



Exit Insight of Why People left

Human Resources Department

Goals of this discussion



Overview

To share the overview about the turnover situation of the company



Details

How people are doing in your department and by age and tenure



Solution

What to do next to improve and fix the problem

Table of Contents



Overview

Group overview and quarterly summary



How long employees stay

Leavers breakdown by tenure, department and age



Genders

Leavers breakdown by genders



New Joiners

How are new joiners doing at the moment?



Into the myth of salary

Leavers' salaries breakdown by pay group



Feedback

Exit Feedback, Interview Catch-up and eNPS result



Conclusion and Solution

Overall result and Next Steps

Overview of Turnover Situation (YTD)

Group Wide
Turnover : 32%

YTD Headcount : 596
YTD Exit : 182

Department	Turnover rate	Leavers
Business Development	100%	1
Marketing_Planning Strategy	68%	13
Key Account Management	64%	65
Business Operations Excellence	50%	1
Business Intelligence	46%	9
Corporate Development	40%	3
Solution Design	36%	2
Account & Finance	35%	25
Platform Development & Operations Hub	35%	12
Strategic Growth	33%	1
Commercial Operations	29%	5
Commercial Excellence	29%	1
People & Places	27%	7
Brand Marketing & Creative Hub	24%	5
Supply Chain Management	22%	3
Operations	22%	11
Channel & Partner Management	16%	15
Commercial Operation & Control	14%	1
Marketing	13%	1
Product Development	12%	7
Senior Management	0%	0
IT Admin	0%	0
Enterprise Sales & Account Management	0%	0
Supply Chain Management-ASL	0%	0
Supply Chain Management-ALL	0%	0

Key Takeaway:

- Group wide turnover rate is 32%
- The highest turnover rate are from MPS, KAM and Business Operations Excellence

Note:

Business Development only have one employee since the beginning of this year

Quarterly Summary

Q3-2021

Total New Joiner: 109
Total Resignation: 80

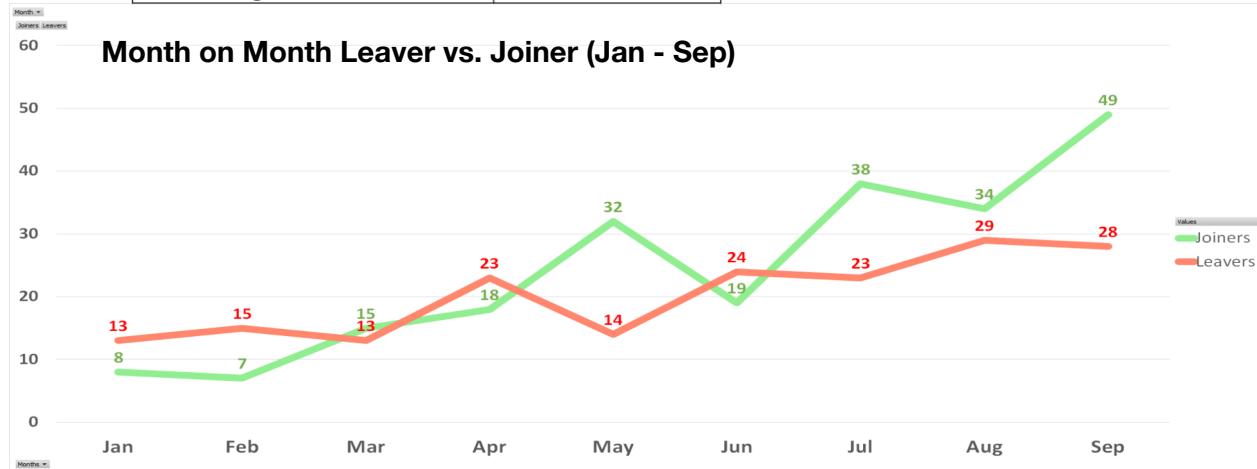
New Joiners by Department

Department	# Joiners
Key Account Management	39
Account & Finance	14
Commercial Operations	11
Marketing_Planning Strategy	9
Product Development	8
Channel & Partner Management	6
Operations	5
Brand Marketing & Creative Hub	5
People & Places	3
Corporate Development	2
Supply Chain Management	2
Marketing	2
Business Intelligence	1
Business Operations Excellence	1
Senior Management	1

Leavers by Departments

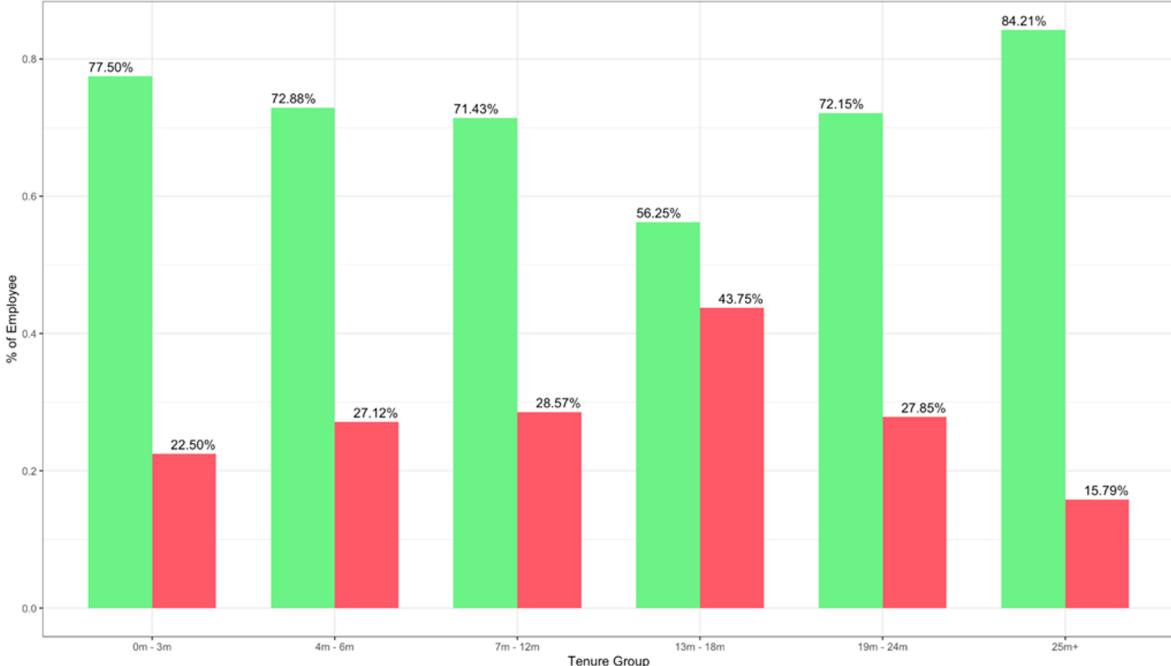
Department	# Leavers
Key Account Management	32
Account & Finance	10
Marketing_Planning Strategy	9
Platform Development & Operations Hub	5
Operations	4
People & Places	4
Product Development	4
Commercial Operations	3
Business Intelligence	2
Commercial Excellence	1
Supply Chain Management	1
Commercial Operation & Control	1
Solution Design	1
Brand Marketing & Creative Hub	1
Business Development	1
Marketing	1

