

A Data-Driven Analysis of Employee Attrition: Identifying Key Determinants Using Business Analytics

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Abstract: Every company depends on its people. No matter how good the technology, products, or strategy of a business is, it cannot run without employees who are skilled, motivated, and willing to stay. This is why Human Resources (HR) has become one of the most important departments in any organisation today.

In the past, HR mainly handled paperwork - attendance, salary, and basic record keeping. Today, HR has changed a lot. Companies now collect huge amounts of employee data through digital systems called HRMS (Human Resource Management Systems). Every time an employee marks attendance, fills a satisfaction survey, gets a performance review, or resigns, this creates data.

This shift from "gut-feeling HR" to "data-driven HR" has given rise to a new field called People Analytics or HR Analytics. Companies that use this data smartly can make better decisions about hiring, retention, and workforce planning.

Keywords: A Data-Driven Analysis of Employee Attrition: Identifying Key Determinants Using Business Analytics

I. INTRODUCTION

1.1 Background of the Study

Every company depends on its people. No matter how good the technology, products, or strategy of a business is, it cannot run without employees who are skilled, motivated, and willing to stay. This is why Human Resources (HR) has become one of the most important departments in any organisation today.

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This shift from "gut-feeling HR" to "data-driven HR" has given rise to a new field called People Analytics or HR Analytics. Companies that use this data smartly can make better decisions about hiring, retention, and workforce planning.

In India, the problem of employee turnover has become very serious, especially after COVID-19. The "Great Resignation" saw millions of employees quitting their jobs worldwide. In India's IT sector alone, attrition rates touched 20–25% during 2021–2022, meaning one in every four or five employees left every year.

1.2 What is Employee Attrition?

Employee attrition simply means employees leaving an organisation and not being immediately replaced. There are two types:



Voluntary Attrition – When an employee chooses to leave (better job, poor manager, no growth, poor work-life balance, etc.)

Involuntary Attrition – When the company decides to remove the employee (layoffs, poor performance, restructuring) Voluntary attrition is the bigger concern because it is often the best employees who leave first, since they have more job options elsewhere.

A small amount of attrition (10–15%) is actually healthy - it brings fresh talent and new ideas. But high and uncontrolled attrition is very costly. Studies show that replacing one employee can cost between 50% to 200% of that employee's yearly salary. This cost includes recruitment, training time, lost productivity, and loss of experience and client relationships.

1.3 What is Business Analytics?

Business Analytics means using data, numbers, and statistics to understand what happened in the past, why it happened, and what might happen in the future - so that better decisions can be made.

For employee attrition, this means looking at data like:

- Age, gender, salary, department
- Job role, job level, overtime status
- Job satisfaction, work-life balance scores
- Whether the employee left or not

By analysing this data, HR teams can find real patterns instead of guessing. For example, data might show that employees doing overtime leave at a much higher rate than those who don't - something that "gut feeling" alone may not reveal clearly.

1.4 About the Dataset Used

This study uses the IBM HR Analytics Employee Attrition Dataset, a well-known dataset used in HR research worldwide. It contains:

- 1,470 employees
- 35 variables per employee (age, gender, department, salary, job role, satisfaction scores, overtime, attrition status, etc.)
- Publicly available on Kaggle

1.5 Significance of the Study

- It addresses a problem faced by every organisation - attrition.
- It shows how HR professionals can use simple tools like Microsoft Excel (no coding needed) to solve real HR problems.
- It looks at multiple factors together, not just one (like salary alone).
- It gives practical recommendations that HR managers can apply directly.

1.6 Scope of the Study

The study uses the IBM dataset along with published research papers and HR industry reports from 2021–2026. The supporting literature mainly focuses on Indian companies, but the dataset itself is global and can apply anywhere. All analysis is done in Microsoft Excel.

II. LITERATURE REVIEW

A literature review means reading what other researchers have already found about a topic, before starting your own research. This helps to understand what is already known and what gaps still exist.



