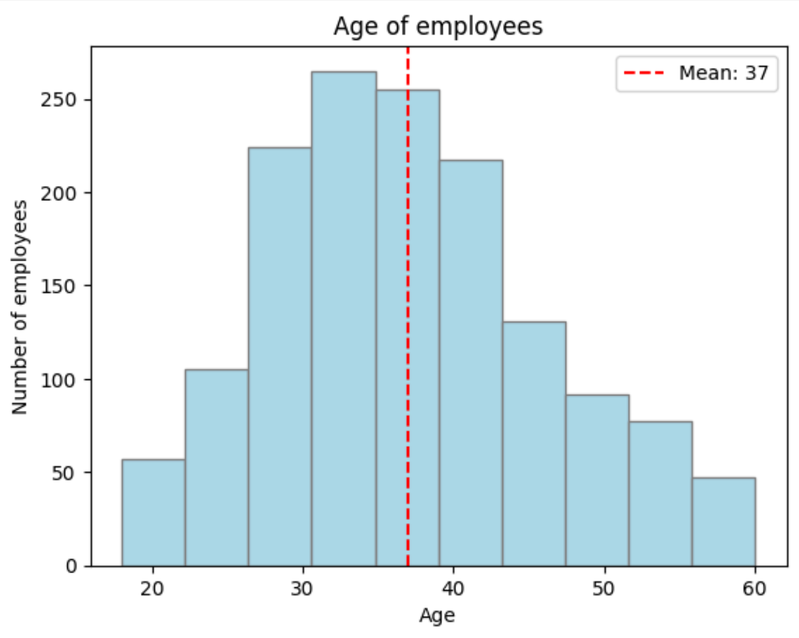


Employment

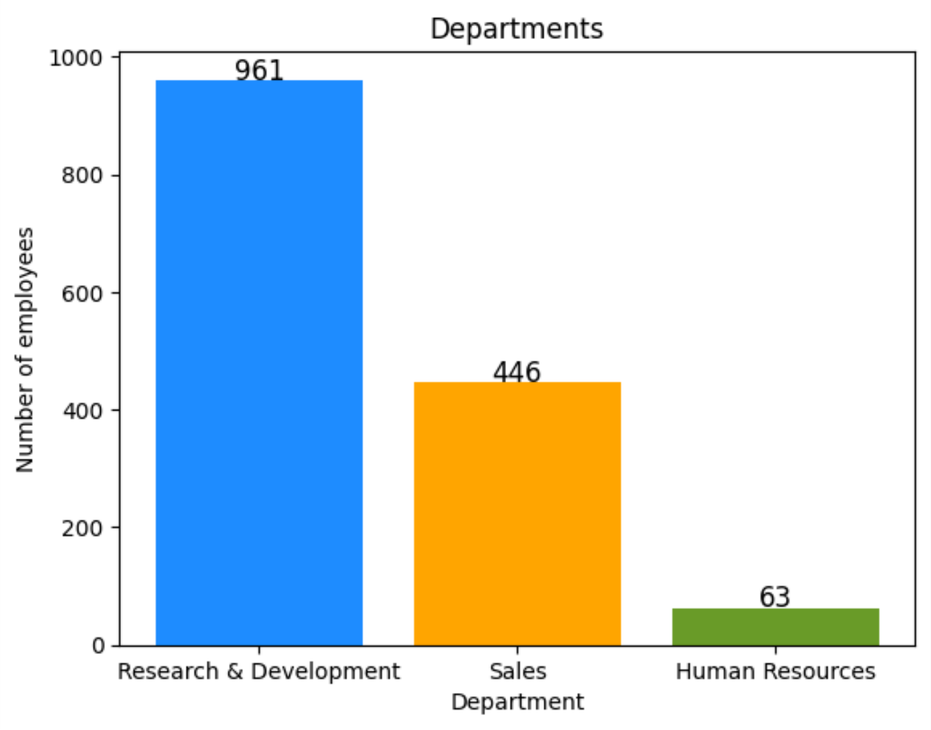
1470 total employees

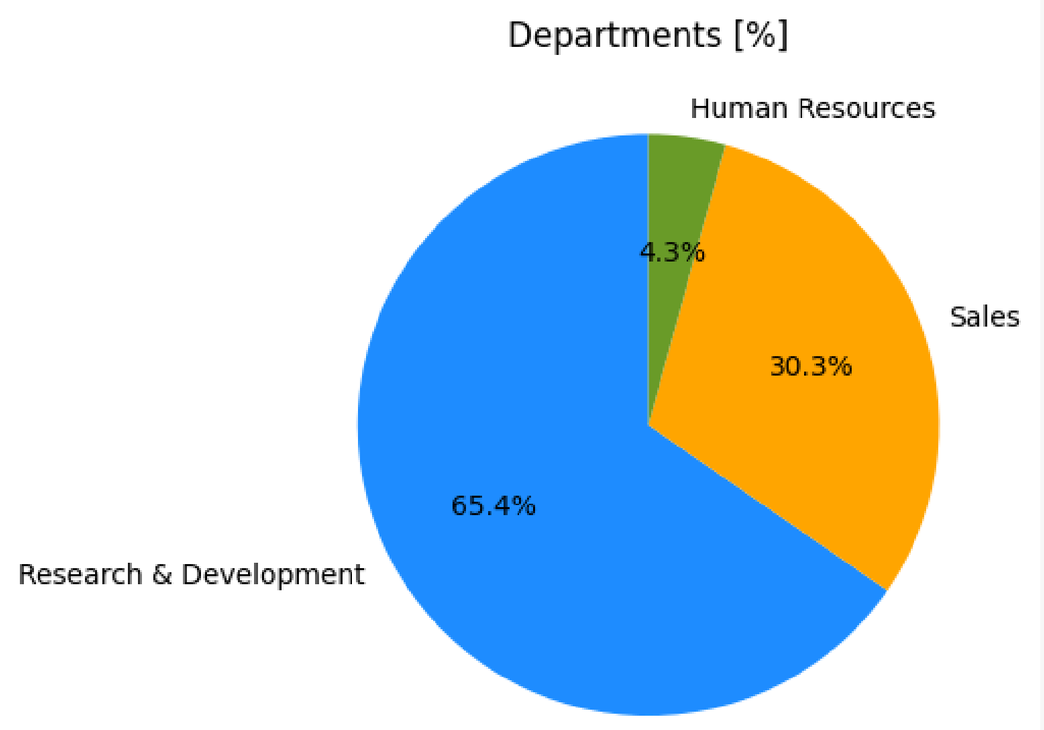




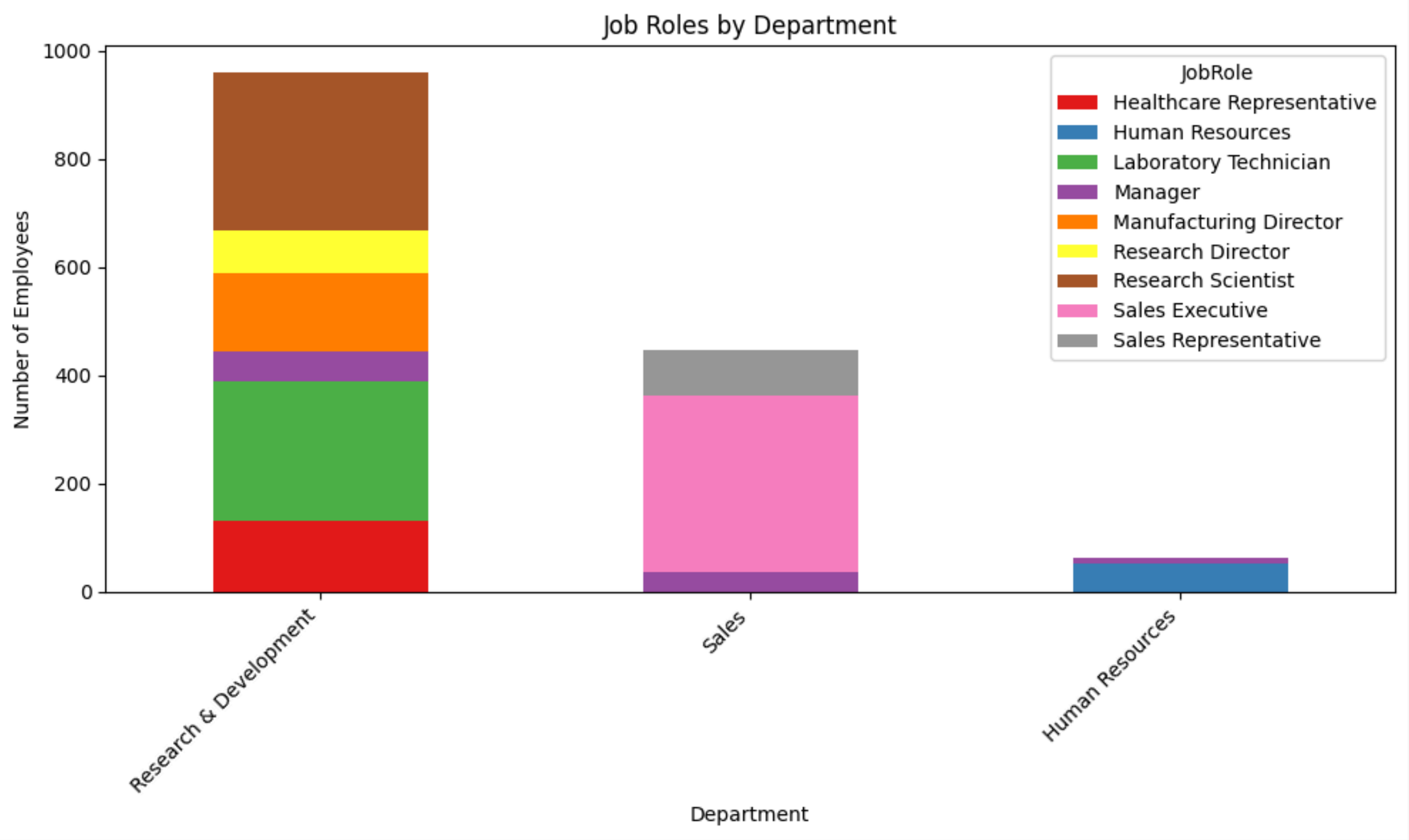