Month on Month Leaver vs. Joiner (Jan - Sep)



How long employees stay with us?

Tenure Group of Current Employees vs Leavers



Key Takeaway:

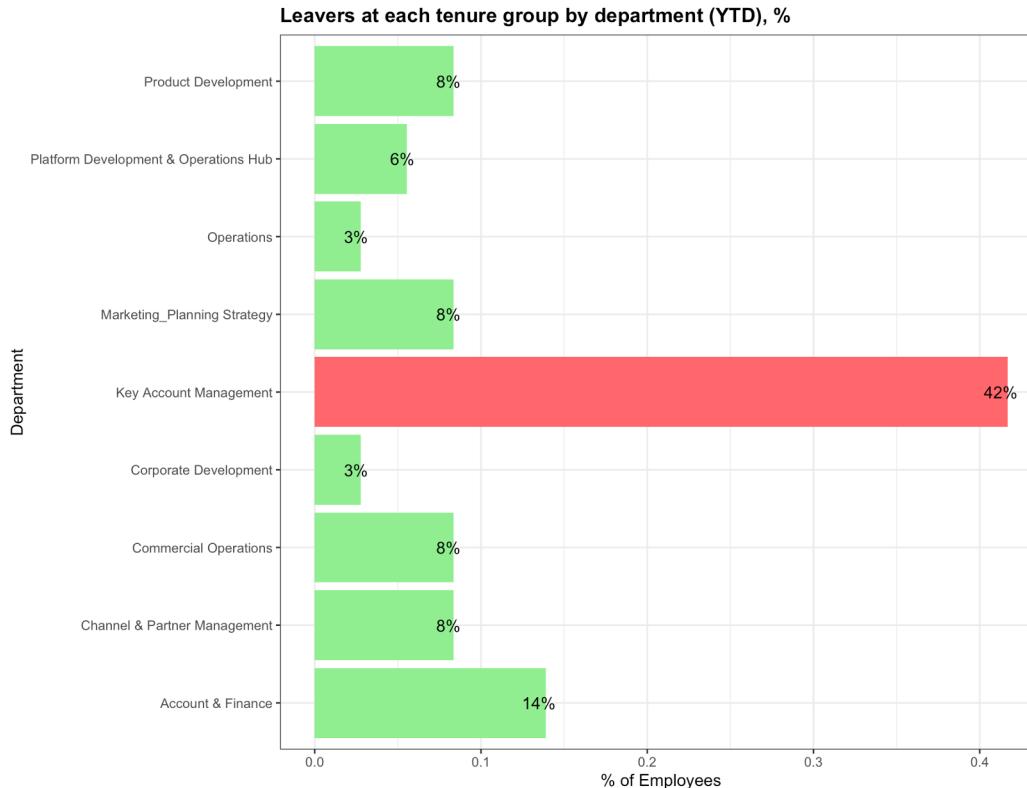
- Employees that work with us for 1 year to 1.5 year are the most at risk of leaving
- **Compare within the same tenure**

