

Employee Attrition Factors

A visualization case study

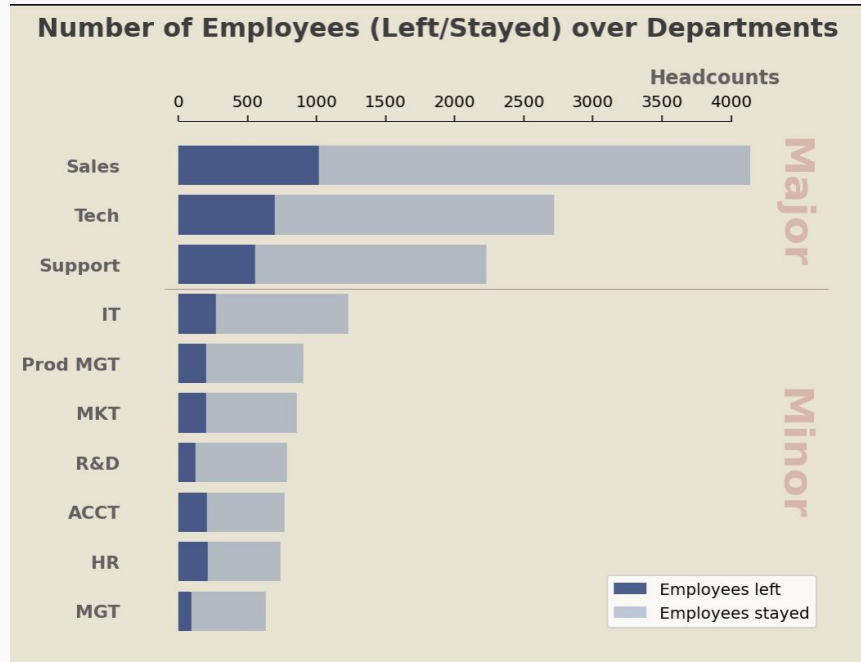
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Why do Employees leave the company?

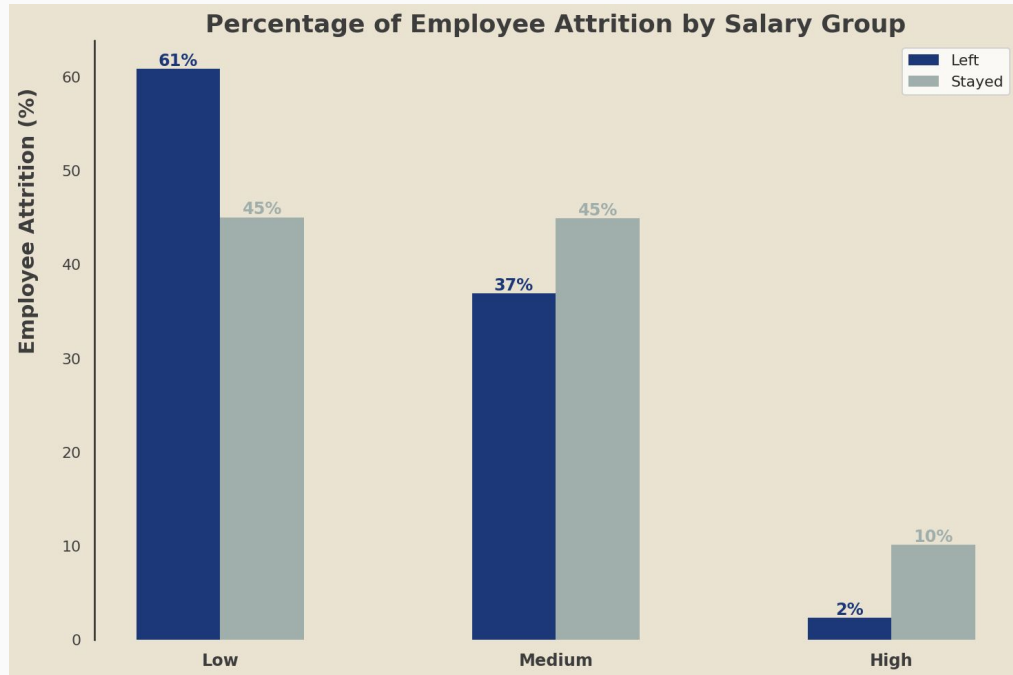
- 14999 Employee records were analyzed.
- Aim is to understand factors that cause employee attrition and provide potential solutions that can mitigate attrition.
- Important metrics that were analysed included the following:
 - ◆ Department within company.
 - ◆ Salary Level.
 - ◆ Satisfaction Level.
 - ◆ Average working hours in past 3 months.
 - ◆ Number of projects currently being worked on.
 - ◆ Performance rating in the last cycle.
 - ◆ Promotion status in the past 5 years.