Departments



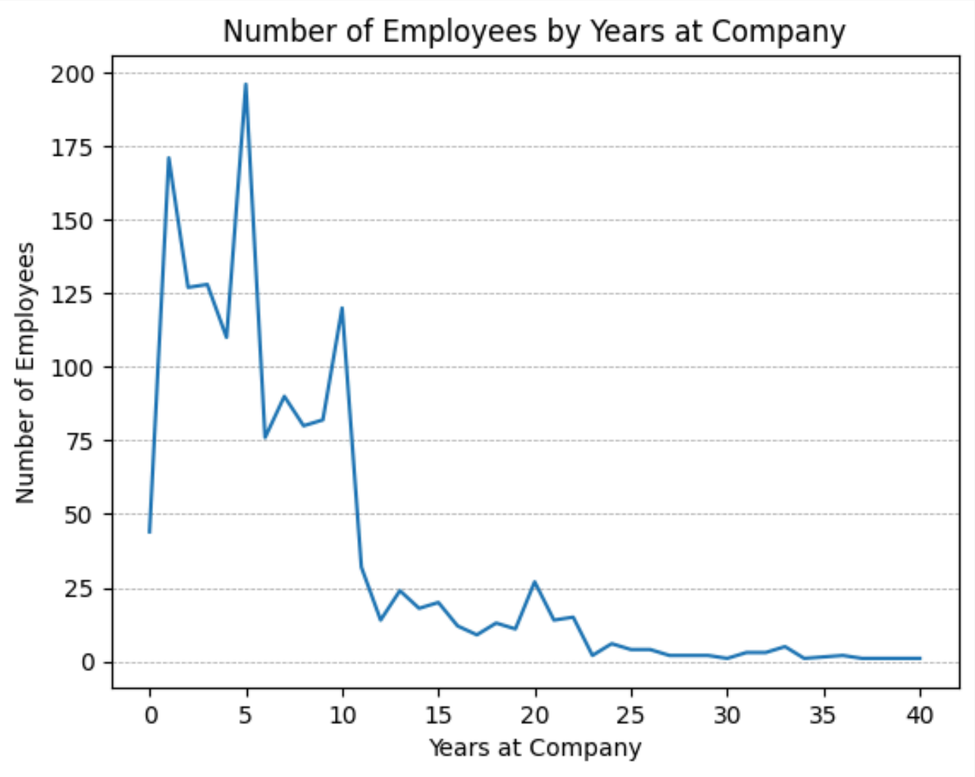


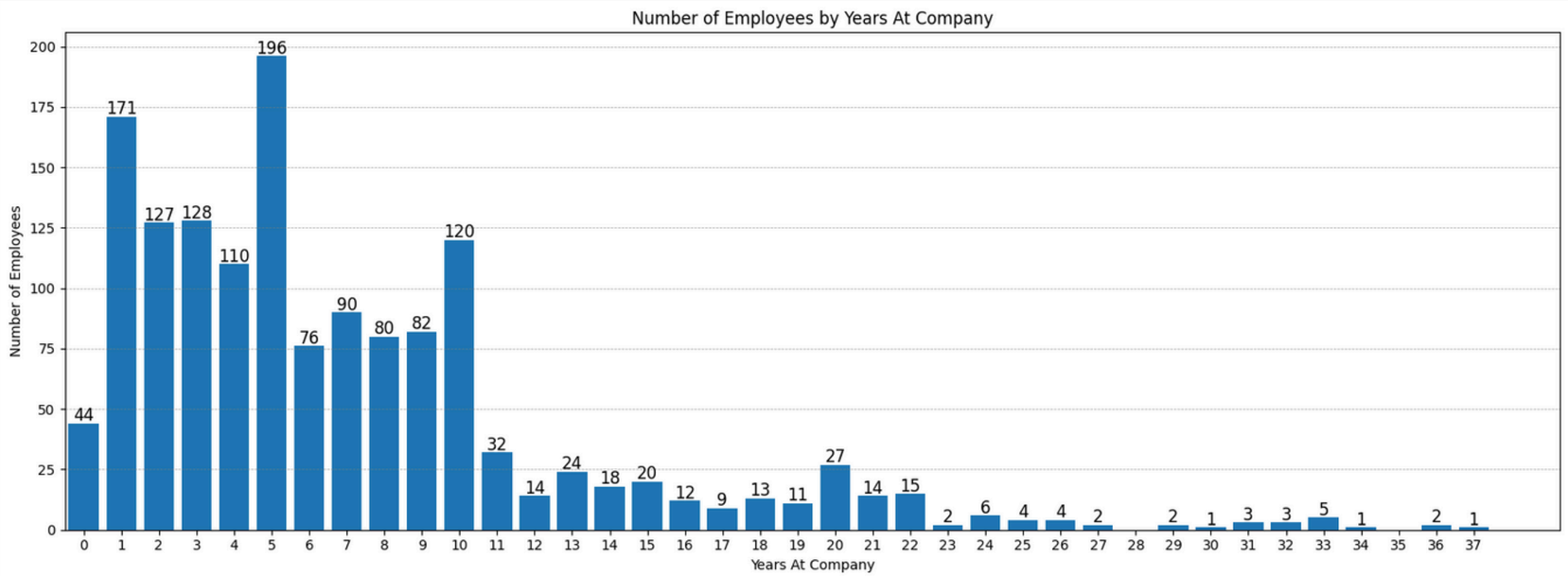
Job Role in departments

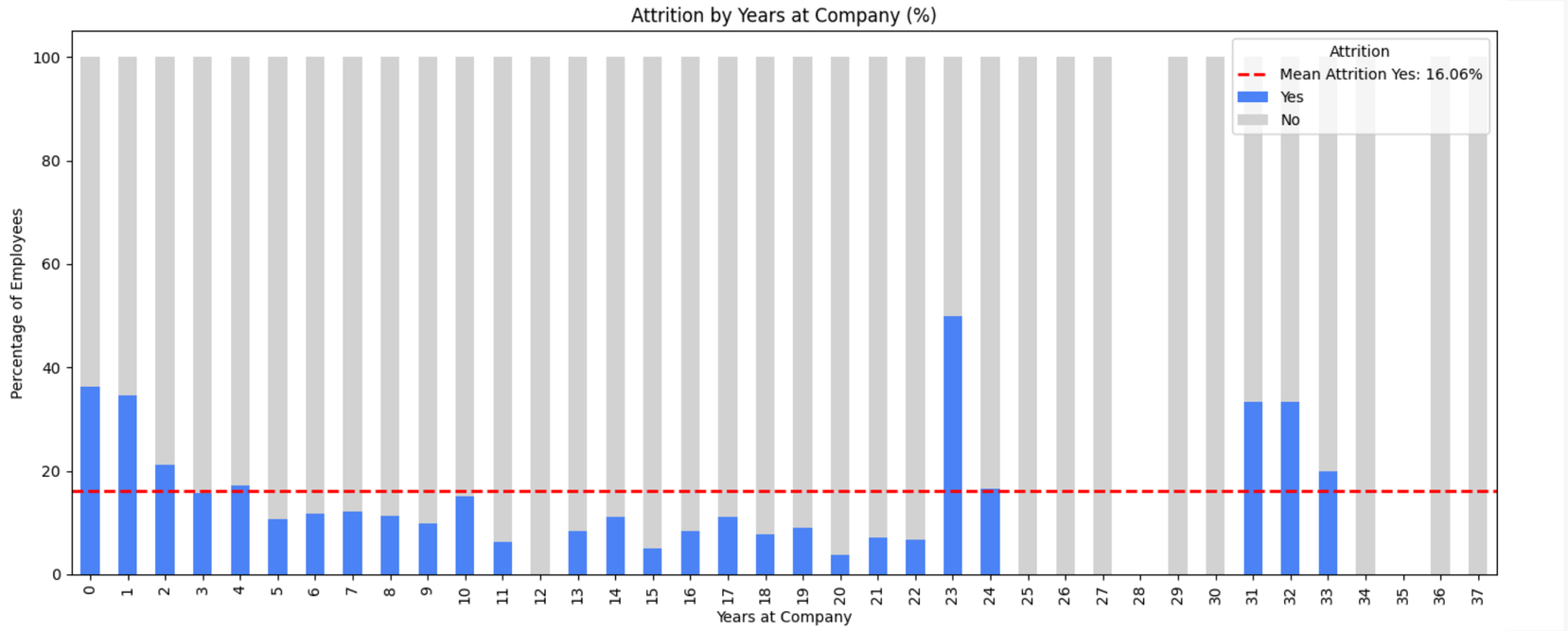


Years at company

More than half of the employees have been with the company for less than 13 years. Employees who are more likely to leave the company are aged between 18 and 33.