YTD Headcount : 596
YTD Exit

: 182

Leavers at 0m-3m tenure by departments

of Leavers (< 3m) : 36

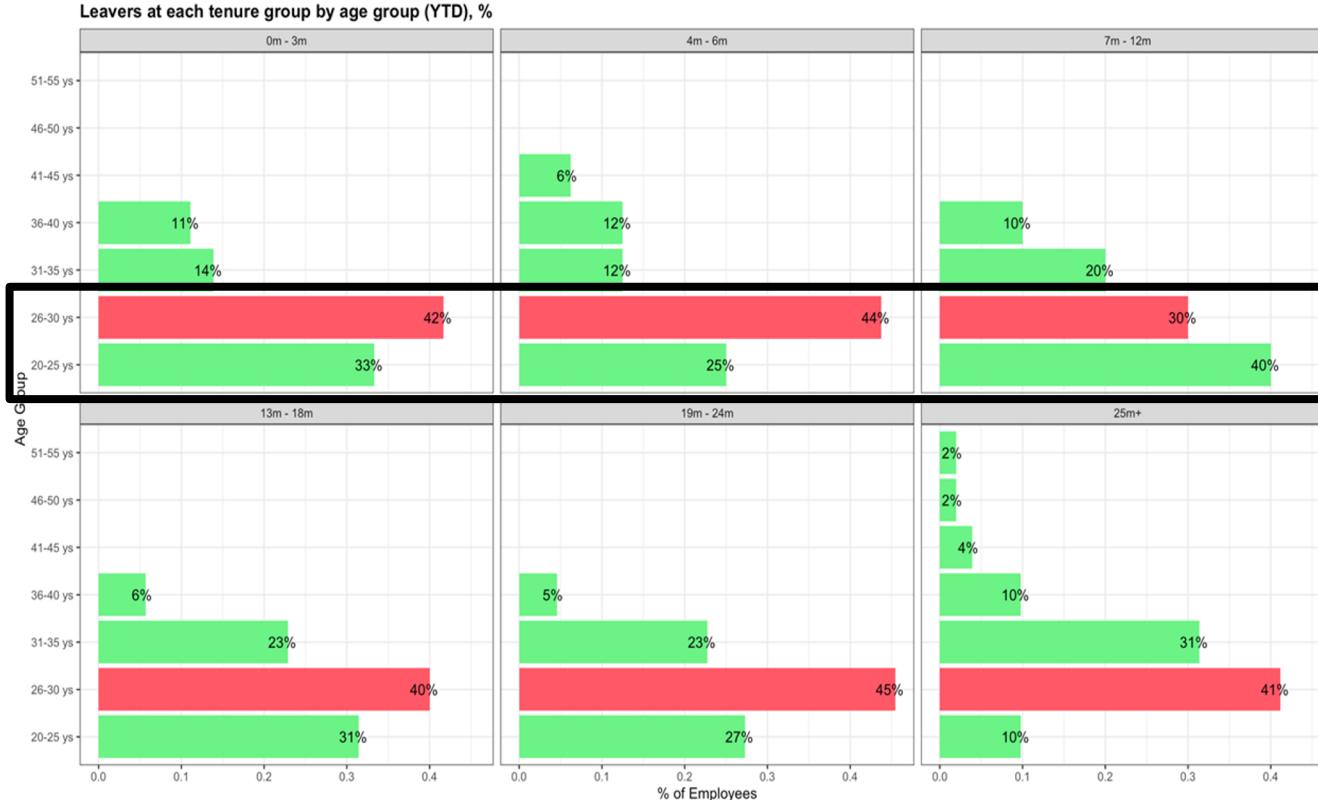


Key Takeaway:

- Compare within tenure, KAM is the most likely to exit
- Leavers in <3ms tenure, more than 42% are from KAM

Department	#Leavers
Product Development	3
PDOH	2
Operations	1
MPS	3
KAM	15
Corporate Development	1
Commercial Operations	3
Channel & Partner Management	3
Account & Finance	5

What about the age? Is that related?



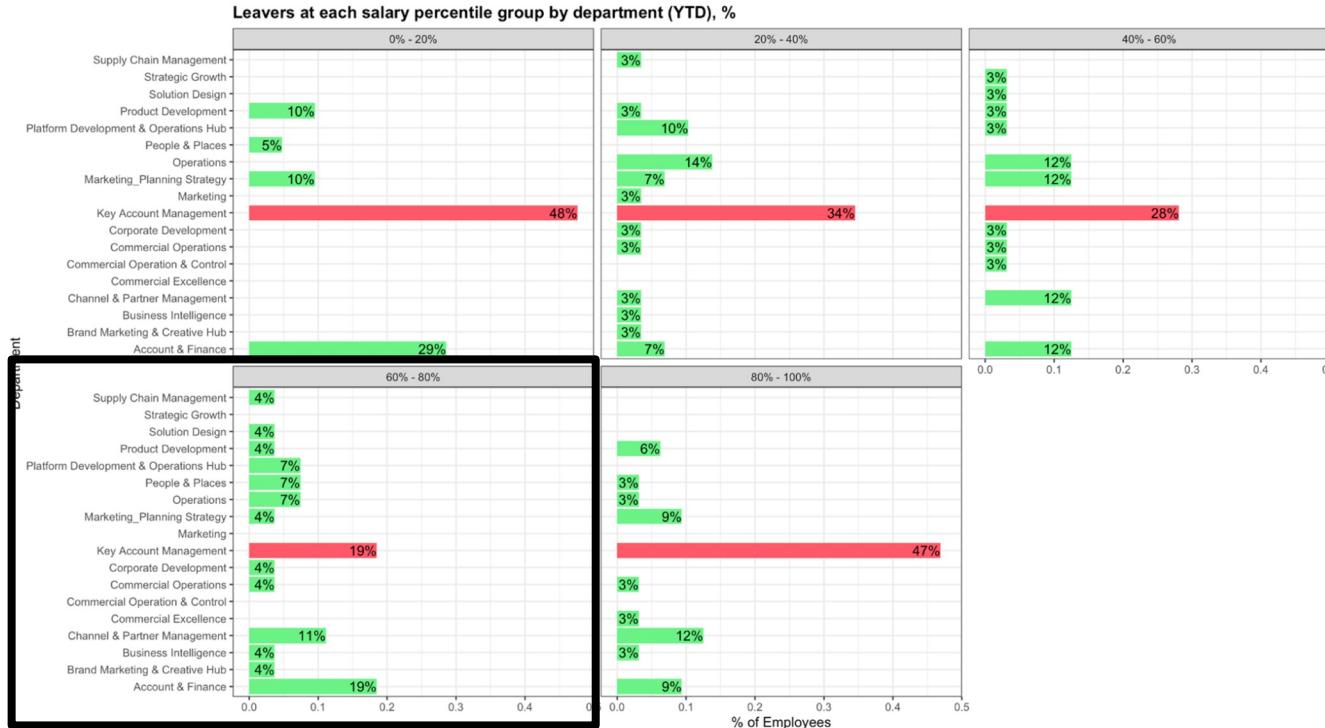
Takeaway:

Age between 26-30 ys is the one that decided to leave the most in every tenure

Juniors (20-25 ys) tend to leave at one year tenure

Compare within each tenure

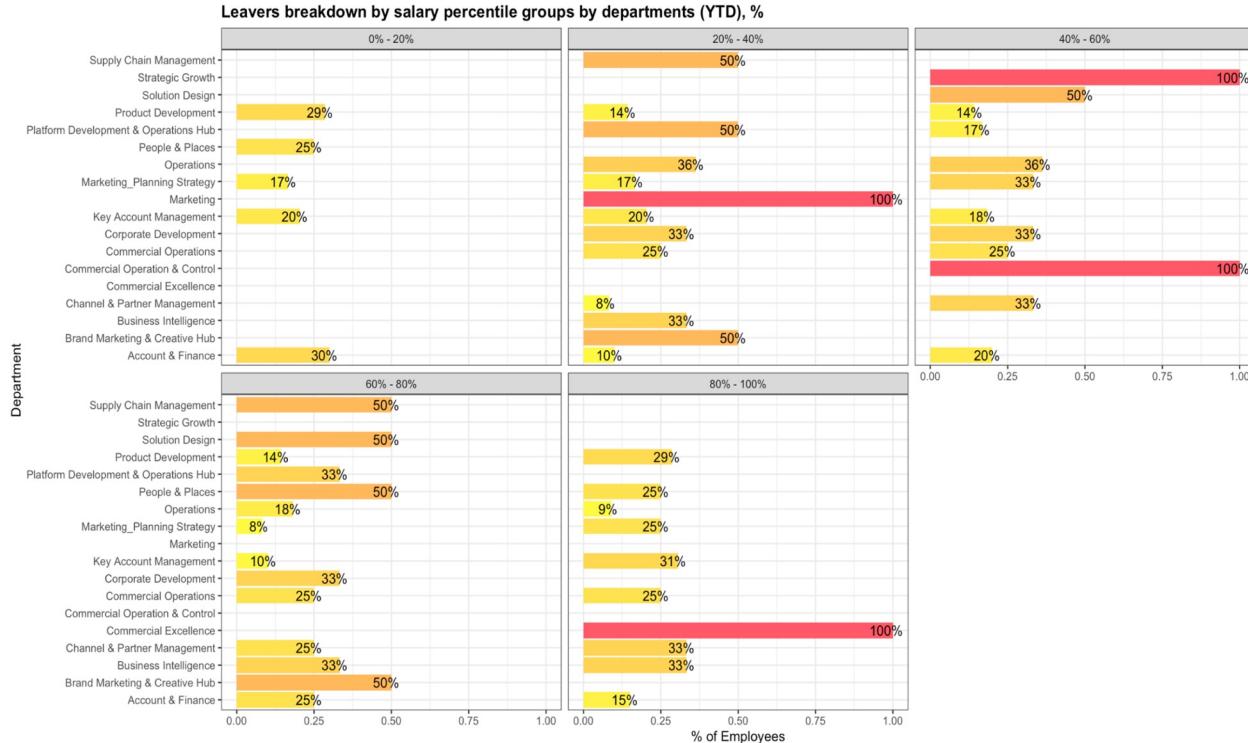
Look into the salaries of those who left



Key Takeaway:

- In every salary group, KAM seems to be number one resignation on the chart
- Compare within the same salary group

Is salary really the problem? (not likely)

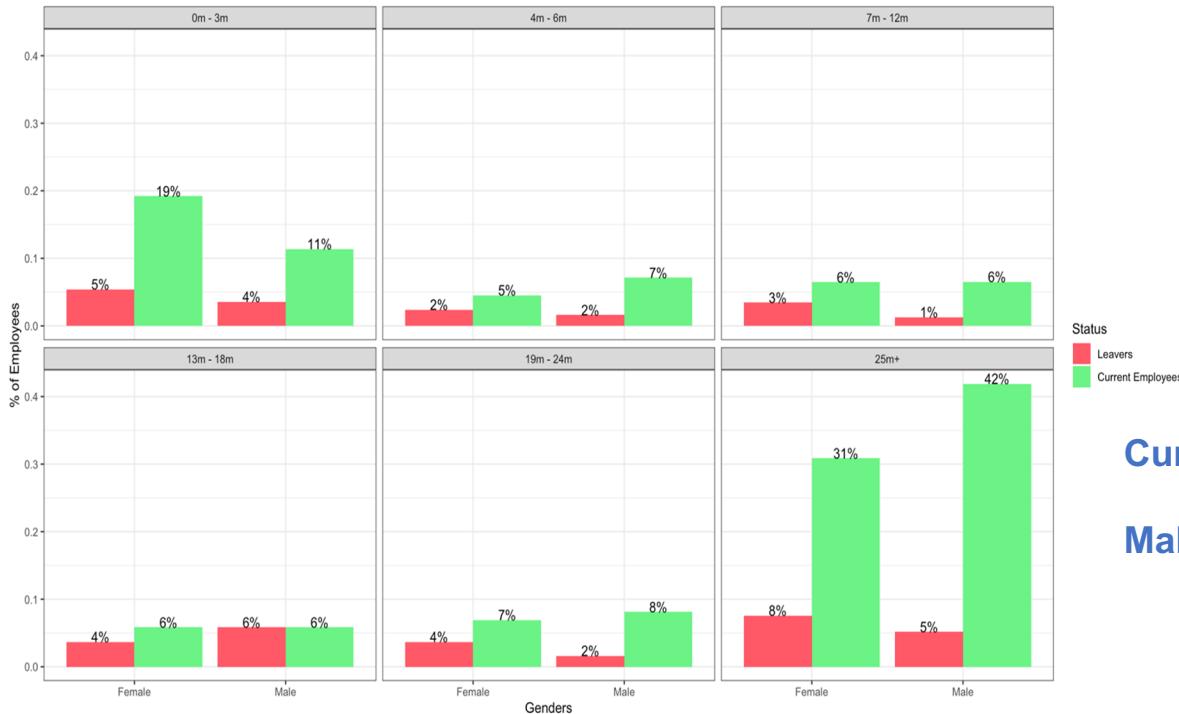


Key Takeaway:

- In most departments, leavers seem to spread equally across all salary percentile groups
- Salary seems not to be the problem why KAM resigned
- Compare within the same department

Leavers by genders

Current Employees v. Leavers at each tenure group by genders , %



Key Takeaway:

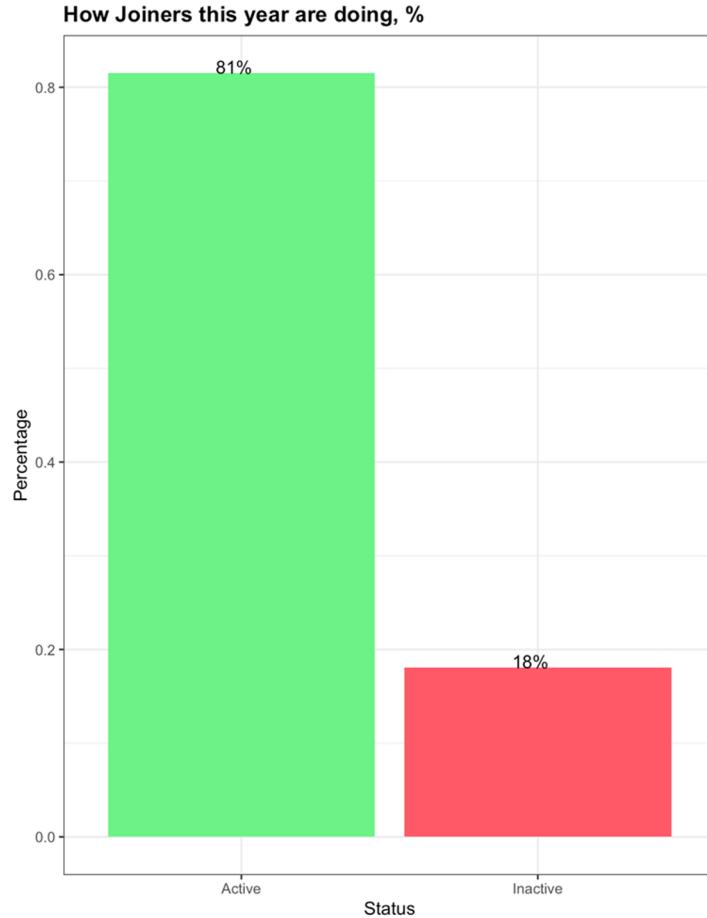
- There are no differences in male and female among the leavers

Current Active Breakdown

Male 42% (249) : Female 58% (342)

What about Joiners this year?

How are new joiners doing?

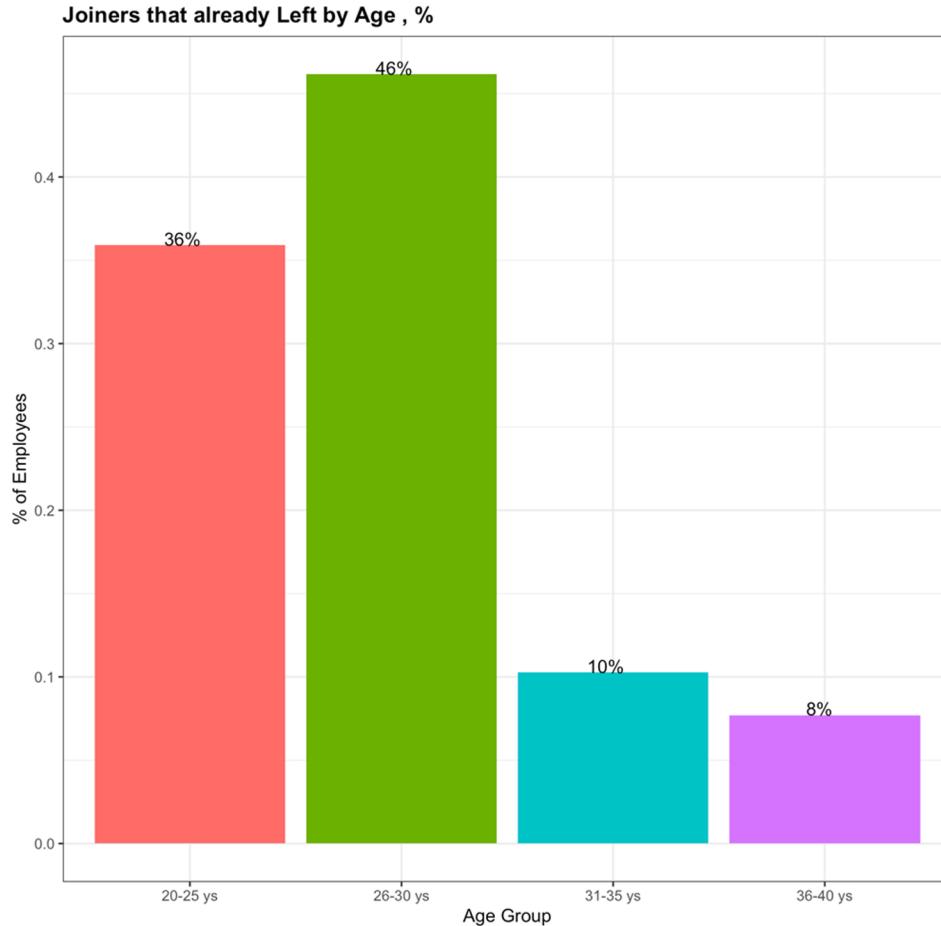


Key Takeaway:

- Employees that joined this year from the beginning of the year until Sept 18% already left
- 81% is still active.

Active : 117
Inactive : 39

Joiners that left by age



Key Takeaway:

- From 18% of joiners that already left, more than half came from 20-30 year of age employees
- Joiners which age between 31-40 years old tend to stay longer with the company.

