

# Employee Attrition Analysis and Recommendations

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## 1. Introduction

This document presents a comprehensive analysis of employee attrition within the organization, based on a series of provided data visualizations. The aim is to identify key patterns, contributing factors, and provide actionable recommendations to enhance talent retention.

## 2. Executive Summary

The analysis reveals a critical and multi-faceted attrition challenge primarily concentrated among **younger, lower-paid, and technically/sales-oriented male employees**. The **Research & Development and Sales departments** are disproportionately affected, accounting for over 94% of all departures. Key drivers include a high turnover among individuals in their **late twenties and early thirties**, particularly those with **Life Sciences and Medical education backgrounds**, and a significant number of exits from the **low salary bracket**. While job dissatisfaction is a major factor, even "highly satisfied" employees are leaving, suggesting that factors such as career progression, compensation competitiveness, and overall work environment play crucial roles. Addressing these issues requires targeted strategies focusing on compensation, career development, departmental-specific interventions, and enhanced early-career support.

## 3. Detailed Attrition Insights

### 3.1. Attrition Count by Total Working Years (Individual)

- **High Attrition in Early Career:** A striking number of attritions occur for individuals with **0 working years** (around 5) and especially those with **1 year of experience** (approximately 40 attritions). This indicates a significant issue with retaining new or very early-career employees.
- **Mid-Career Spikes:** Noticeable attrition spikes are observed for individuals with **5 to 7 years** of experience (16-22 attritions) and again at **10 years** (around 25 attritions).
- **Decreasing with Experience:** Attrition generally declines significantly for employees with more than 10 years of experience, becoming very low for those with 25 or more years.

### 3.2. Attrition Count by Job Role with Percentage of Total Attrition

- **Top Attrition Roles:** The highest attrition rates are seen in **Laboratory Technicians (26.16%)**, **Sales Executives (24.05%)**, and **Research Scientists (19.83%)**. These three roles combined account for over 70% of total attrition.
- **Sales-Related Turnover:** Both Sales Executives and Sales Representatives (13.92%) show significant attrition, highlighting a broader challenge within sales functions.

- **Low Attrition Roles:** Roles like Healthcare Representative, Manager, and Research Director experience comparatively low attrition.

### 3.3. Attrition Count by Age with Percentage of Total Attrition (Individual & Grouped)

- **Peak in Late 20s and Early 30s:** Attrition is highest for individuals between **ages 28 and 33**, with peaks at **29 and 31 (each 7.59% of total attrition)**.
- **Grouped Age Data Reinforcement:** The grouped analysis confirms that the **26-30 age group (23.63%)** and the **31-35 age group (25.32%)** collectively represent nearly half of all attritions, making this demographic a critical focus area.
- **Lower in Early 20s and Older Ages:** Attrition is relatively lower in the early 20s and consistently very low for employees in their 40s and 50s, and especially for the 56+ age group (3.38%).

### 3.4. Attrition by Gender

- **Higher Male Attrition:** Male employees account for a significantly larger proportion of attritions, at **63.29%** of the total, compared to 36.71% for female employees.

### 3.5. Attrition by Marital Status

- **Single Employees Most Prone to Leaving:** Over half of all attritions (50.63%) come from **single employees**, significantly more than married (35.44%) or divorced (13.92%) employees.

### 3.6. Attrition by Type of Salary

- **Compensation as a Key Driver:** Nearly half of all attritions (47.68%) originate from employees in the **low salary bracket**. The medium salary bracket accounts for 32.49%, while high salary earners have the lowest attrition at 19.83%.

### 3.7. Attrition Count by Job Satisfaction Level

- **Dissatisfaction is a Major Factor:** The largest number of attritions comes from employees with **"Neutral" (30.8%)** and **"Very Low" (27.85%)** job satisfaction.
- **Attrition from "High" Satisfaction:** A notable 21.94% of attrition also occurs among employees reporting "High" job satisfaction, suggesting that factors beyond immediate job contentment (e.g., career progression, external opportunities) are also at play.
- **Zero Attrition from "Very High" Satisfaction:** (Based on previous chart) Employees with "Very High" job satisfaction show 0% attrition, indicating strong retention for this group.

### 3.8. Attrition by Education Field

- **Concentration in Scientific/Medical Fields:** The highest proportions of attritions are from employees with backgrounds in **Life Sciences (37.55%)** and **Medical fields (26.58%)**. These two fields combined account for over 64% of total attrition.

### 3.9. Attrition Count by Department with Percentage of Total Attrition

- **Overwhelming Departmental Concentration:** The vast majority of attrition is concentrated in two departments: **Research & Development (56.12%)** and **Sales (38.82%)**. Combined, these two departments account for over 94% of all employee departures.
- **HR Stability:** The Human Resources department shows very low attrition (5.06%).