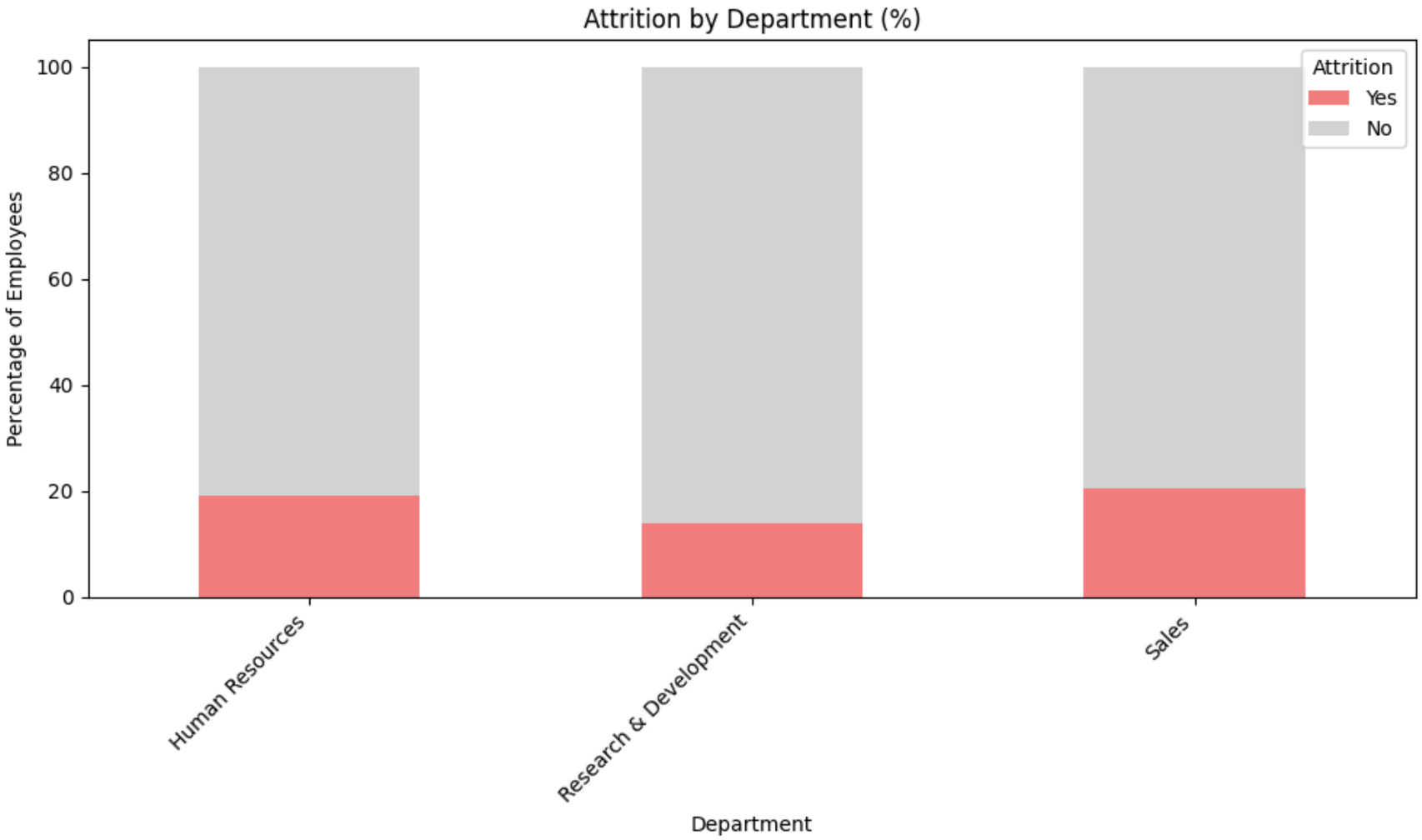




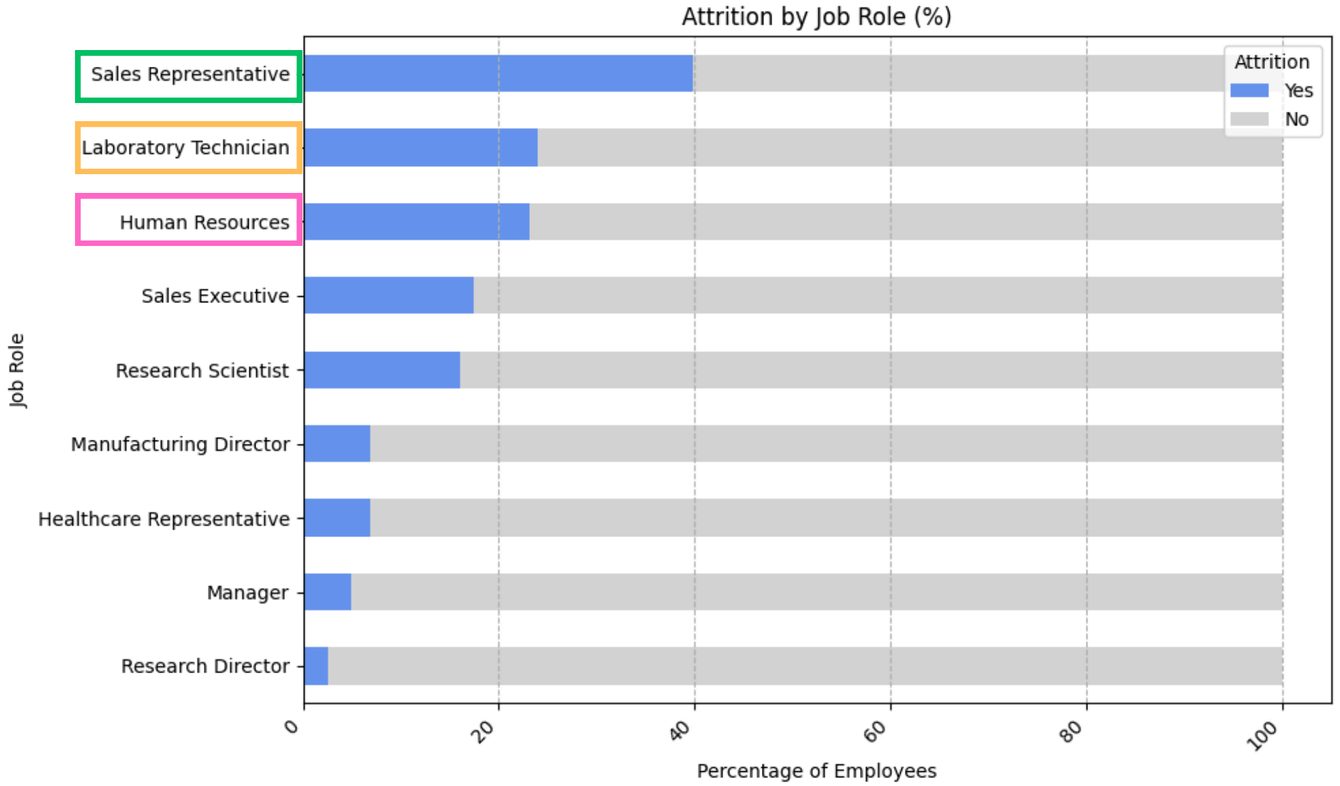
Most employees have been in the company for less than 10 years.

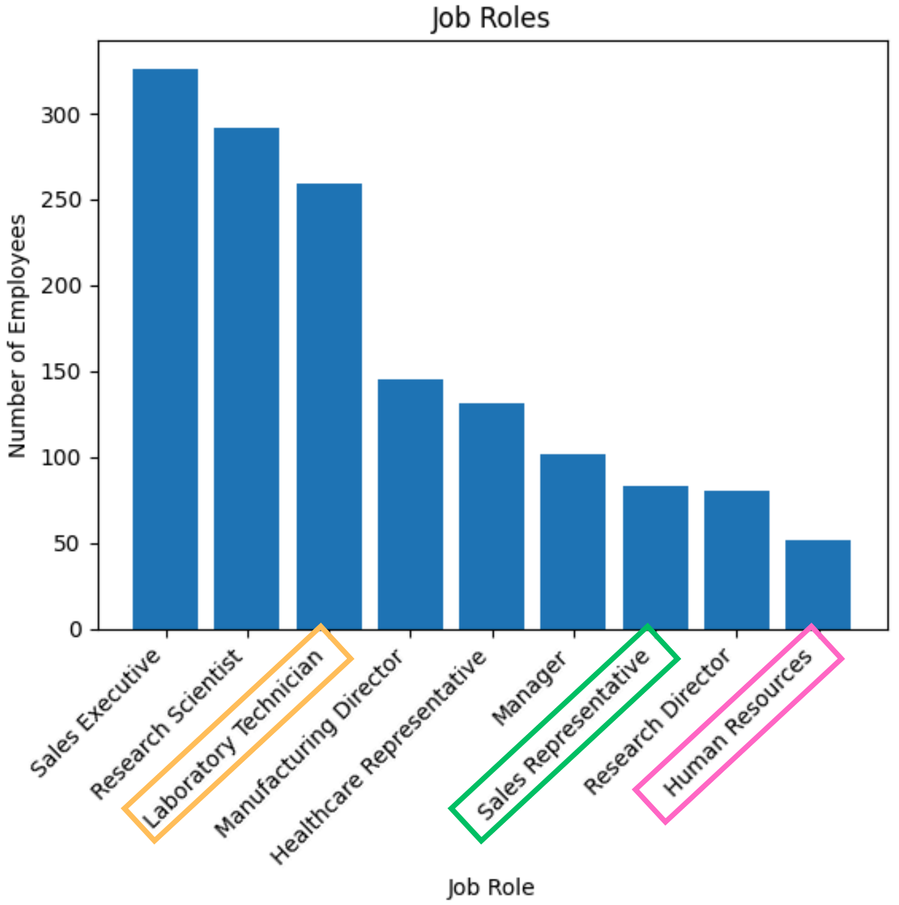
Highest attrition happens in the first 4 years.

