**LITERATURE SURVEY**

**1) Conceptualization and Management of Communication Satisfaction and Organizational Commitment in Three Guatemalan Organizations**

**AUTHORS:**  Varona, F.

This study investigated employees' and supervisors' conceptualizations of organizational commitment and communication satisfaction in three Guatemalan organizations. The study also examined differences and similarities in participants' views of management strategies based on levels of commitment and satisfaction. Self-administered surveys with open-ended questions were used to collect data. The content analysis of responses revealed three major findings. First, employees and supervisors were very similar in their conceptualizations of organizational commitment and communication satisfaction. Second, communication satisfaction was conceptualized as a multidimensional construct, with the two most important dimensions the quality of the relationships among coworkers and between employees and supervisors. Third, organizational commitment was also conceptualized as a multidimensional construct, with identification with the organization's mission and work ethic as the two most important factors. Over the past two decades, the constructs of communication satisfaction and organizational commitment have been important variables of interest to organizational communication researchers (e.g. However, few studies have focused directly on the conceptualization and management of these two organizational variables from the perspective of employees and supervisors.

**2) Flexible Work Arrangements and Organizational Communication: An Australian Retail Experience**

**AUTHORS:** Judy, G. and Heather, L

This study uses an empirical case study to examine the relationship between flexible work arrangements (whether employees work on a full-time or part-time basis) and communication satisfaction. Quantitative and qualitative data were collected from employees in a major Australian retail organisation resulting in 127 useable responses. The survey included the Communication Satisfaction Questionnaire (Downs and Hazen, 1977). Overall, respondents’ ratings of communication satisfaction indicated that at best they were only slightly satisfied. Part-time employees were significantly more dissatisfied than full-time employees on four dimensions of communication satisfaction and the study provides evidence that part-time employees were outside mainstream communication in the organisation examined. The implications of the results for job satisfaction, performance, and human resource management are discussed. Future research directions are identified. This paper is a work in progress. Material in the paper cannot be used without permission of the author.

**3) Employee Attrition: What Makes an Employee Quit?**

**AUTHORS:** Frye, Alex; Boomhower, Christopher; Smith, Michael; Vitovsky,

Lindsay; and Fabricant, Stacey

In this paper, we present a model for predicting employee attrition, as well as discuss the serious ethical implications of using such a model within organizations. To accomplish this, we examined publicly available data from the Oﬃce of Personnel Management, the Bureau of Labor Statistics, and IBM. With these sources, we determined a set of statistically signiﬁcant factors that correlate to an employee’s decision to quit, and determined to which types of occupations our model may be applied. After applying Principal Component Analysis and classiﬁcation methods K-Nearest Neighbors and Random Forest, it was Logistic Regression that allowed us to simplify the model and predict employee quits with the highest accuracy of our testing methods, achieving a greater than seventy-four percent success rate

**4) Predicting Employee Attrition Using Machine Learning Approaches.**

**AUTHORS:** Raza, A.; Munir, K.; Almutairi, M.; Younas, F.; Fareed, M.M.S.

Employee attrition refers to the natural reduction in the employees in an organization due to many unavoidable factors. Employee attrition results in a massive loss for an organization. The Society for Human Resource Management (SHRM) determines that USD 4129 is the average cost-per-hire for a new employee. According to recent stats, 57.3% is the attrition rate in the year 2021. A research study needs to be implemented to find the causes of employee attrition and a learning framework to predict employee attrition. This research study aimed to analyze the organizational factors that caused employee attrition and the prediction of employee attrition using machine learning techniques. The four machine learning techniques were applied in comparison. The proposed optimized Extra Trees Classifier (ETC) approach achieved an accuracy score of 93% for employee attrition prediction. The proposed approach outperformed recent state-of-the-art studies. The Employee Exploratory Data Analysis (EEDA) was applied to determine the factors that caused employee attrition. Our study revealed that the monthly income, hourly rate, job level, and age are the key factors that cause employee attrition. Our proposed approach and research findings help organizations overcome employee attrition by improving the factors that cause attrition.

**5) Predicting Employee Attrition using Supervised Learning Classification Models**

**AUTHORS:** A. Habous, E. H. Nfaoui and Y. Oubenaalla

Employee attrition phenomenon is one of the most well-known problems in the field of human resources management. This happens when an employee decides to leave his post due to many personal and professional reasons. When a well trained and adapted human resource leaves the company, it becomes very difficult to fill the gap instantly. Therefore, it impacts directly the efficiency of the group. Many researches in the HR management have been carried out to deal with the employee attrition problem by reducing the its rate within companies. The aim of this paper, is to provide a model that can predict whether an employee might voluntarily make the decision to leave its position using the supervised classification and the machine learning algorithms. We also described some professional and personal factors that could influence the employee attrition rate. Experimental results on a real data provided by IBM demonstrates the efficiency of the proposed models.