### 3.10. Overall Synthesis of Insights

The analysis paints a clear picture: the company's attrition problem is not evenly distributed but is highly concentrated. It disproportionately affects **younger (late 20s/early 30s), single, and male employees**. The core of the issue lies within the **Research & Development and Sales departments**, where employees in specific roles (Laboratory Technicians, Sales Executives, Research Scientists) and with particular educational backgrounds (Life Sciences, Medical) are leaving at alarming rates. A critical underlying factor appears to be **compensation, particularly for lower-paid positions**. While job dissatisfaction is a significant contributor, the fact that even highly satisfied employees are leaving suggests that external market opportunities, limited internal career progression, or other aspects of the work environment (beyond job content) are also driving turnover.

## 4. Recommendations

Based on the detailed insights, the following recommendations are proposed to develop a more effective talent retention strategy:

### 4.1. Comprehensive Compensation Review and Adjustment

- **Action:** Conduct an urgent and thorough market benchmarking of salaries, particularly for entry-level and mid-level roles within the Research & Development and Sales departments. Focus specifically on positions identified with high attrition (e.g., Laboratory Technicians, Sales Executives, Research Scientists) and for employees in the "low salary" bracket.
- **Goal:** Ensure that compensation packages are competitive with industry standards in Nablus, West Bank, Palestine, and globally, thereby reducing attrition driven by financial factors.
- **Link to Insights:** Directly addresses the high attrition from the "low salary" bracket (47.68%) and the overall high attrition in R&D and Sales.

### 4.2. Targeted Career Development and Progression Frameworks

- **Action:** Design and implement clear, attractive, and accelerated career progression paths for employees, especially those in their late twenties and early thirties, and within the high-attrition roles (Laboratory Technicians, Sales Executives, Research Scientists). This should include opportunities for skill development, mentorship, and internal mobility.
- **Goal:** Provide compelling reasons for employees to grow and stay within the organization, addressing the mobility often seen in younger, single demographics and the desire for advancement among "High" satisfaction leavers.
- **Link to Insights:** Addresses high attrition in the 26-35 age group, among single employees, and in specific high-attrition job roles and education fields.

#### 4.3. Deep-Dive Departmental and Role-Specific Root Cause Analysis

- **Action:** Immediately initiate in-depth investigations within the Research & Development and Sales departments. This should involve:
  - **Enhanced Exit Interviews:** Conduct structured, detailed exit interviews with departing employees from these departments and roles to identify specific pain points (e.g., management, workload, resources, culture).
  - **Stay Interviews:** Proactively conduct "stay interviews" with high-performing employees in these departments to understand what keeps them engaged and satisfied.
  - **Employee Surveys:** Implement targeted surveys to gauge satisfaction, workload, and perceived opportunities within R&D and Sales.
- **Goal:** Pinpoint the precise, granular reasons for high attrition in these critical departments and roles, allowing for highly specific interventions.
- **Link to Insights:** Directly addresses the overwhelming attrition concentration in R&D (56.12%) and Sales (38.82%), as well as specific roles and education fields.

#### 4.4. Enhance Employee Engagement and Well-being Initiatives

- **Action:** Develop and implement programs aimed at improving overall job satisfaction and work-life balance. Focus on converting employees from "Neutral" and "Low" satisfaction categories to "High" or "Very High." This could include:
  - Recognition programs and performance feedback.
  - Flexible work arrangements where feasible.
  - Employee well-being initiatives (e.g., mental health support, stress management).
  - Addressing specific feedback from employee engagement surveys.
- **Goal:** Reduce attrition driven by general dissatisfaction and improve the overall employee experience.
- **Link to Insights:** Addresses the largest segment of leavers (30.8%) from the "Neutral" satisfaction category, and the significant portion from "Very Low" satisfaction (27.85%).

#### 4.5. Address Gender-Specific Retention Factors for Male Workforce

- **Action:** Analyze the intersection of gender with other high-attrition factors. Investigate if male employees are disproportionately affected by issues such as workload, specific

management styles, or lack of certain opportunities within the high-turnover roles and departments.

- **Goal:** Understand and mitigate the underlying reasons for the significantly higher male attrition rate (63.29%).
- **Link to Insights:** Directly addresses the high male attrition.

#### **4.6. Strengthen Onboarding and Early Career Support Systems**

- **Action:** Revamp onboarding programs to ensure new hires (especially those with 0-1 year of experience) are effectively integrated, understand their roles, and feel supported. Implement formal mentorship programs for early-career employees.
- **Goal:** Reduce early-career turnover, which is particularly high after one year of experience, by fostering a stronger sense of belonging and clarity from the outset.
- **Link to Insights:** Addresses the extremely high attrition count at 1 year of total working experience.

### **5. Conclusion**

By implementing these targeted and data-driven recommendations, the organization can move towards a more robust and effective talent retention strategy. Addressing the specific pain points identified across demographics, roles, departments, and compensation levels will be crucial in fostering a more engaged, satisfied, and stable workforce.