Departmental attrition



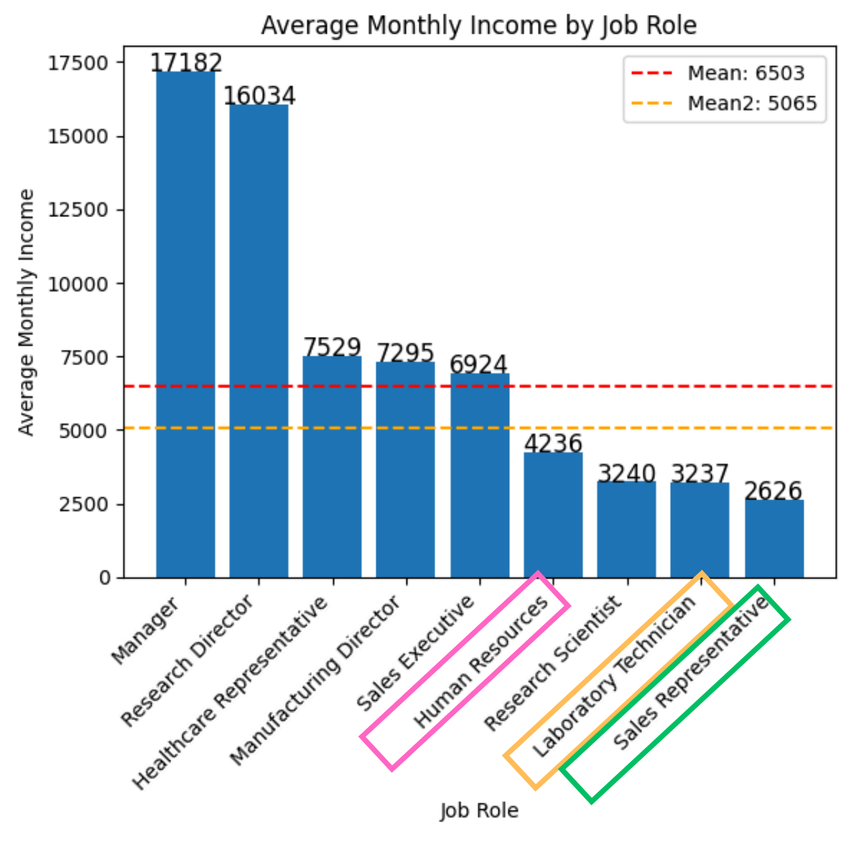
Attrition in Job Roles



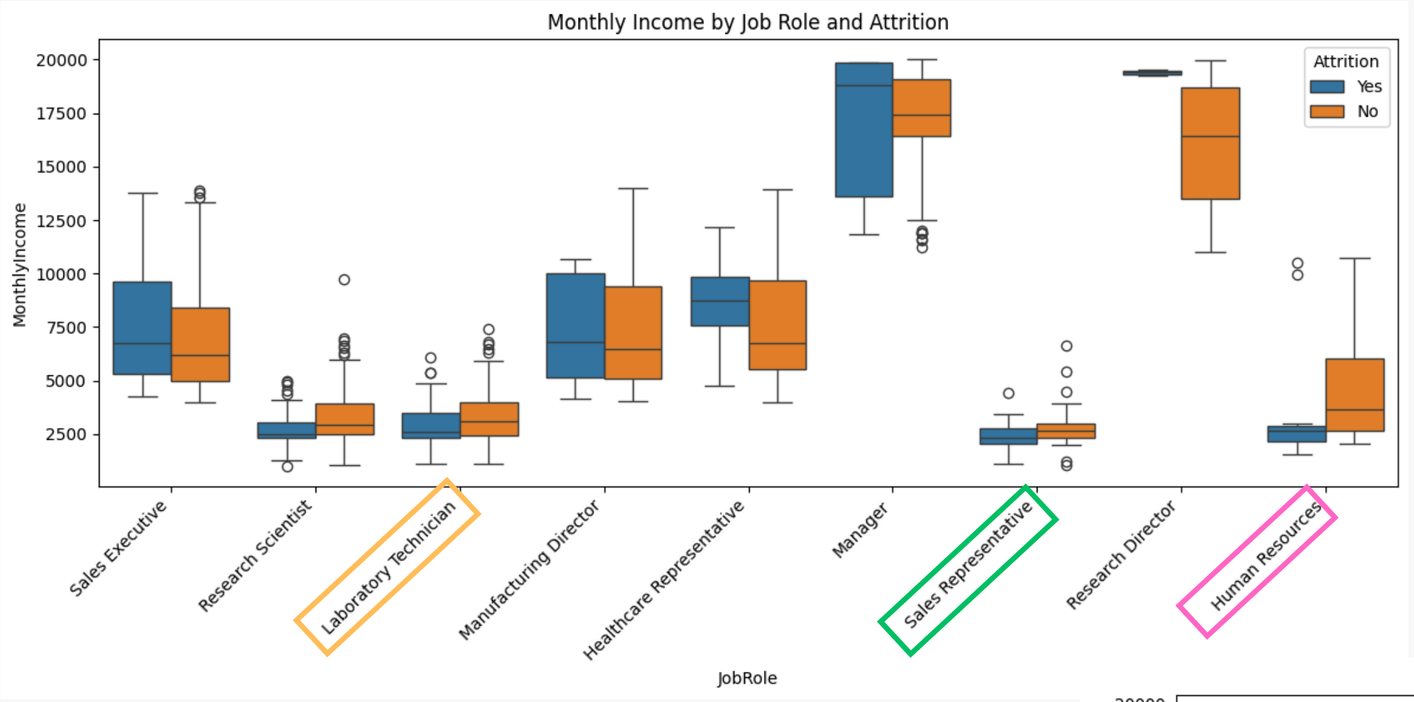


Average monthly income

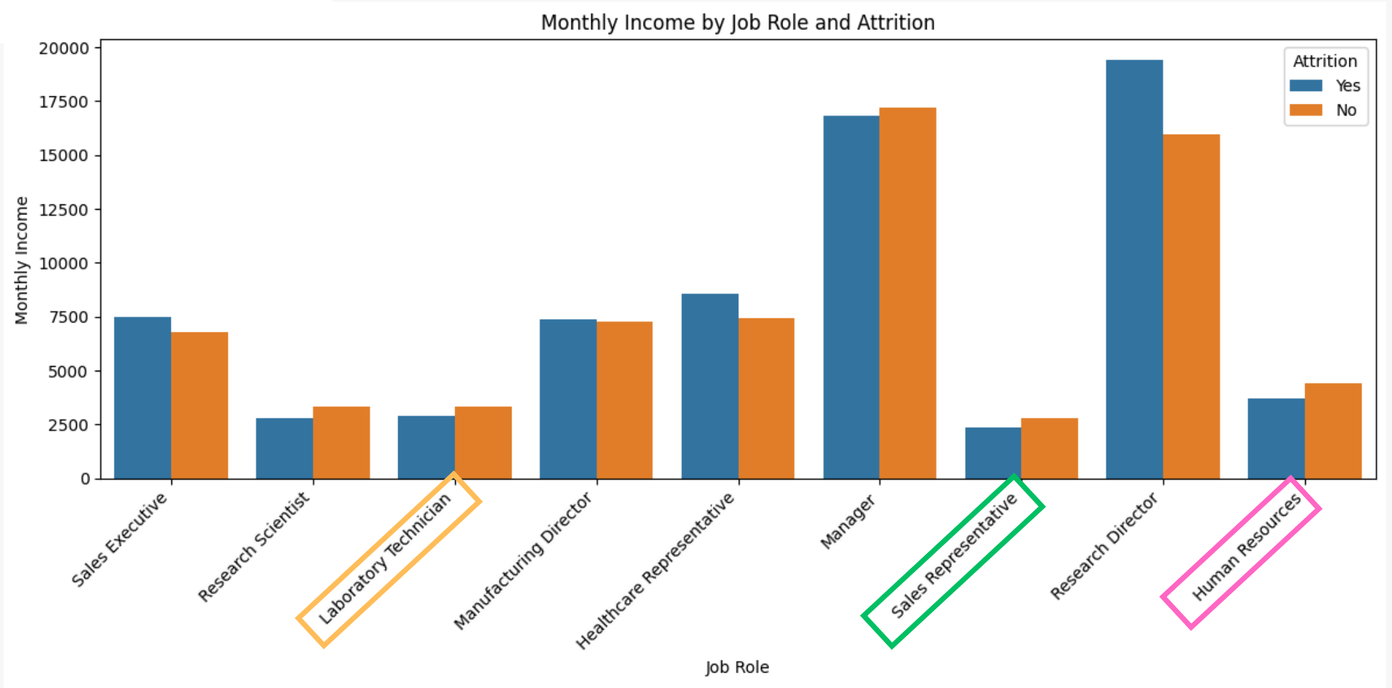
In these three job roles where attrition is the biggest, the average monthly income is below than the mean2.