Attrition levels differ over departments



- We begin by counting personnel who quit the company, vs department size before attrition.
- **Sales, Technical** and **Support** are the major departments with most employees in the company, and at the same time, the top three major sources of employee attrition.
- **Sales department** alone, had over 4000 employees and around 1000 of them resigned.

Salary influences Attrition in the company



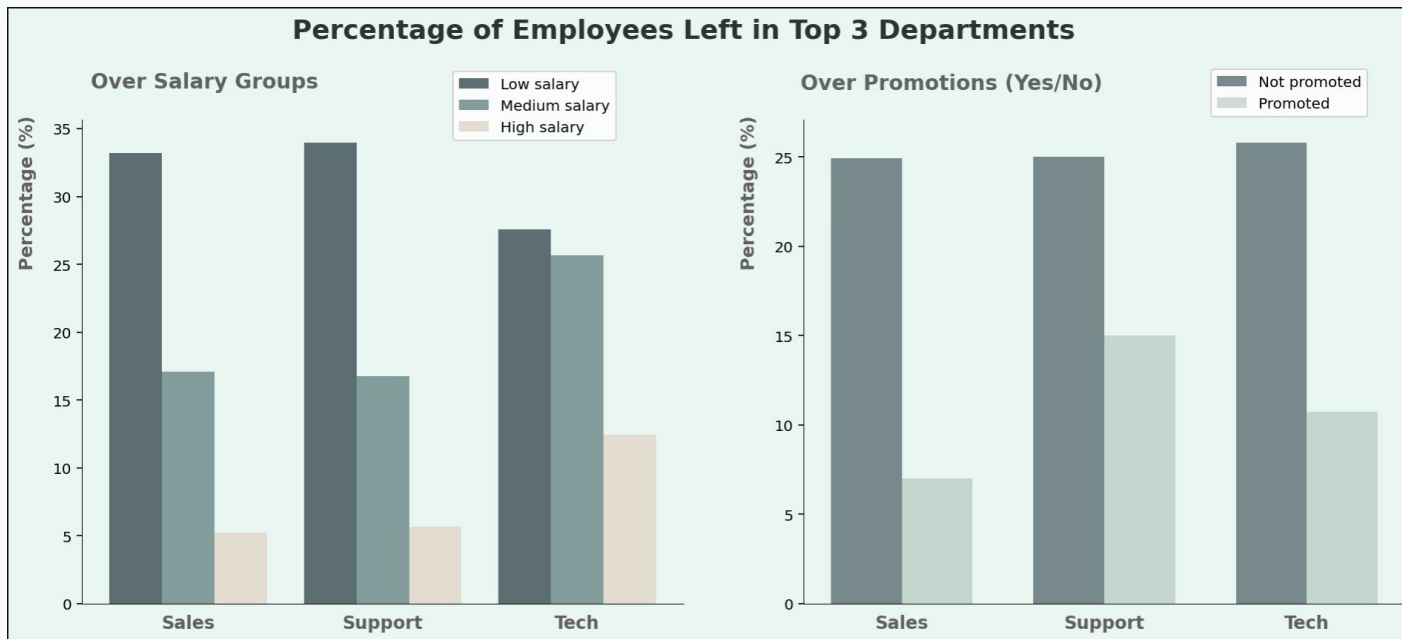
- Employees in the **low and medium** salary group leave the company at a significantly higher rate than the employees with high salary.
- **60%** of low salaried employees left the company.
- Employees with lower/medium salaries **eventually leave the company for greener pastures.**

Where does the problem lie?

Which factors severely affect Attrition?

