

HR ANALYTICS CASE STUDY SUBMISSION

—

PROBLEM OF EMPLOYEE ATTRITION

Group Details

1. Vidya Nayak
2. Vinutha Nayak
3. Anupkumar Narayanakurup

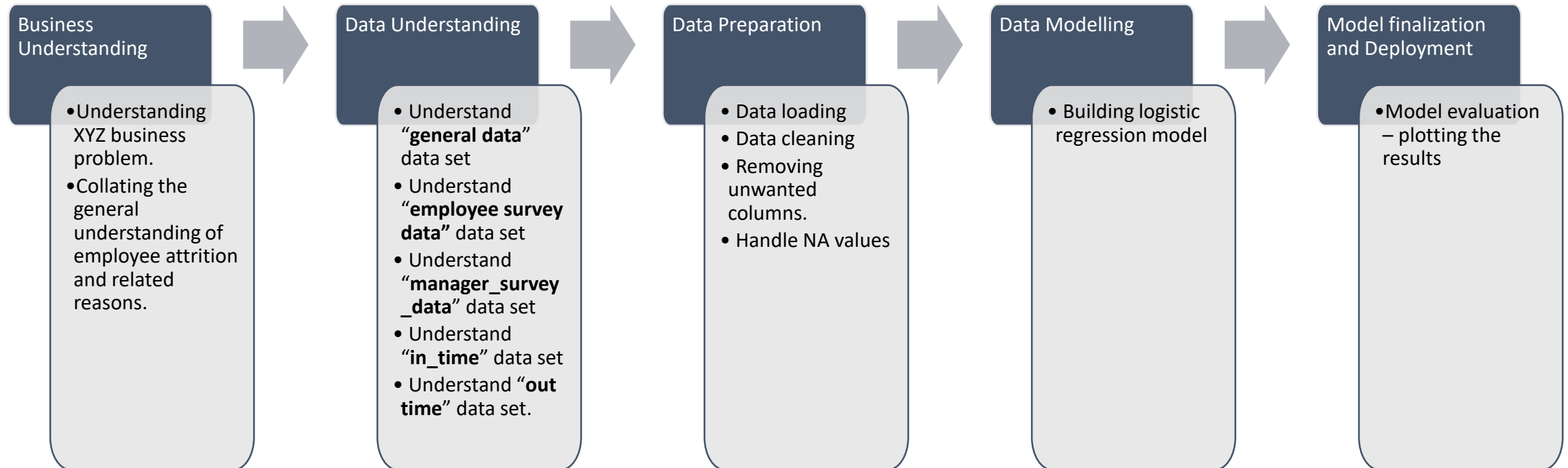
Abstract

XYZ being a large company almost employing 4000 employees at any given point of time is facing a serious problem with employee attrition on an year on year basis. The attrition rate of 15% is too high for the business continuity and currently this level of attrition is resulting in following issues:

- The former employees' projects get delayed, which makes it difficult to meet **timelines**, resulting in a reputation loss among consumers and partners.
- A sizeable department has to be maintained, for the purposes of **recruiting** new talent.
- More often than not, the new employees have to be **trained** for the job and/or given time to acclimatise themselves to the company.

As an HR analytics firm, we are entrusted with the objective of finding the solution for the above problems and thus curbing the current rate of attrition. The data from previous years in relation to the employee details, employee surveys, manager surveys and the in-out timing for the employees are being gathered and used for analysis.

Problem Solving Methodology



Business Understanding

The business understanding of typical employee attrition problem is understood. The business objective is to ensure that the rate of attrition is curbed to the lowest possible limits by taking the practical issues with relation to the employee attrition in the job market.

Typical issues understood are as follows:

- Employee dissatisfaction due to strenuous work hours.
- Contradicting manager and employee mutual understanding levels.
- Contradicting employment options as considered to the educational qualifications.
- Appointments to certain departments without sensitivity to social prejudice like odd timings for the female employees.
- Portion of stagnant workforce resulting in less options for the new or lateral joiners resulting in attrition at specific employment levels.