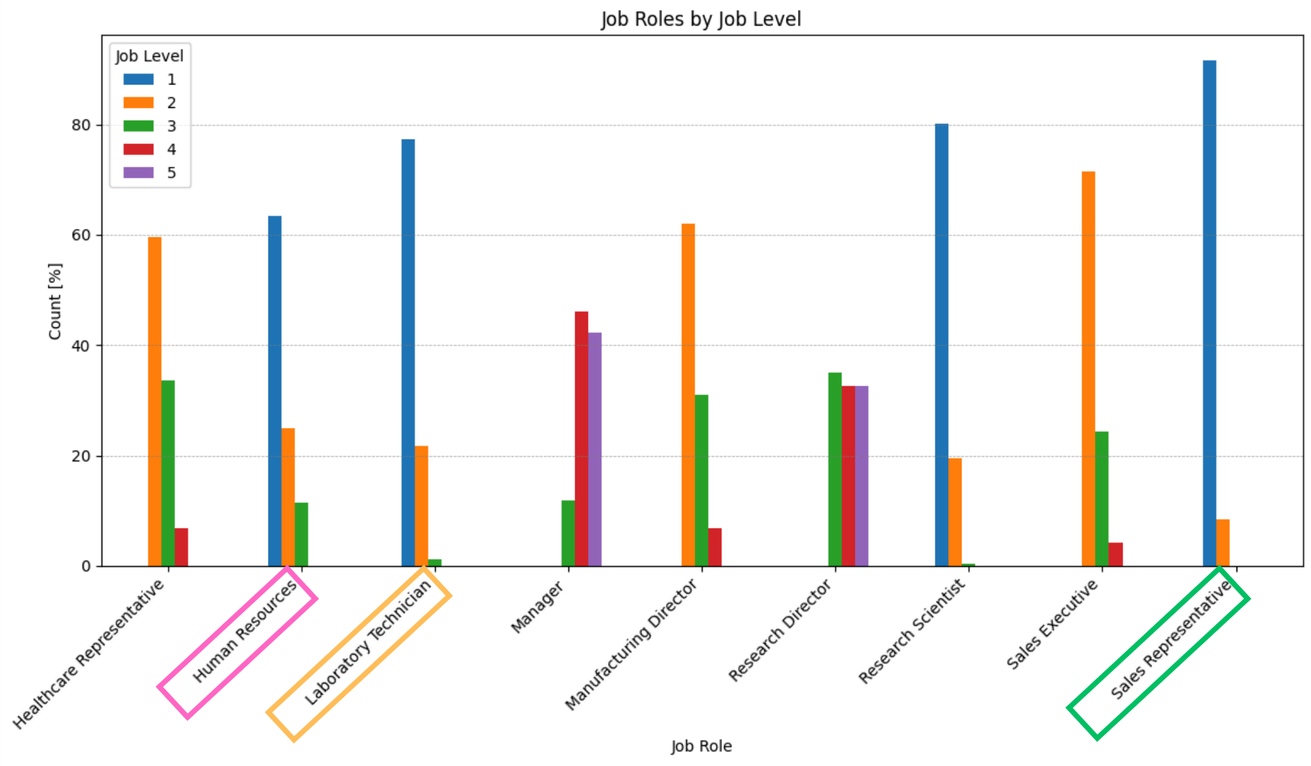


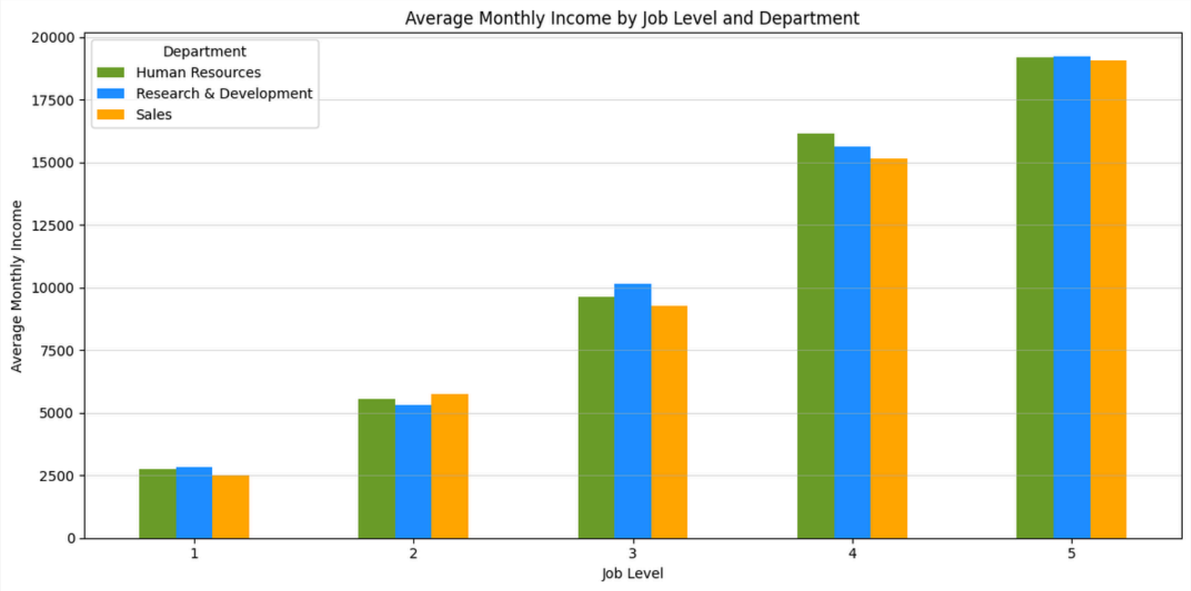
Mean - of all Job Roles
Mean2 - of Job Roles excluding Managers and Research Directors



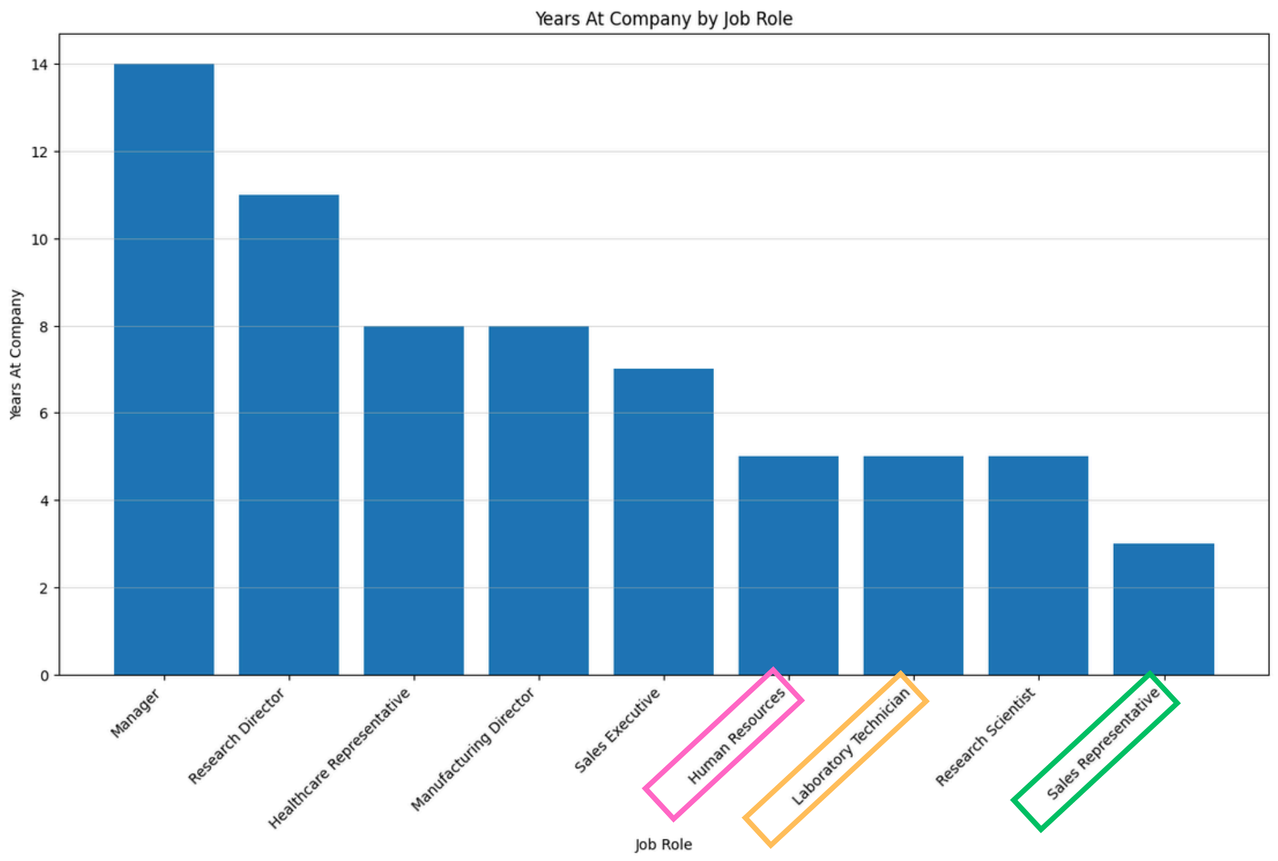
Both groups of employees have similar monthly incomes.