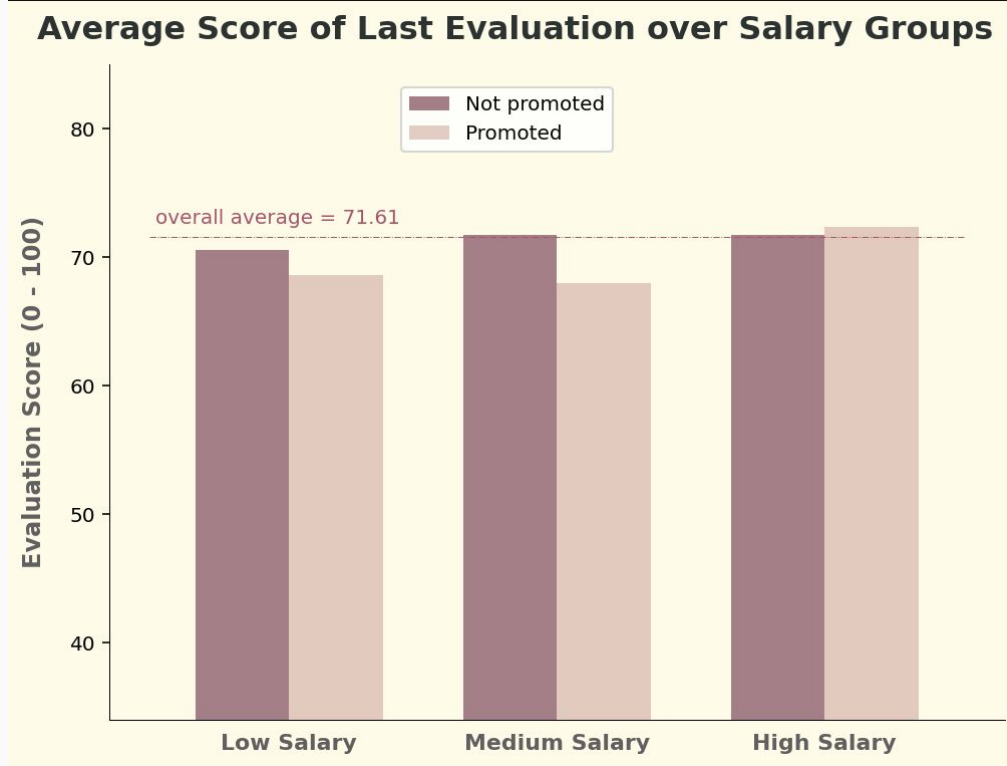
Let's do a deep dive, and shift our focus to only the top three departments where the majority of attrition took place in the company.

We now analyze the key factors -> Salary, Promotions, Performance Ratings and see how they compare within the top 3 problematic departments.



- Personnel with **lower salary** or who have **never been promoted** in last five years are **more inclined to quit their job**.
- There are **huge jumps** in attrition% between **high** and **low** salary groups as well as between employees who were **promoted vs who were not**.
- Data in the Sales department shows a difference of **28%** in attrition between high and low salaries and a difference of **18%** in attrition between promoted employees and those who were not.

Lower Salaries and Lack of Promotions cause employees to look for better opportunities



- Amongst salary levels and promotion opportunities, average evaluation scores have **negligible differences**, and is close to **the the overall average score** of the company.
- The salary level and promotion opportunities that people get are **not reflecting** how well/bad they perform.
- The performance evaluation system **malfunctions**, draining people's loyalty to the company.
- **Changes must be made** so that every employee gets the rewards and opportunities they deserve.

The Performance Evaluation system seems to be malfunctioning.