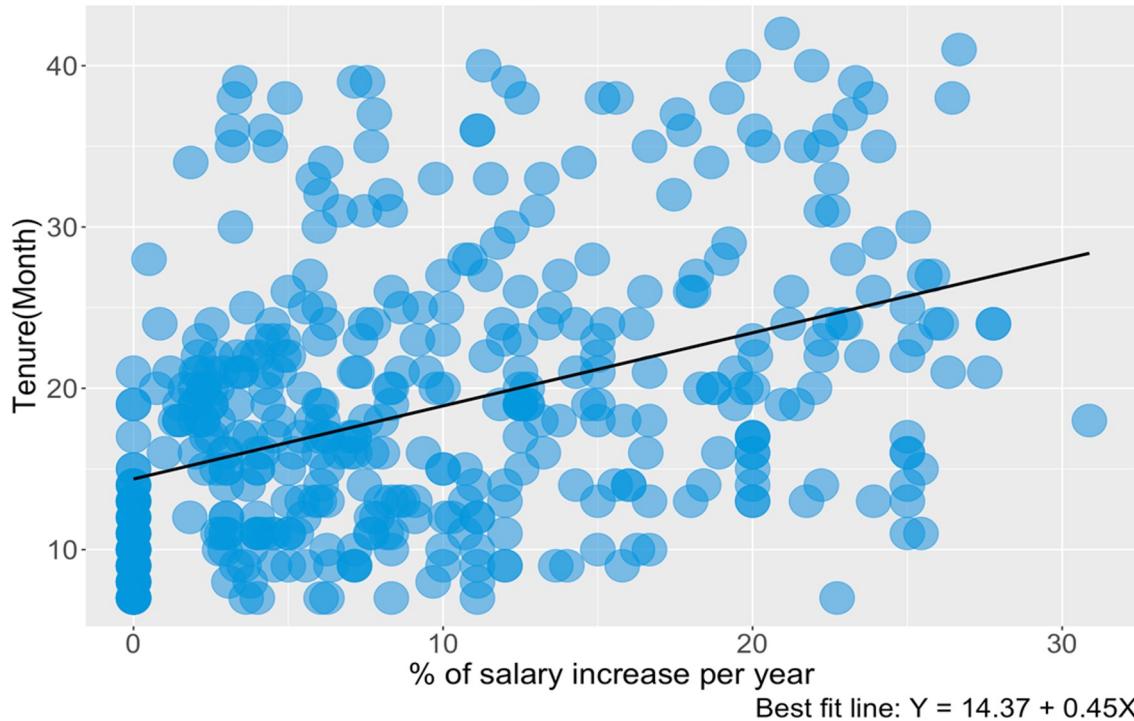
Joiners that left : 39

Into the realm of prediction (kind of)

Can salary increase keep the employees with us?

Does salary increase do the trick in keeping employees?