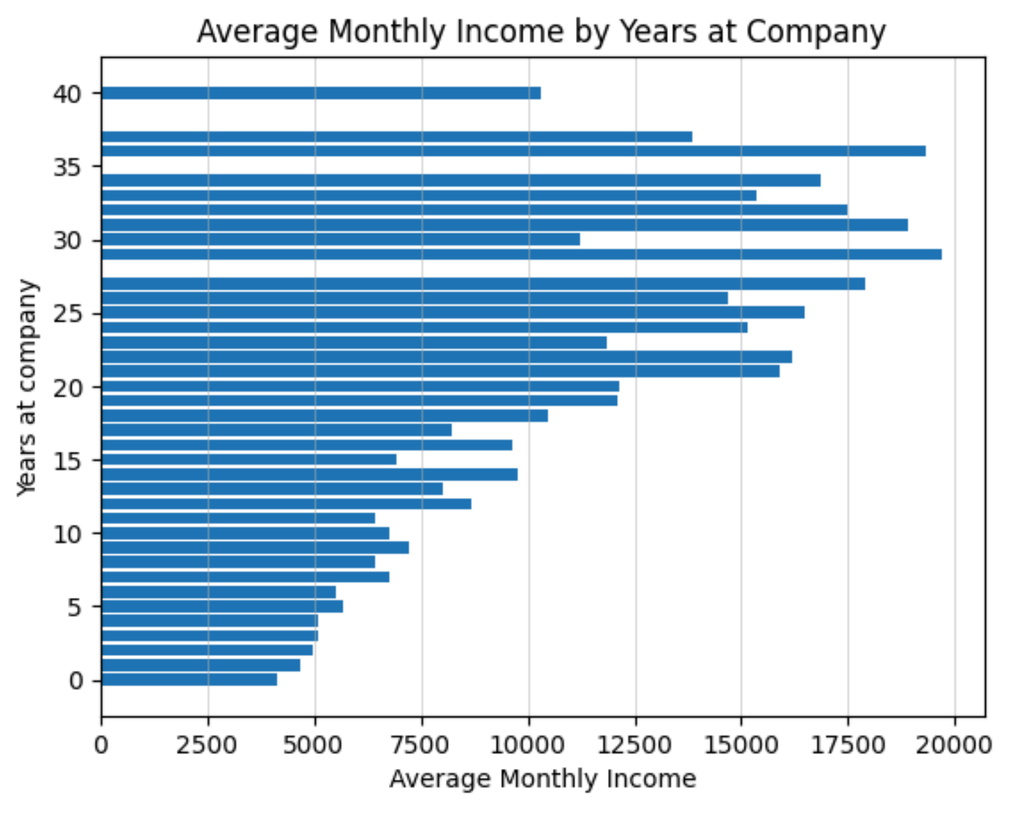




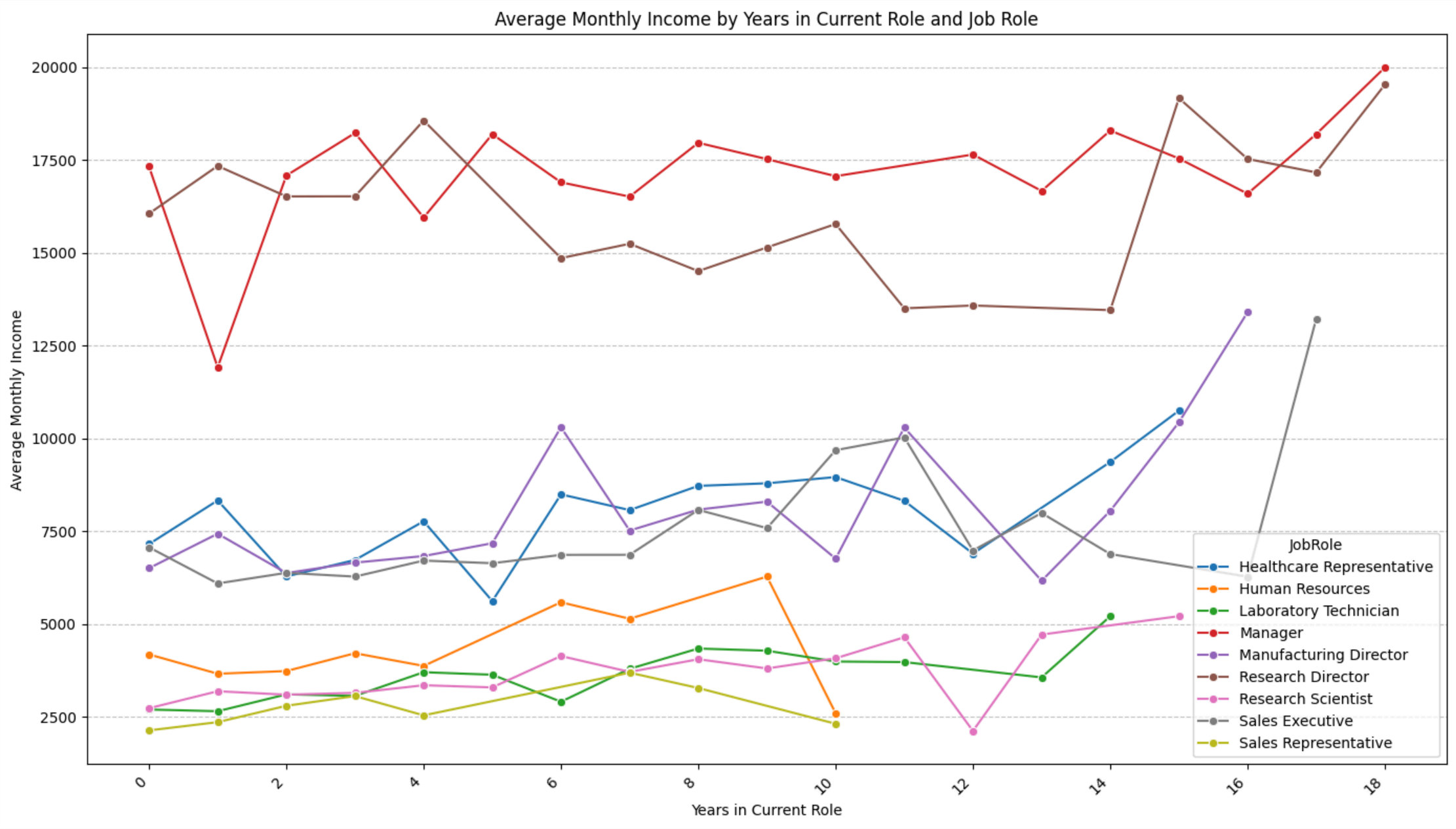


Employees in these three Job Roles have lover Job Level than in other Job Roles so they earn less monthly income.