Zooming Out

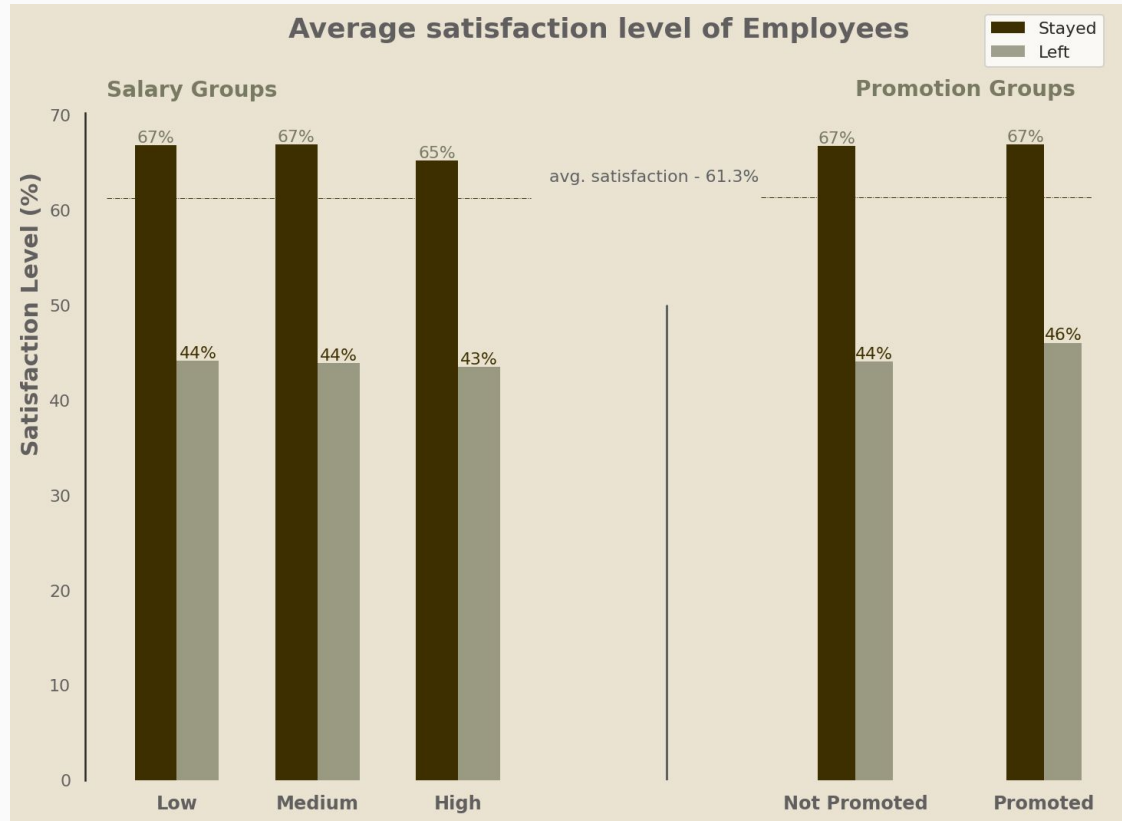
Now that we know the company performance evaluation processes need some rework, let us shift our focus back to the whole company.

We now investigate the satisfaction levels of employees, whether they are adequately challenged or are burned out and overloaded.

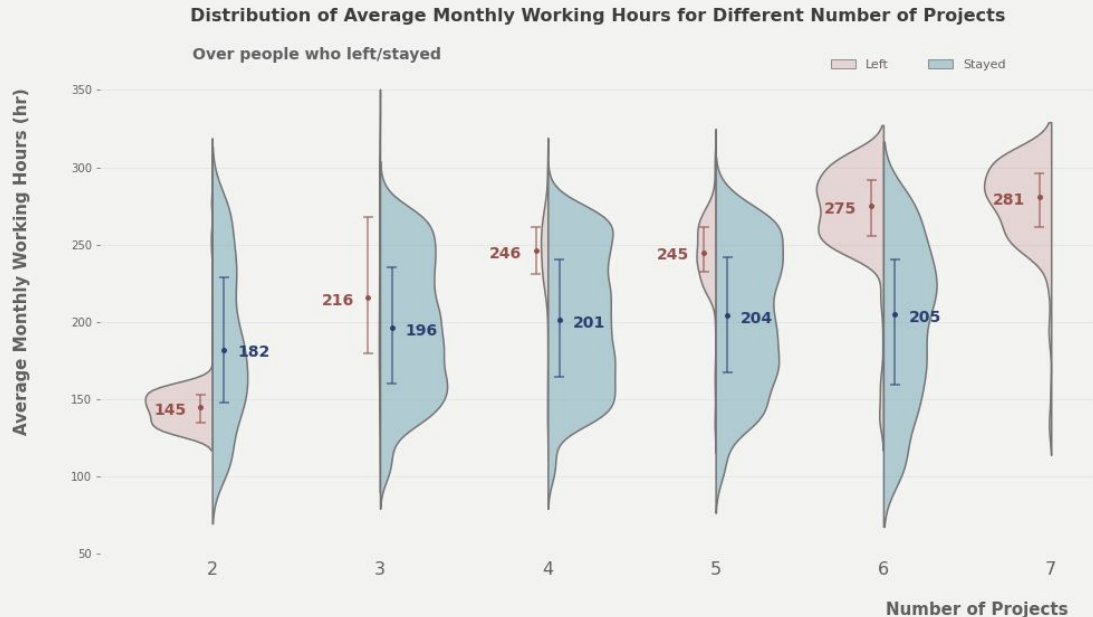
Let's take a look at satisfaction level, number of projects worked and the average number of hours worked in the past 3 months.