2.1 Salary and Compensation Factors

- Mehta, Dubey & Verma (2022) studied Indian companies and found that employees who felt their salary was lower than similar jobs elsewhere were much more likely to quit within six months. Salary dissatisfaction was the most common reason given in exit interviews. *Limitation: exit interview data may not be fully honest, and no large numerical dataset was used.*
- Jain, Kapoor & Tiwari (2023) found that companies offering full benefits (health insurance, bonuses, flexible leave, stock options) had 18% lower attrition than companies giving only basic statutory benefits. Younger employees especially valued these extra benefits. *Limitation: company-level data was used, not individual employee data.*
- Pillai & Anand (2025) found that pay inequality (unfair pay gaps between groups) increased attrition, especially among women in mid-to-senior roles. Even employees who were paid fairly became unhappy if they learned that others were underpaid. *Limitation: Indian companies rarely publish detailed pay data, so industry-level data had to be used.*

2.2 Work-Life Balance and Engagement

- Gupta, Kaur & Sinha (2023) surveyed 300 employees across IT, banking, and manufacturing in India. Employees with poor work-life balance were 2.5 times more likely to look for a new job - even if their salary was good. Younger employees (22–30 years) were especially affected. *Limitation: small sample size of only 3 companies.*
- Verma & Chakraborty (2024) found that companies in the bottom 25% for employee engagement scores had nearly double the attrition rate of companies in the top 25%. Low engagement appeared months before employees actually quit. *Limitation: engagement surveys are usually done only once or twice a year.*
- Arora & Malhotra (2025) studied the effect of hybrid/remote work after COVID-19. Companies offering flexible work options had much lower attrition, especially among women aged 28–38 with childcare responsibilities. *Limitation: data was at industry level, not individual level.*

2.3 Demographic and Job-Role Factors

- A secondary data study found that younger employees (under 30), employees with less than 2 years in the company, entry-level workers, and those who had worked at 3+ previous companies had much higher attrition risk. Sales, customer service, and IT support departments showed higher turnover. *Limitation: no formal statistical testing (like Chi-Square) was used.*
- Saxena & Bhatt (2022) found entry-level and junior employees had almost 3 times the attrition rate of senior employees, due to lower investment in their development and fewer financial responsibilities tying them down. *Limitation: only industry-level data was available.*
- Krishnamurthy & Venkat (2024) found that employees with postgraduate degrees (especially MBAs) had higher early attrition because they expected faster career growth and higher pay. If these expectations were not met quickly, they left. *Limitation: education level overlaps heavily with salary and job role, making it hard to isolate its effect.*
- Chatterjee & Mukherjee (2025) found that employees not promoted for 3+ years were much more likely to think about leaving - career stagnation was a stronger driver than salary alone for mid-level employees. *Limitation: did not separate employees who wanted promotion from those happy in their current role.*
- Banerjee & Ghosh (2024) found that employees with longer commutes had lower job satisfaction and higher turnover, especially after COVID-19 when people got used to working from home. *Limitation: results vary heavily by city transport infrastructure.*



2.4 Business Analytics and Predictive HR

- **Bose, Roy & Joshi (2025)** found that companies using people analytics reduced attrition by 15–25% by identifying at-risk employees early and acting (salary adjustments, career talks, flexibility). *Limitation: only studied large companies with dedicated analytics teams.*
- **Subramaniam & Rajan (2026)** found that HR teams using real-time dashboards could act faster on attrition risks than those using monthly/quarterly reports. Speed of response mattered a lot. *Limitation: real-time dashboards need HR technology that small/mid companies usually don't have.*

Summary of Literature Gap

Most studies look at one factor at a time (salary, or work-life balance, or job role) using small samples or company-level data, and many don't use formal statistical testing. This study fills that gap by analysing multiple factors together on a large, standard dataset of 1,470 individual employee records, using statistical tests (correlation and Chi-Square) in Excel.

III. RESEARCH METHODOLOGY

3.1 What is Research Methodology?

Research methodology is the plan for how a study is carried out - what data is used, how it is collected, and how it is analysed. A clear methodology makes a study trustworthy and repeatable.

3.2 Research Design

This study uses a descriptive and analytical design.

- **Descriptive** – describes patterns in the data (e.g., what % of employees left, attrition by department, age, etc.)
- **Analytical** – goes further and statistically tests which factors are most strongly linked to attrition

No experiment or new intervention is done. It is a systematic analysis of existing data, compared with published research.