Data Understanding

General_data

Indicative of general employee data including the personal persona and the job role related aspects.

Employee_survey_data

Recent employee survey details. This would help in indicating any direct relationship with the overall feeling level with the employee in the organization and also indicate the possible reasons of leaving the organization

Manager_survey_data

Recent manager survey details indicating the managers perception of the employee and feedback. This can be a possible input to understanding the reason of attrition.

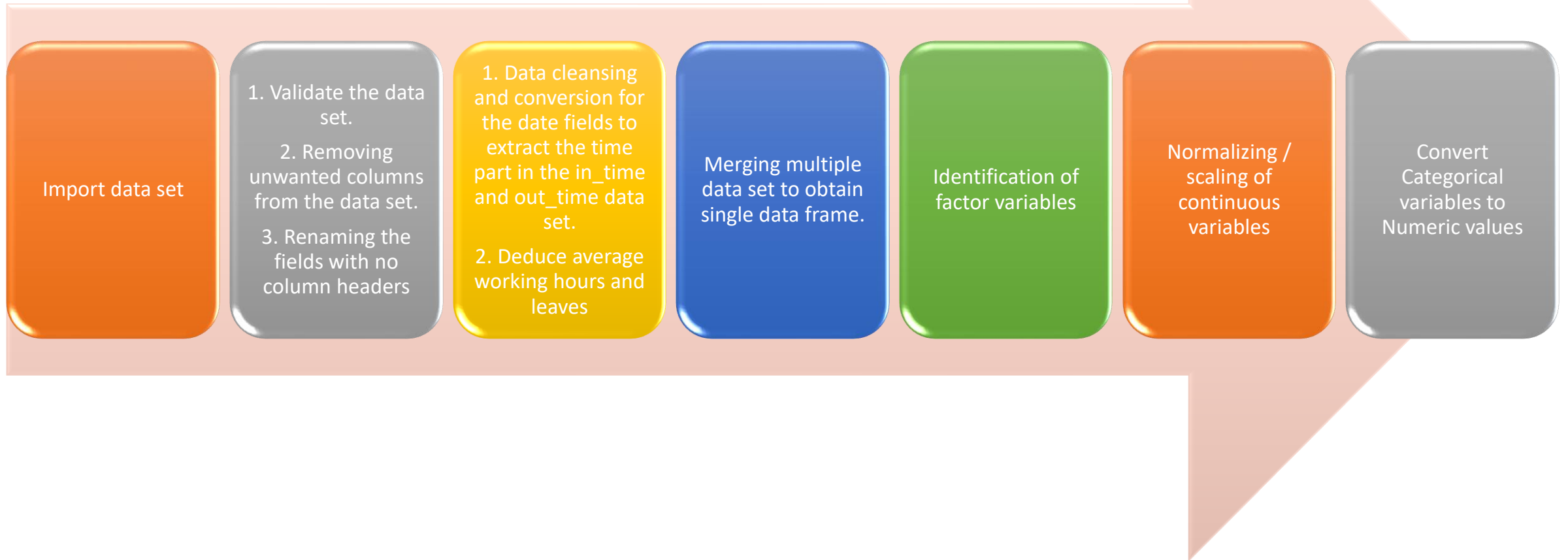
In_time

One of the major reasons of employee attritions are typically the over work methods employed by the organization. The in_time and out_time are god metrics to understand this being a primary driver behind the attrition. Additionally, this would also corelate with the manager perception of the employee as well as the employee self rating.