Employees who quit are not happy with the job.

- Employees who quit have **18% less** satisfaction levels **than average** of the company, and about **23% less** than employees who stay.
- Employees with **low satisfaction levels** tend to look for **other** opportunities.



Employees who quit work more hours on average regardless of number of projects.



Except for the group of employees who work on two projects, employees who quit spend **more** hours working per month than who stayed amongst the same group.

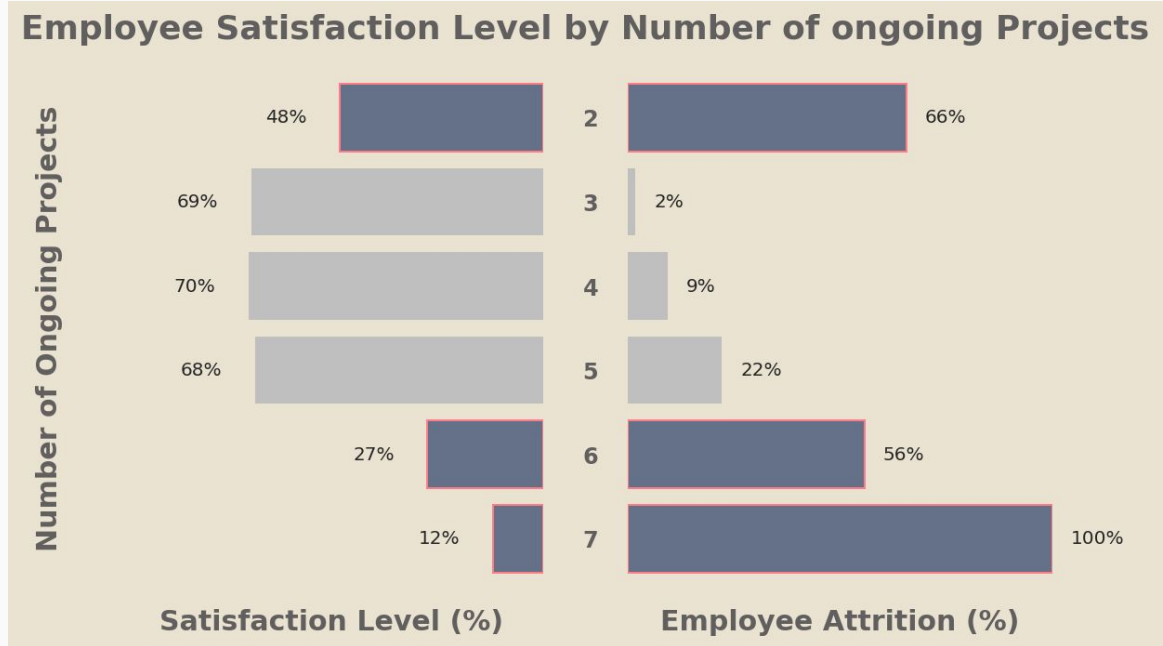
Employees who left were unable to work **efficiently** enough to maintain an acceptable working routine.

Employees who quit are burnt out.

Employees working on **more than 5 projects** have **higher attrition rate** and **lower satisfaction levels**.

Tying in the data from previous visual and this, we see that employees who work more projects and more hours **get burned out and leave**.

As an exception, **employees with 2 projects** have less satisfaction levels as they **don't feel challenged enough**.



Conclusion: how to reduce employee attrition?

- Introduce a fair Performance Evaluation system. Promotions, Salary hikes and Salary levels should reflect the disparities among evaluations of employees.
- Focus on employees' satisfaction. Satisfied employees are loyal.
- Do not overwork employees, adequately challenge employees by assigning the right number of projects so as to avoid burnout.