the relationship between % of salary increase per year and month tenure

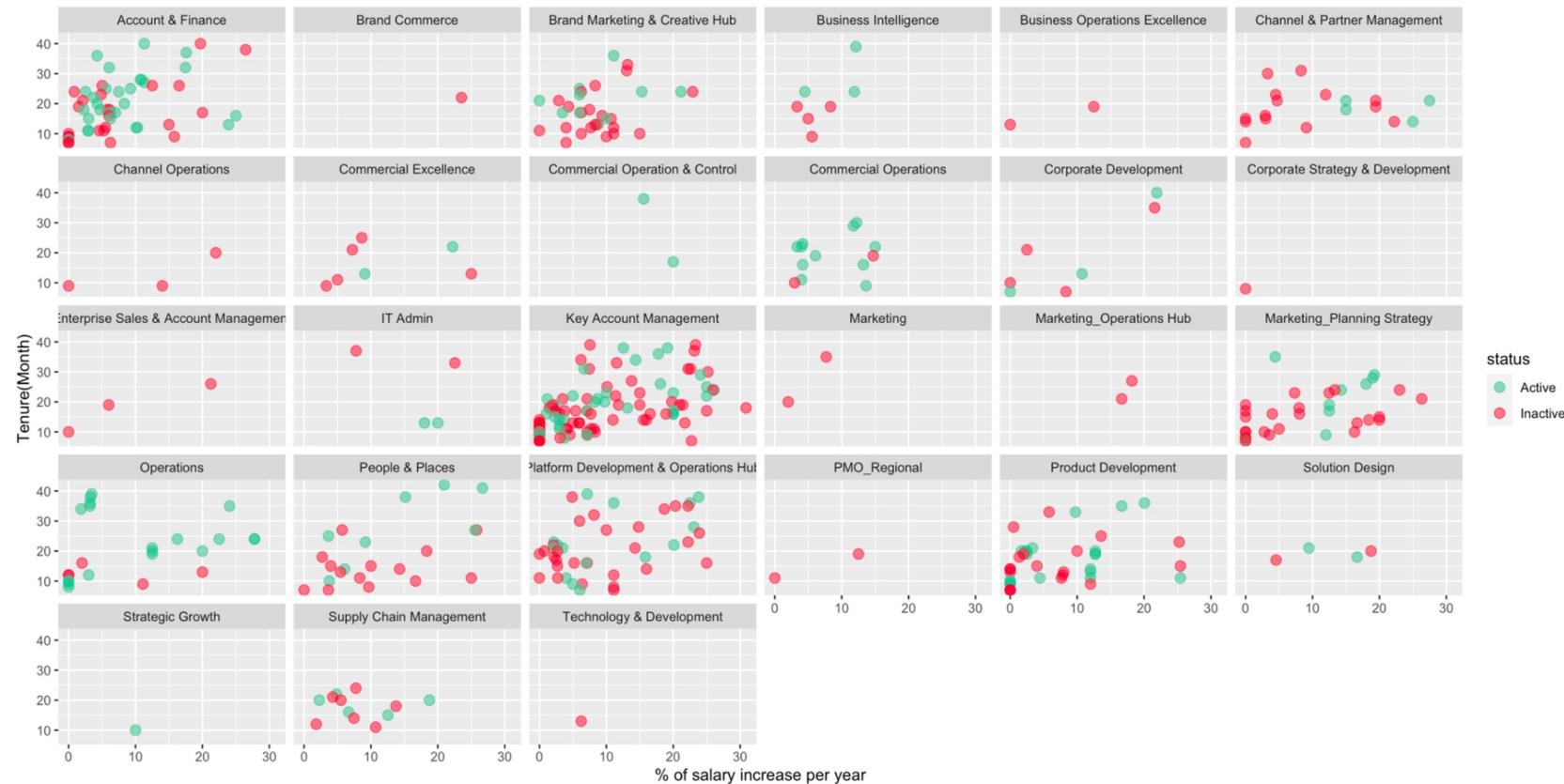


Key Takeaway:

- Salary can be the factor of keeping the employees with us but it account for just as much as 18%
- The same relationship found across in both leavers and current employees, divisions, departments

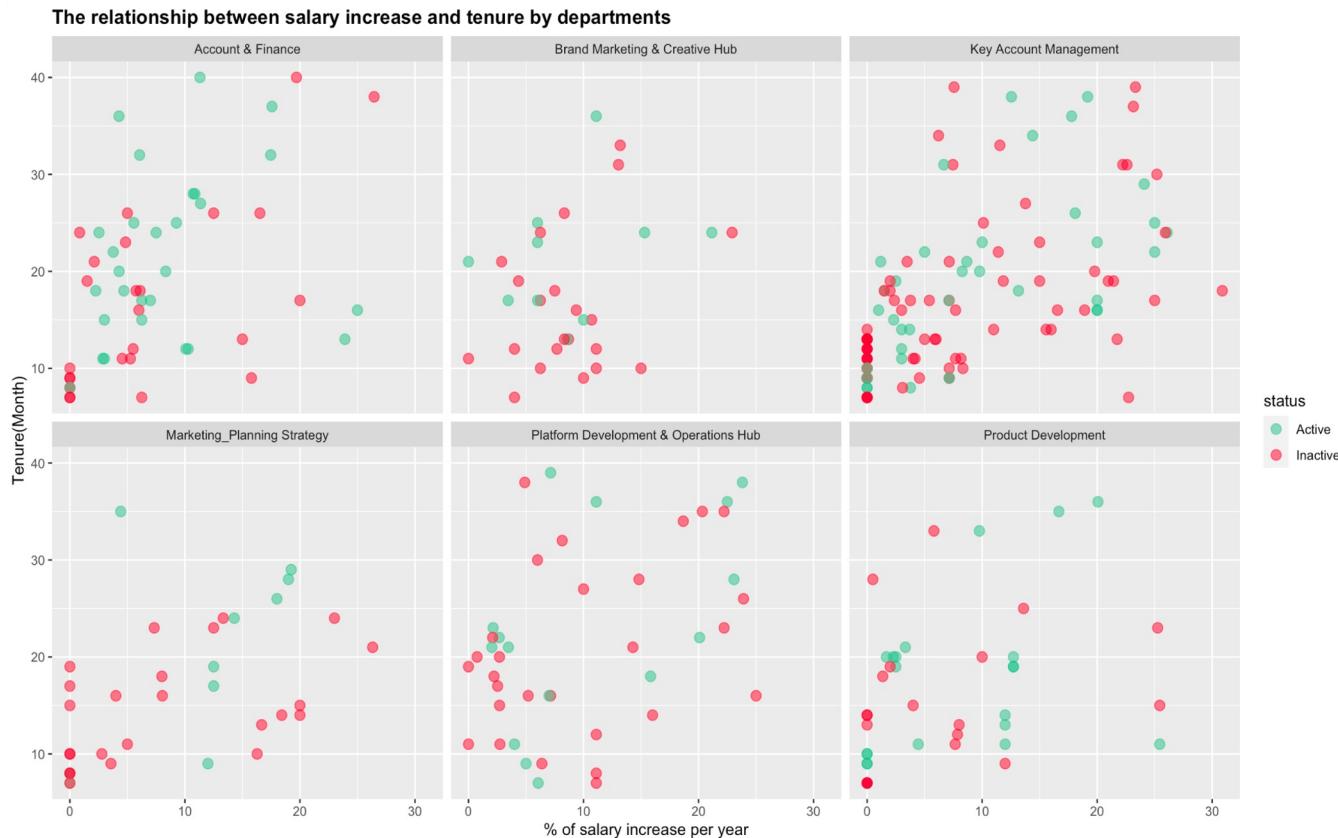
The relationship between salary increase and tenure breakdown by departments