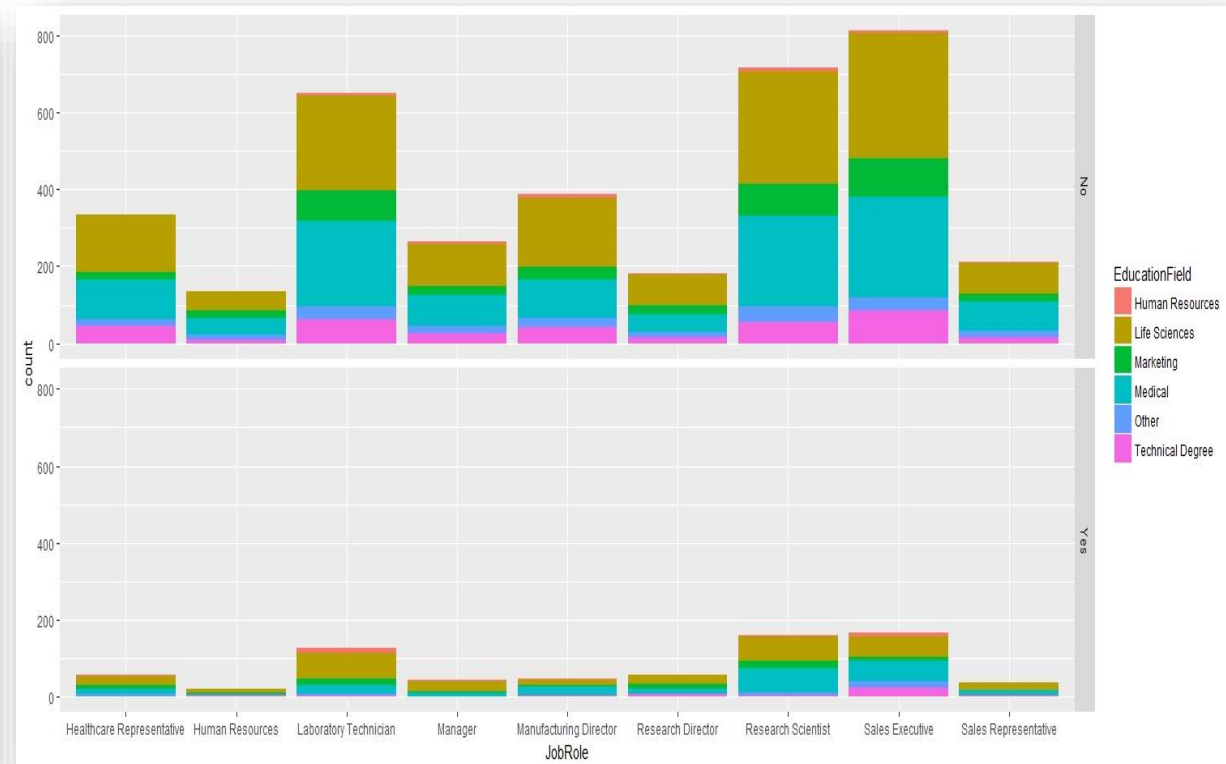
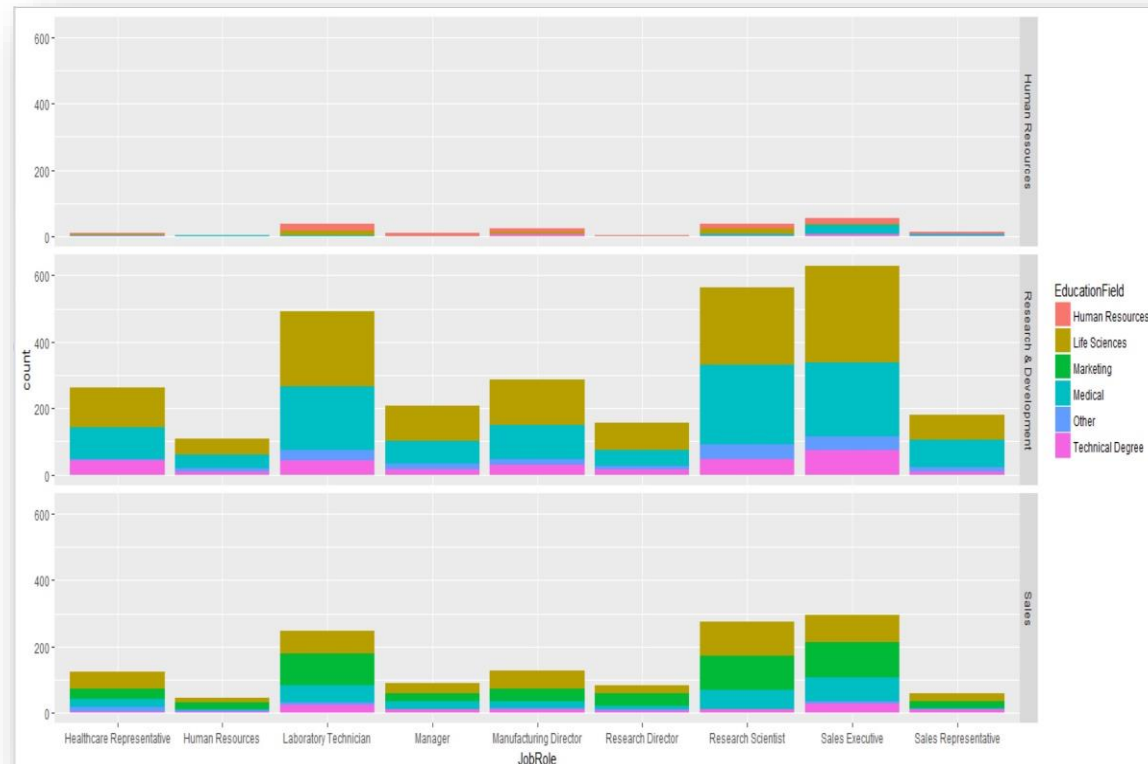
Out_time