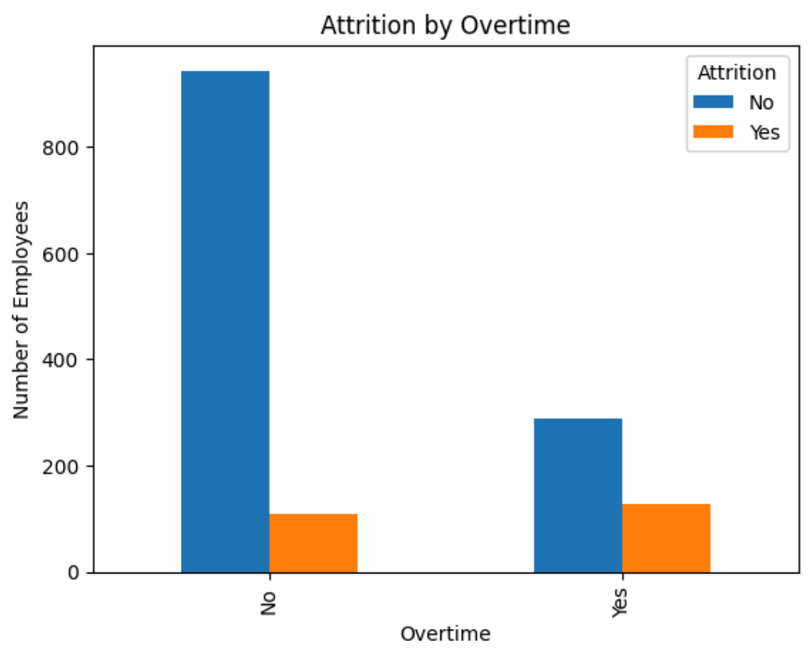




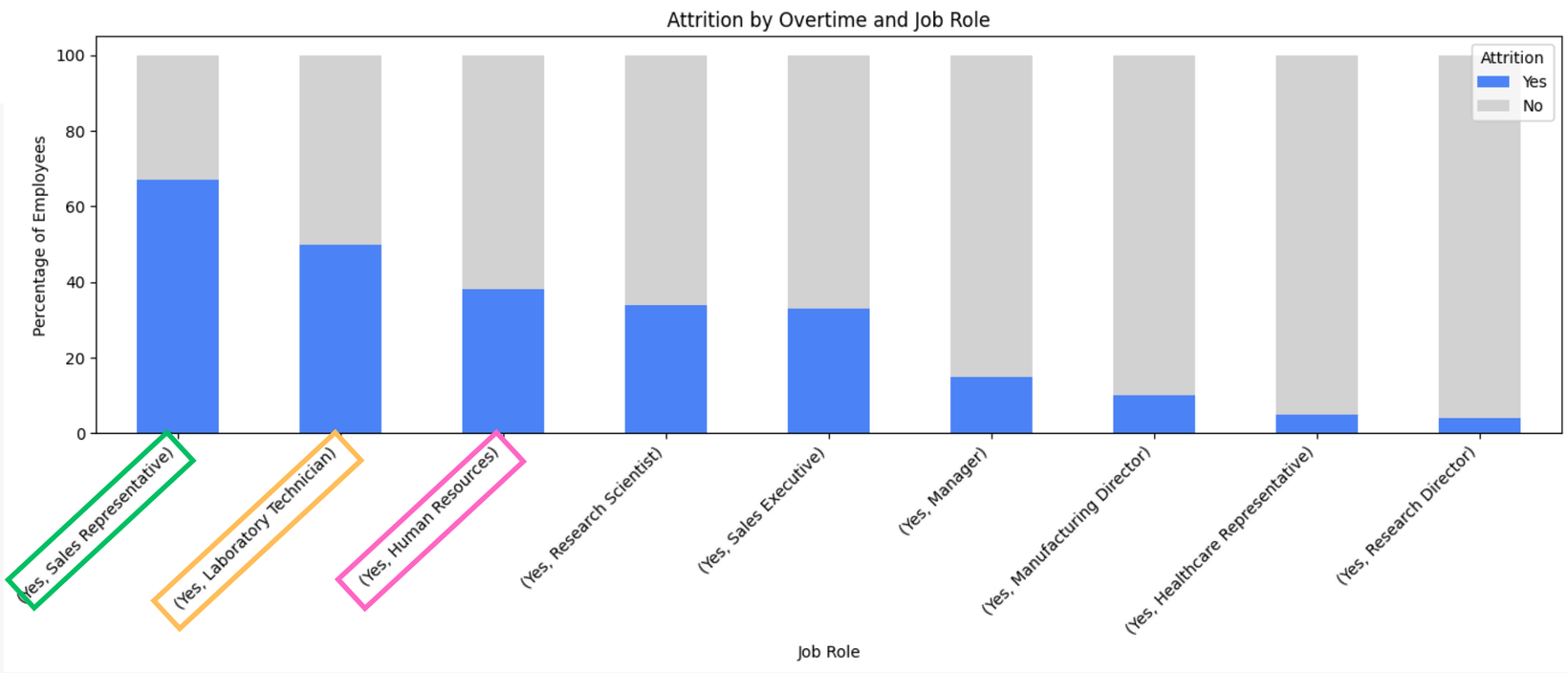
Employees in these three Job Roles have lover average total working years at company than in other Job Roles.


Average Monthly Income by Years in Current Role and Job Role
Average Monthly Income
Years in Current Role
20000
17500
15000
12500
10000
7500
5000
2500
0
2
4
6
8
10
12
14
16
18
JobRole
Healthcare Representative
Human Resources
Laboratory Technician
Manager
Manufacturing Director
Research Director
Research Scientist
Sales Executive
Sales Representative

Overtime



Employees in these three Job Roles who have overtime are more likely to attrition than in other Job Roles.



Conclusions

Who works in the company?
Most employees are between 30 and 40 years old.
There is a slight majority of male employees.

Department Structure
The company has uneven department sizes – for example, Sales and R&D are much larger than Human Resources.
Some departments are underrepresented, which could impact idea diversity or workload balance.

Employee Satisfaction
Employees who do not plan to leave report higher satisfaction at every stage of their tenure.
Job satisfaction tends to increase during the first years, then stabilize or decline slightly among those who eventually leave.
Employees with 0–2 years of experience often show lower satisfaction.

Attrition Risk
Higher attrition is observed within the first 2 years of employment.
Younger employees are more likely to plan to leave.

Problem Areas
Potential red flags include:
High early attrition
Unbalanced department structure
These issues may point to problems with onboarding, workload, or leadership.

✅ **Recommendations**
Strengthen onboarding and mentoring during the first 2 years.
Improve communication and support in teams showing signs of low morale.
Consider rebalancing team sizes or hiring in underrepresented departments.
Run regular employee feedback surveys and act on the results.

Thank you for your attention

Data source: click