The relationship between salary increase and tenure by departments



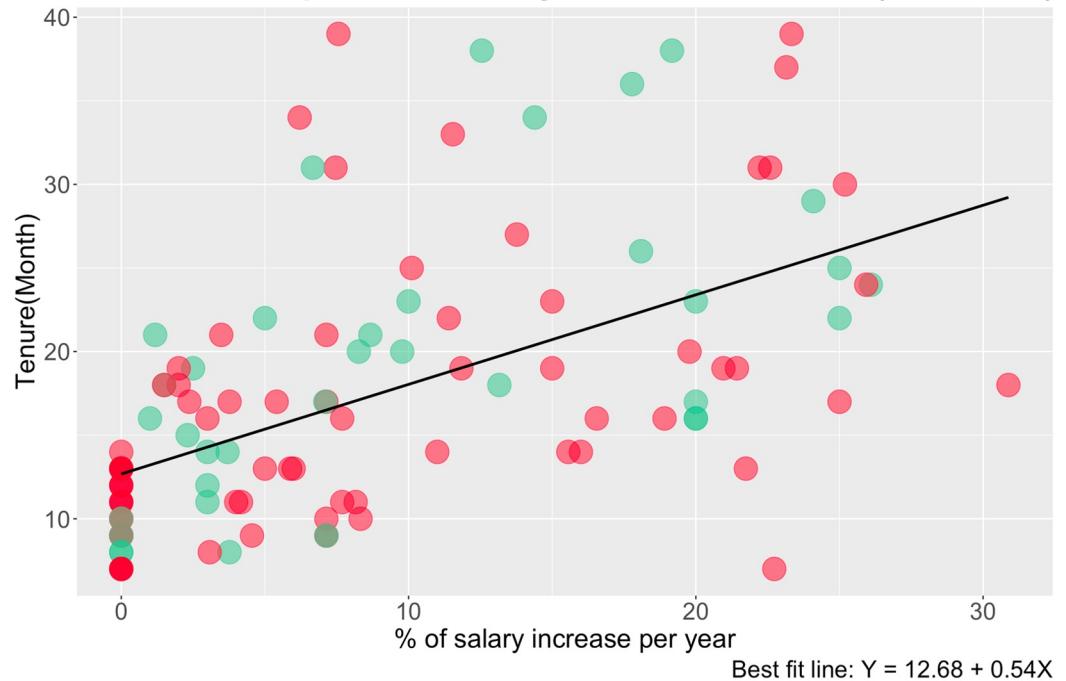
status
Active
Inactive

The relationship between salary increase and tenure breakdown by 6 departments



The relationship between salary increase and tenure breakdown (KAM TH only)

The relationship between salary increase and tenure (KAM in TH)



Key Takeaway:

- Salary can be the factor of keeping the KAM employees with us but it account for just as much as **31%**

EXIT Interview Feedback so far

Top Exit Reason YTD

Reasons for leaving	%
Role / Expectation / Clarity	19%
Career Path	10%
Work-Life Balance	9%
Others	7%
Compensation	5%
Team Collaboration	4%
Further Education	3%
Work Environment	2%
Employee Rewards and Recognition	2%
Workload	1%
My Manager	1%
Training & Learning Opportunity	1%
No Feedback	38%

Role / Expectation / Clarity:

"Expectation don't match the actual job description. I thought this job is more focused on digital marketing."

Career Path:

"Primary: Lack of career path. Where's my position going? I asked a few times but I didn't get a clear answer."

Work-Life Balance:

"No work life balance. Heavy workload. I sleep at 4AM almost everyday recently. I take care of Abbot. Higher target, less manpower. Process of requesting more headcount is difficult too. with Abbott, meetings start at 7PM end at 8PM and they would request a report by 6PM on the following day."

Top Exit Reason by 5 Departments

KAM

Reasons for leaving	%
Role / Expectation / Clarity	20%
Team Collaboration	8%
Career Path	8%
Work-Life Balance	8%
Others	5%
Workload	3%
Employee Rewards and Recognition	3%
Compensation	3%
Work Environment	3%
No Feedback	43%

Account

Reasons for leaving	%
Role / Expectation / Clarity	15%
Others	15%
Career Path	15%
Compensation	8%
Further Education	8%
Work-Life Balance	8%
Employee Rewards and Recognition	8%
No Feedback	23%

MPS

Reasons for leaving	%
Work-Life Balance	20%
Compensation	20%
Career Path	10%
Training & Learning Opportunity	10%
Team Collaboration	10%
Role / Expectation / Clarity	10%
No Feedback	20%

Platform Development and Operations Hub

Reasons for leaving	%
Work-Life Balance	25%
Role / Expectation / Clarity	13%
No Feedback	63%

What is the difference between leavers and current employees? (look at eNPS)

One sample t-Test

	Score
Mean	3.134
Variance	0.109
Observations	77.000
Hypothesized Mean	3.230
df	76.000
t Stat	-2.565
P(T<=t) one-tail	0.006
t Critical one-tail	1.665
P(T<=t) two-tail	0.012
t Critical two-tail	1.992

Key Takeaway:

- We found significant difference between two group by using one sample t-test
- Most leavers rated themselves that they didn't how their performance are measured.

The Lowest Engagement Score;

1. Work-Life Balance (2.73)
2. Clear Career Path (2.83)
3. How performance is measured (2.97)
4. Understand company's vision and mission (2.99)
5. Safe and Comfortable Working Environment (2.99)

Conclusion



Current Turnover Rate

Q3: 80 Leavers 109 Joiners

YTD: **32% turnover rate**
with the great portion of
leavers came from KAM



Average Year of Working

Most of employees left the company at their 1 year tenure

42% of leavers in less-than-3-months tenure are **KAM**



Year of Age

In every tenure group, **26-30 years old tend to leave** the most.

Junior employees (20-25 years old) tend to leave at 1 year milestone.

Conclusion



New Joiners
This Year

18% have already left. Mostly came from MPS, PDOH, KAM

Those who have already left age between 20-30 years old.



Salary



Feedback

Salary seems not to be the only problem why employees left

Salary can keep the employees with us but **accounts for 18% of the reasons why they left**

Ex-employees said they left because of **role expectation, unclear career path, work-life balance**.

eNPS said that ex-employees didn't really understand how their performance are measured

Next Steps



Be honest with the candidates

- TAs and hiring managers must be clear with the candidates about the actual job and what's described in JD in order to set the same expectations which will help in job mismatch or misunderstood

Set clear career path

- Management and managers must set clear and reasonable career path in every position to let employees know what's in it and what's the next step for them.

Respect employees' time-off

- Create a culture that have the right to disconnect and respect employees' working hours and leaves

Transparency in promoting and recognition

- Set clear and fair evidence-based regulations with employees about promotion and recognition. This will help in transparency when promoting someone instead of someone.