3.3 Research Approach

This is a quantitative study - it uses numbers and statistics rather than opinions. The dataset has 1,470 numerical and categorical data points covering income, satisfaction, age, years at company, and attrition outcome (Yes/No).

A deductive approach is used: first the literature and theory are reviewed, then hypotheses are formed, and finally these are tested against the data.

3.4 Research Objectives

- **Objective 1:** Identify the factors most strongly related to employee attrition using the IBM dataset and published HR research.
- **Objective 2:** Interpret the relationship between these factors and actual attrition outcomes using statistical tools in Excel.

3.5 Research Hypotheses

Hypothesis Set 1

- H_01 : Age, monthly income, department, overtime, and years at company are NOT significantly related to attrition.
- H_11 : Age, monthly income, department, overtime, and years at company ARE significantly related to attrition.

Hypothesis Set 2

- H_02 : Work-life balance, job satisfaction, and performance rating are NOT significantly related to attrition.



• H_{12} : Work-life balance, job satisfaction, and performance rating ARE significantly related to attrition. These were tested using correlation analysis and the Chi-Square test in Excel.

3.6 Data Sources

Main Dataset: IBM HR Analytics Employee Attrition Dataset (Kaggle) - 1,470 employees, 35 variables, including:

- Demographic: Age, Gender, Marital Status, Education, Distance from Home
- Job factors: Department, Job Role, Job Level, Business Travel, Overtime, Years at Company
- Compensation: Monthly Income, Salary Hike %, Stock Option Level
- Engagement: Job Satisfaction, Work-Life Balance, Performance Rating
- Dependent variable: Attrition (Yes/No)

Supporting Sources: Academic papers (2021–2026), SHRM reports, Deloitte/KPMG/McKinsey reports, NASSCOM reports, LinkedIn Workforce Reports.

3.7 Sampling Design

All 1,470 records are used - this is called a census approach (using the entire dataset, not a smaller sample). This gives maximum accuracy.

3.8 Data Collection Method

- Dataset downloaded from Kaggle in CSV format
- Opened in Excel - all 1,470 rows and 35 columns checked
- Supporting research papers found via Google Scholar and ResearchGate
- Supporting evidence collected from SHRM, NASSCOM, Deloitte, KPMG, McKinsey, LinkedIn websites
- All data organised into Excel sheets for analysis

No primary data (surveys, interviews) was collected - this avoids issues like dishonest answers or consent problems.

3.9 Research Instrument

Microsoft Excel was the only tool used, because:

- It is free and accessible to everyone - no coding needed
- It can do all required statistics: percentages, frequency tables, correlation, Chi-Square, and charts
- It proves that strong attrition analysis doesn't need expensive software or machine learning - making this approach usable by any HR team

3.10 Data Analysis Techniques (Step-by-Step)

Step	Technique	What it does
1	Data Cleaning	Checked all 1,470 rows for missing/duplicate data; coded Attrition as 1 = Yes, 0 = No
2	Percentage Analysis	Calculated overall and group-wise attrition rates
3	Frequency Distribution & Cross-tabulation	Counted employees in each category; compared groups using pivot tables
4	Trend Analysis	Used charts to see patterns across income, age, years at company
5	Correlation Analysis	Used Excel's CORREL function to measure strength of relationship between numeric variables and attrition
6	Chi-Square Test	Tested if relationships between categorical variables and attrition are statistically real (not by chance)
7	Data Visualisation	Created bar charts, pie charts, and heat maps



8	Literature Comparison	Compared findings with published research from Chapter 2
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Formula used:

- Overall Attrition Rate = $(\text{Employees who left} \div \text{Total Employees}) \times 100 = (237 \div 1,470) \times 100 = 16.12\%$
- Chi-Square: $\chi^2 = \sum (\text{Observed} - \text{Expected})^2 \div \text{Expected}$

3.11 Reliability and Validity

- Reliability: Since the dataset is public and fixed, and standard Excel methods are used, anyone repeating this study would get the same results.
- Validity: The dataset contains real, clearly defined variables directly relevant to attrition (salary, satisfaction, attrition status), and the statistical methods used (correlation, Chi-Square) are widely accepted in research.