One of the major reasons of employee attritions are typically the over work methods employed by the organization. The in_time and out_time are god metrics to understand this being a primary driver behind the attrition. Additionally, this would also corelate with the manager perception of the employee as well as the employee self rating.

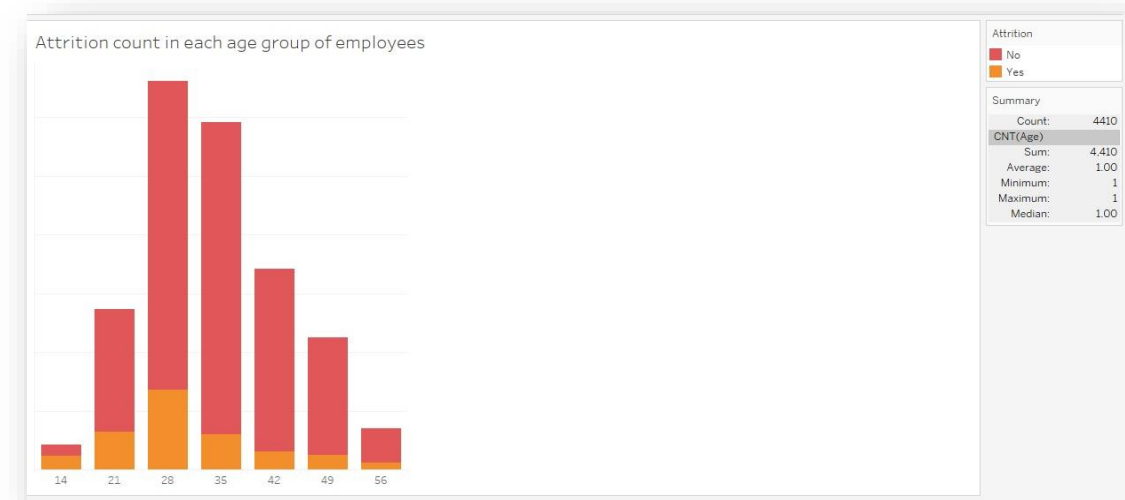
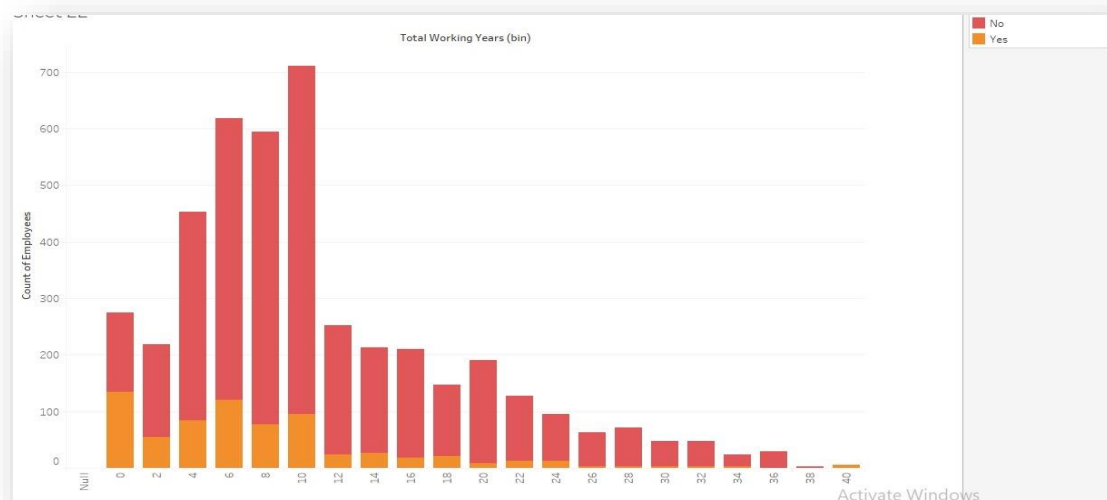
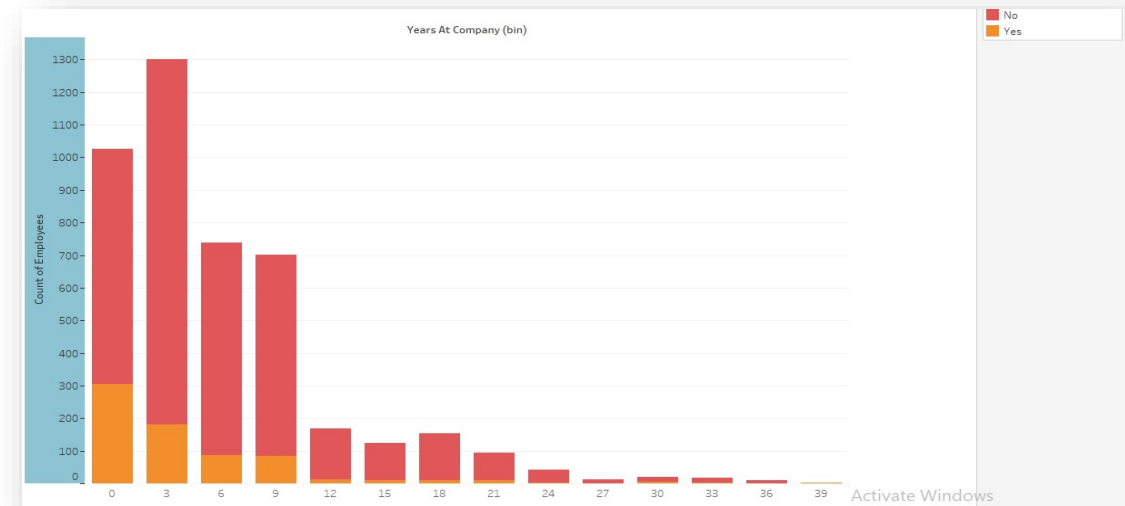
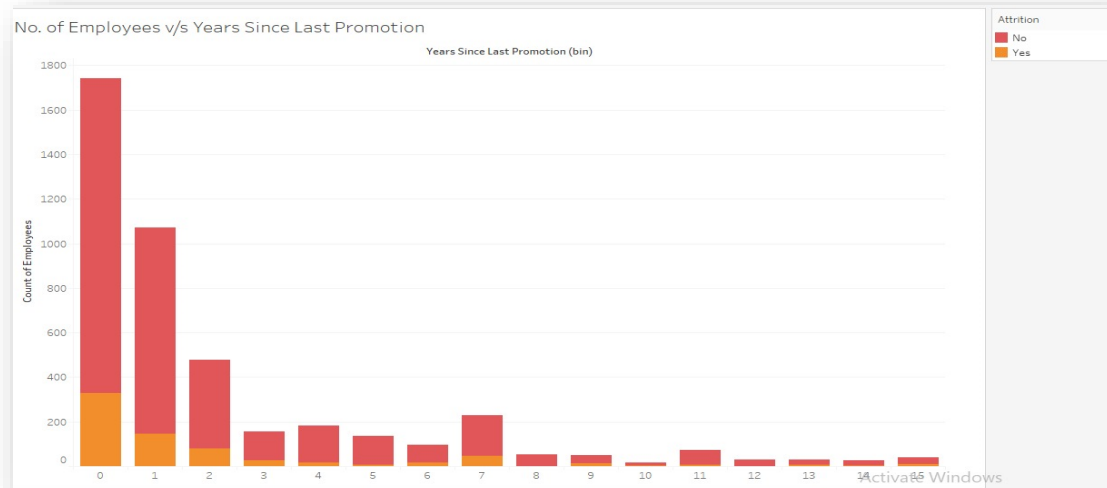
Data Preparation



