HR ATTRITION REPORT

Executive Summary

This HR analytics review identifies key drivers of employee attrition at IBM, based on company workforce data. Analysis reveals attrition is concentrated among lower-salary brackets, employees aged 26–35, those with short tenure, and specific job roles such as Research Scientists and Human Resources staff.

By addressing compensation, career growth, and targeted engagement for high-risk groups, IBM can reduce voluntary turnover and improve workforce stability.

Problem Statement

Employee attrition directly impacts productivity, recruitment costs, and knowledge retention. IBM's HR team seeks to understand:

- **Who** is leaving (demographics, job roles, salary levels)
- **When** attrition peaks (tenure, age)
- **Why** attrition patterns emerge (potential workplace, pay, or growth factors)

Using the HR analytics PBIX dashboard, data was segmented by: Education, Age group, Salary band, Years at company, Job role, and Gender distribution. Attrition numbers and percentages were compared across categories to identify patterns and outliers.

Key Insights

By Salary

- 68.5% of all attrition is from employees earning ≤$5K/month.
- Higher salaries show significantly lower attrition rates.

Attrition Count	Salary Slab
163	Up to 5k
49	5k-10k
21	10k-15k
5	15k+

By Age

- Peak attrition is in the **26–35 age group** (48.7% of all leavers).
- Lowest attrition among employees aged 55+, suggesting stability near retirement.

Attrition Count	Age Group
116	26-35
44	18-25
43	36-45
27	46-55
8	55+

3.3 By Tenure

- Highest attrition within **first year** and around **5 years**.
- Indicates possible onboarding challenges and mid-career dissatisfaction.

Years At Company	Sum of Attrition Count
0	16
1	59
2	27
3	21
4	19
5	21
6	9
7	11
8	9
9	8
10	18
11	2
12	0
13	2

By Job Role

- Research Scientists (100 leavers) and Human Resources (58 leavers) account for 66% of attrition.
- Sales Representatives also show elevated turnover.

Job Role	Attrition Count
Human Resources	58
Laboratory Technician	31
Manufacturing Director	5
Research Scientist	100
Sales Representative	44
Grand Total	**238**

By Education

- Employees with Education in Life Sciences make up the largest attrition group

Education	Attrition Count
Life Sciences	89
Medical	63
Marketing	36
Technical Degree	32
Other	11
Human Resources	7

Gender

- Slightly more Male departures

Gender	Attrition Count
Male	151
Female	87

Attrition by Job Satisfaction

- Lowest satisfaction (Rating 1): 67 leavers (28% of total attrition).
- Moderate satisfaction (Rating 3): 73 leavers (31%).
- Even high satisfaction (Rating 4) has 52 leavers, meaning non-satisfaction factors (pay, growth, workload) are significant.
- Research Scientists and HR staff appear vulnerable regardless of satisfaction score.

Attrition Count	Job Satisfaction				
Job Role	**1**	**2**	**3**	**4**	**Grand Total**
Human Resources	16	11	19	12	58
Laboratory Technician	8	4	8	11	31
Manufacturing Director	2	2	0	1	5
Research Scientist	31	19	29	21	100
Sales Representative	10	10	17	7	44
Grand Total	**67**	**46**	**73**	**52**	**238**

Recommendations

1. **Improve Compensation Competitiveness**

Review salary bands for high-turnover roles, especially for employees earning ≤5K/month.

2. **Career Development Programs**

Target 26–35-year-olds with progression paths, mentorship, and training.

3. **Onboarding & Early Engagement**

Strengthen support during the first 12 months to reduce early exits.

4. **Job Role-Specific Interventions**

For Research Scientists & HR staff: address workload, recognition, and growth opportunities.

5. **Retention Incentives for Mid-Career Employees**

Offer sabbaticals, lateral moves, or skill development to reduce attrition spikes around year 5.

Conclusion

Attrition is most acute in lower-paid, younger, and early-tenure employees, particularly in specific job roles. By implementing targeted retention strategies, IBM can reduce turnover, lower recruitment costs, and maintain a more experienced, stable workforce.