3.12 Ethical Considerations

- Only public, anonymous secondary data was used - no names, addresses, or identifying details
- All sources properly referenced
- No manipulation or selective reporting of results - even results that didn't support the hypotheses are reported honestly
- No human subjects involved - no consent issues

IV. DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter presents the actual analysis of the 1,470-employee dataset done in Excel. First the overall attrition rate is calculated, then attrition is broken down by different employee groups, followed by correlation and Chi-Square tests.

4.2 Overall Attrition Rate

Category	Number of Employees	Percentage
Stayed (Attrition = No)	1,233	83.88%
Left (Attrition = Yes)	237	16.12%
Total	1,470	100%

Interpretation: About 16 out of every 100 employees left the company. The healthy industry range is 10–15%, so 16.12% shows attrition is a real and serious problem for this organisation.

4.3 Attrition by Department

Department	Attrition Rate
Sales	20.63%
Human Resources	19.05%
Research & Development	13.84%

Interpretation: Sales has the highest attrition, well above the overall average. This may be due to high targets, pressure, variable pay, and travel. R&D has the lowest, likely due to more stable and intellectually satisfying work. HR should prioritise retention efforts in Sales and HR departments.

4.4 Attrition by Age Group

Age Group	Attrition Rate
18–25	26.76%
26–35	18.48%



36–45	11.75%
46–55	~12%
56+	~12%

Interpretation: Younger employees leave much more often. This is logical - younger workers are more willing to switch jobs for better pay or growth, while older employees have more responsibilities and stronger ties to the organisation. HR should focus retention efforts on the 18–35 age group.

4.5 Attrition by Gender

Gender	Attrition Rate
Male	17.01%
Female	14.80%

Interpretation: The difference (2.2 percentage points) is small. Gender alone is not a strong predictor - other factors like age, salary, and satisfaction matter more.

4.6 Attrition by Marital Status

Marital Status	Attrition Rate
Single	25.53%
Married	12.48%
Divorced	10.09%

Interpretation: Single employees leave at roughly double the rate of married/divorced employees. They likely have fewer financial responsibilities and more flexibility to change jobs. This group needs special attention for engagement and career growth.

4.7 Attrition by Job Role (Selected)

Job Role	Attrition Rate
Sales Representative	39.76%
Laboratory Technician	23%+
Human Resources	23%+
Healthcare Representative	6.87%
Manager	4.90%
Research Director	2.50%

Interpretation: Junior, front-line roles have very high attrition while senior roles have very low attrition. Sales Representatives are the highest-risk group by far - almost 4 in 10 leave.

4.8 Attrition by Job Level

Job Level	Attrition Rate
Level 1 (Entry)	26.33%
Level 2	9.74%
Level 3	14.68%
Level 4	4.72% (under 8%)
Level 5	7.25%

Interpretation: Attrition is concentrated heavily at the entry level. These employees feel least valued, are paid least, and have fewest growth opportunities.



4.9 Attrition by Overtime Status

Overtime	Attrition Rate
Yes	30.53%
No	10.44%

Interpretation: This is one of the strongest findings in the whole study. Employees who work overtime leave at almost 3 times the rate of those who don't. Overtime causes burnout and poor work-life balance, directly driving people to quit.

4.10 Attrition by Business Travel

Travel Frequency	Attrition Rate
Travel Frequently	24.91%
Travel Rarely	14.96%
Non-Travel	8.00%

Interpretation: Frequent travellers leave at 3 times the rate of non-travellers. Travel disrupts family life and reduces work-life balance over time.

4.11 Attrition by Work-Life Balance Rating (1 = Bad, 4 = Best)

Rating	Attrition Rate
1 (Bad)	31.25%
2 (Good)	~21%
3 (Better)	14.22%
4 (Best)	slightly higher than Rating 3

Interpretation: Poor work-life balance nearly doubles attrition compared to the average. Interestingly, "Best" rated employees don't have the absolute lowest rate - meaning a good schedule alone doesn't guarantee retention; other factors still matter.

4.12 Attrition by Job Satisfaction Rating (1 = Low, 4 = Very High)

Rating	Attrition Rate
1 (Low)	22.84%
4 (Very High)	11.33%

Interpretation: Attrition for low-satisfaction employees is roughly double that of highly satisfied employees. Job satisfaction is a strong and direct driver of the decision to quit.