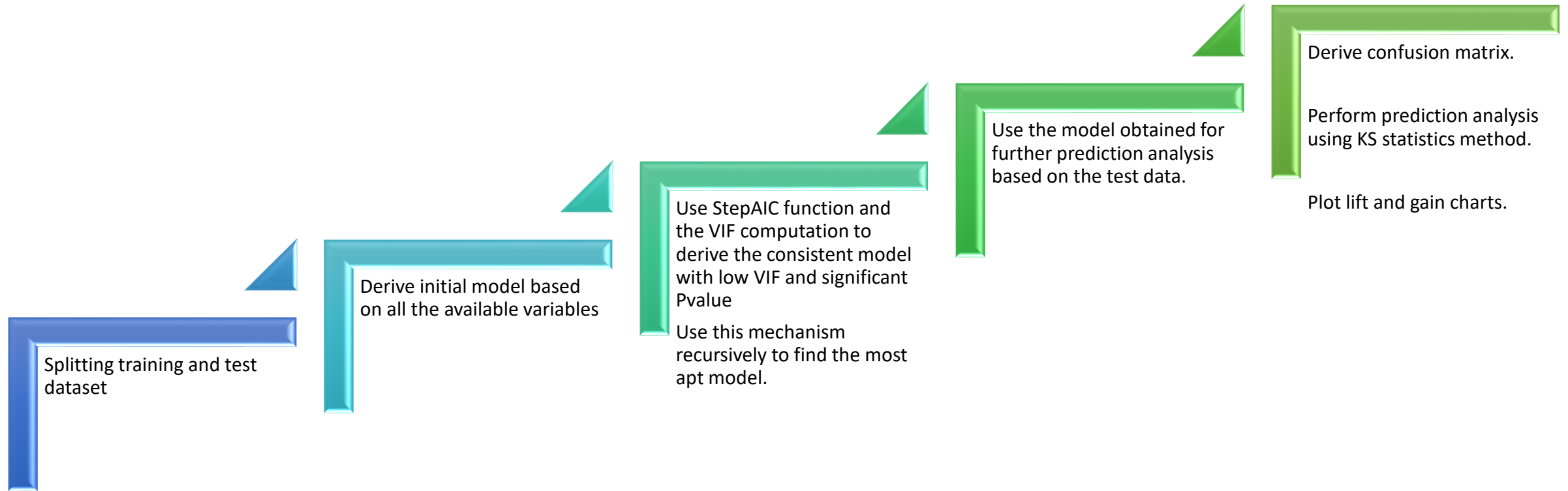
Understanding Data



Understanding Data

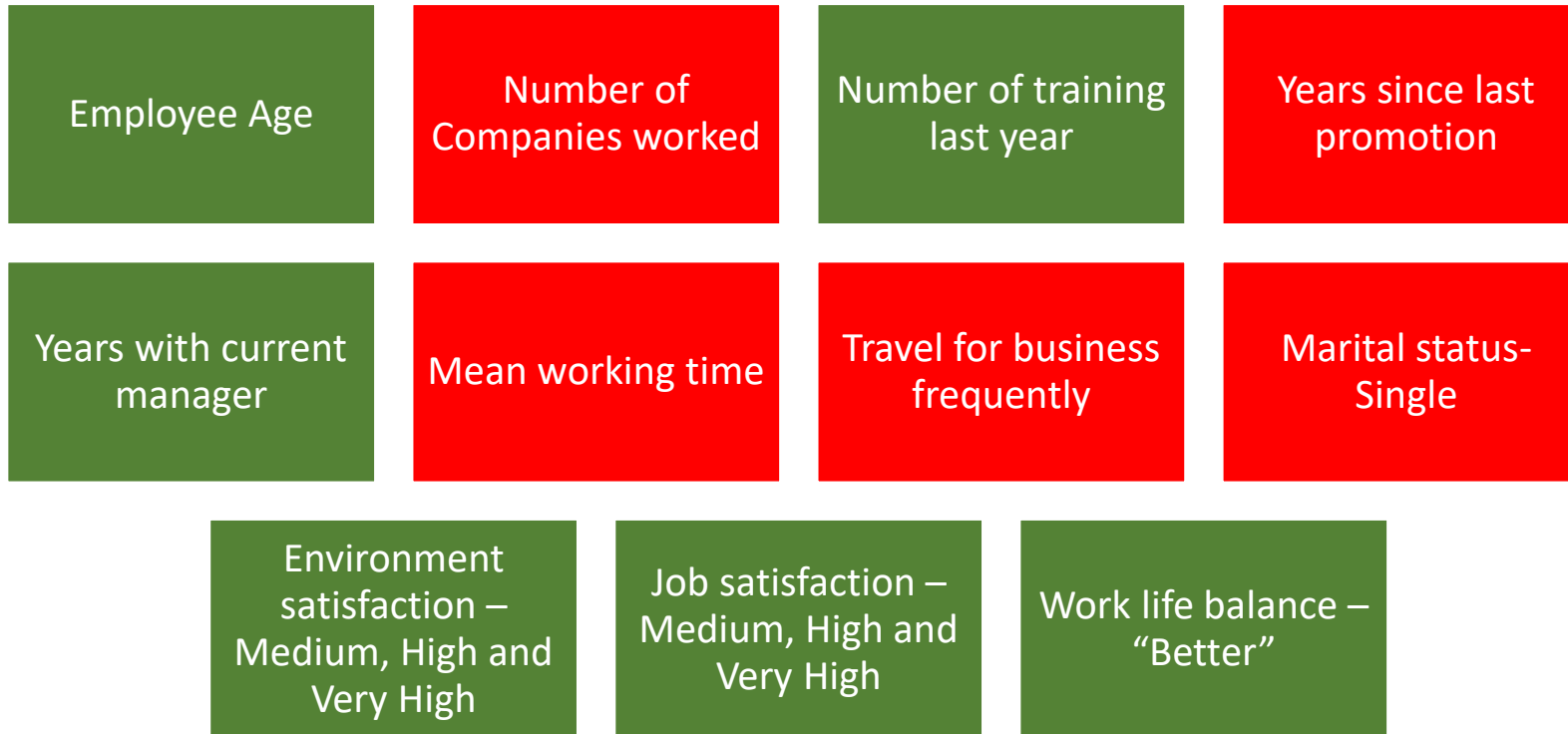


Data Modelling



Data Model

A data model with the following significant influencing attributes is derived out of the data modelling exercise:



Index



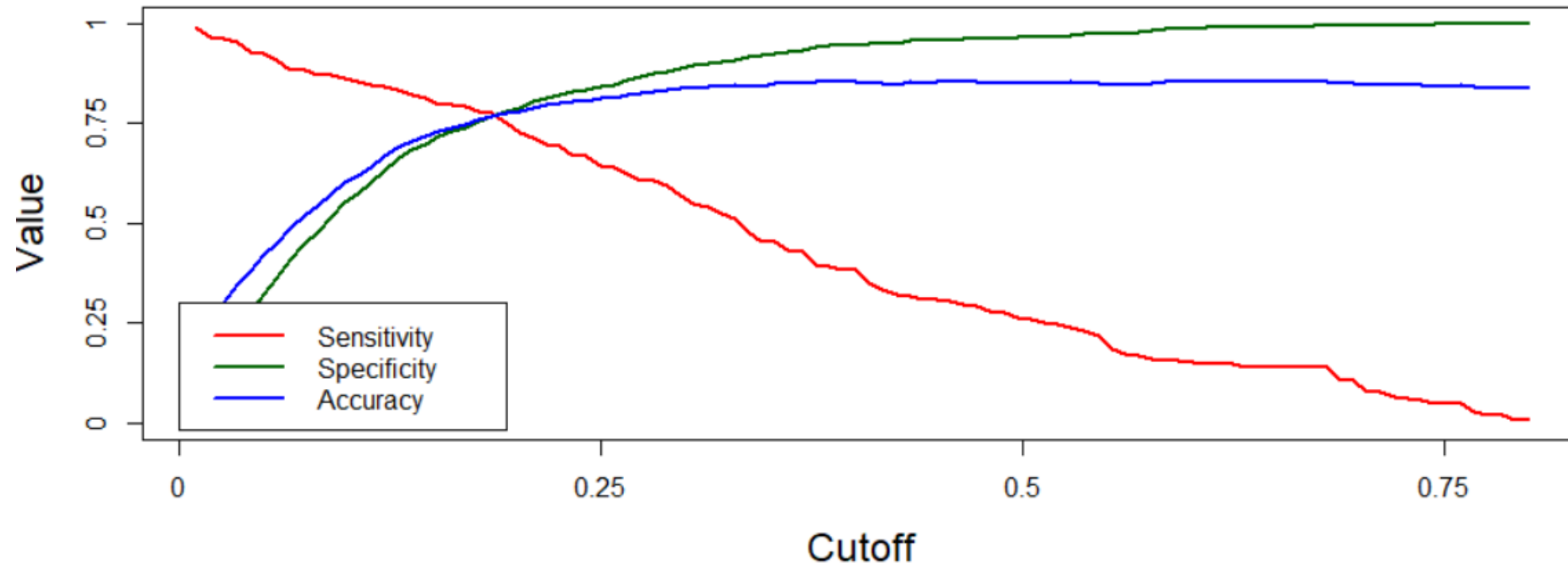
Factors *reducing* employee attrition



Factors *aiding* employee attrition

Data Modelling inferences

The model obtained when passed through the confusion matrix analysis and the prediction analysis with the following results:



Business Conclusion

The proposal to business is to take necessary steps to increment the following employee behaviour and situations to curb the problem of attrition.

1. Increase work life balance by helping in reducing the mean work timing.
2. Reduce promotion duration.
3. Reduce lateral admission of employees by promoting home grown talent with the company. This also allows employees to stick with the company for larger terms and significantly increasing the experience within the organisation.
4. Increase training to the employees, thereby increasing job satisfaction.
5. Reduce job profiles requiring frequent business travels.
6. Incentivise same manager policy where mentorship is possible under the same manager.
7. HR to ensure that the ratio of married employees are increased within the workforce for the future recruitments.

Thank you