4.13 Correlation Analysis (Continuous Variables vs Attrition)

Variable	Correlation with Attrition	Meaning
Monthly Income	-0.160	Lower income → higher attrition
Age	-0.159	Younger employees → higher attrition
Total Working Years	-0.171 (strongest)	Less experience → higher attrition
Years in Current Role	-0.161	Less time in role → higher attrition
Years with Current Manager	-0.156	Less time with same manager → higher attrition
Distance from Home	+0.078	Longer commute → slightly higher attrition

Interpretation: All values are modest in size - no single number variable explains attrition completely. This confirms attrition is caused by many factors acting together, not one single number.



4.14 Chi-Square Test Results

Variable vs Attrition	Chi-Square Value	p-value	Significant? (p < 0.05)
Overtime	88.35	< 0.001	Yes (strongest result)
Job Level	72.46	< 0.001	Yes
Marital Status	54.72	< 0.001	Yes
Business Travel	24.38	< 0.001	Yes
Job Satisfaction	-	0.001	Yes
Work-Life Balance	-	0.006	Yes
Department	-	0.005	Yes
Gender	-	0.169	No
Performance Rating	-	0.511	No
Education Level	-	0.274	No

Interpretation: Overtime has by far the strongest statistical link to attrition (Chi-Square = 88.35). Gender, performance rating, and education level show no significant relationship with attrition - meaning they should not be used to predict who will leave.

4.15 Hypothesis Testing Results

Hypothesis Set 1

- H_0 1 (no relationship) is REJECTED.
- Age, monthly income, department, overtime, job level, and years at company all show significant relationships with attrition (through correlation or Chi-Square).
- H_1 1 is ACCEPTED.

Hypothesis Set 2

- H_0 2 is PARTIALLY REJECTED.
- Work-life balance (p = 0.006) and job satisfaction (p = 0.001) are significant → H_1 2 accepted for these.
- Performance rating (p = 0.511) is NOT significant → H_0 2 stands for this variable.

4.16 Attrition Determinants Ranked by Strength

Rank	Factor
1	Overtime
2	Job Level
3	Marital Status
4	Job Role
5	Age Group
6	Business Travel
7	Work-Life Balance
8	Job Satisfaction
-	Gender (not significant)
-	Performance Rating (not significant)

Interpretation: Organisations should focus retention efforts first on the top 5 factors, which show the strongest statistical association with employees leaving.



4.17 Key Findings

- Overall attrition rate: 16.12% (moderately high vs. healthy 10–15% benchmark)
- Sales has highest department attrition (20.63%), R&D lowest (13.84%)
- Single employees: 25.53% attrition vs. 12.48% (married) and 10.09% (divorced)
- Sales Representatives: nearly 40% attrition - highest of any role
- Job Level 1 (entry-level): 26.33% vs. under 8% at senior levels
- Overtime workers: 30.53% vs. 10.44% for non-overtime - nearly 3x
- Frequent travellers: 24.91% vs. 8.00% for non-travellers
- Poor work-life balance: 31.25% attrition
- Low job satisfaction: 22.84% vs. 11.33% (very high satisfaction)
- Monthly income, age, total working years all negatively correlated with attrition

V. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Key Findings

1. Overall attrition is moderately high (16.12%) - above the healthy 10–15% benchmark, indicating a real problem.
2. Sales department has highest turnover (20.63%) - customer-facing, target-driven roles suffer more attrition than research roles.
3. Younger employees leave more - 26.76% for 18–25 age group, dropping steadily with age.
4. Single employees leave much more - 25.53% vs. ~12% for married/divorced.
5. Sales Representatives have extreme attrition (39.76%) - almost 1 in 2.5 leave.
6. Entry-level employees leave the most (26.33%) - far higher than senior levels (under 8%).
7. Overtime is the single strongest predictor - 30.53% vs. 10.44%, nearly 3x difference, Chi-Square = 88.35.
8. Frequent travel strongly increases attrition - 24.91% vs. 8.00%.
9. Monthly income negatively correlates with attrition (−0.160) - lower-paid employees leave more.
10. Gender, performance rating, and education level are NOT significant - they should not be used as standalone risk indicators.

5.2 Hypothesis Testing Conclusion

- Hypothesis Set 1: H_0 rejected. Age, income, department, overtime, job level, and years at company are all significantly linked to attrition.
- Hypothesis Set 2: Partially confirmed. Work-life balance and job satisfaction are significant; performance rating is not.

5.3 Conclusion

This study shows that employee attrition is not caused by one single factor - it is a combination of low pay, heavy workload (overtime), limited career growth, travel demands, and poor work-life balance/job satisfaction, especially affecting young, single, entry-level employees in front-line roles like Sales.

Importantly, this study proves that Microsoft Excel alone - without expensive software or machine learning - can produce statistically valid, actionable insights for HR decision-making. The biggest, most fixable lever is overtime management.

Traditional reactive approaches (exit interviews after someone resigns) come too late. The data shows that warning signs - overtime hours, falling satisfaction scores, poor work-life balance ratings - appear long before resignation, and can be tracked proactively.



5.4 Recommendations

1. Monitor and reduce overtime - Track employees doing 10+ hours of overtime for 3+ consecutive weeks as a red flag. Improve workload planning and staffing.
2. Build a focused Sales retention programme - Review sales targets, commission structures, training, and manager support. Nearly 40% of Sales Representatives are leaving.
3. Create engagement programmes for young, single employees - Offer clear career paths, mentoring, challenging work, and recognition.
4. Invest in career development for entry-level staff - Structured onboarding, skill training, clear promotion criteria, and formal mentoring.
5. Build a simple Attrition Early Warning System in Excel - Combine overtime hours, satisfaction scores, work-life balance ratings, salary, and years since promotion into a basic risk score to flag high-risk employees before they resign.
6. Review business travel policies - Use video conferencing where possible; compensate and give rest time for unavoidable travel.
7. Ensure competitive and fair pay - Regular salary benchmarking, transparent pay reviews, and fixing internal pay gaps.
8. Replace reactive exit interviews with proactive pulse surveys - Short, anonymous surveys every 3–6 months on satisfaction, growth, manager relationship, and work-life balance, with prompt action on results.

5.5 Scope for Further Research

- Apply machine learning models (Logistic Regression, Random Forest) on the same dataset and compare accuracy with Excel-based methods.
- Collect primary data from specific industries (IT, banking, healthcare, manufacturing) to compare attrition drivers across sectors.
- Conduct a longitudinal study tracking the same employees over several years to find at which career stage attrition risk peaks.
- Study "soft" factors like manager quality, culture, and peer relationships, which are harder to capture in standard HR data.
- Test specific retention interventions (e.g., flexible work policy) over 12 months to measure real impact.

5.6 Final Conclusion

Employee attrition is one of the costliest and most strategic challenges any organisation faces. This study analysed 1,470 employee records across 35 variables using Microsoft Excel, applying percentage analysis, correlation, and Chi-Square testing.

The clearest and most statistically strong drivers of attrition are: overtime, job level, marital status, job role, age group, business travel, work-life balance, and job satisfaction. Gender, performance rating, and education level are not significant - challenging some common HR assumptions.

Most importantly, this study proves that meaningful, statistically sound, actionable HR insights can be generated using freely available tools like Excel - no expensive software or advanced technical skills required.

Annexure: Questionnaire

Note: This study used only secondary data (no survey was conducted). The questionnaire below is provided as a template for future primary research that may build on this study's findings.

Section A: Demographic Information

1. Age Group: 18–25 / 26–35 / 36–45 / 46–55 / 56+
2. Gender: Male / Female / Other



3. Marital Status: Single / Married / Divorced
4. Education Level: High School / Bachelor's / Master's / Doctorate
5. Department: Sales / HR / R&D / Other
6. Job Role: _____
7. Job Level: 1 / 2 / 3 / 4 / 5

Section B: Work Conditions

8. Do you regularly work overtime? Yes / No
9. How often do you travel for business? Never / Rarely / Frequently
10. How far is your home from your workplace? (in km) _____
11. How many years have you worked at this company? _____
12. How many years has it been since your last promotion? _____

Section C: Satisfaction and Work-Life Balance

13. Rate your overall job satisfaction (1 = Low, 4 = Very High): _____
14. Rate your work-life balance (1 = Bad, 4 = Best): _____
15. How satisfied are you with your current salary? (1 = Very Dissatisfied, 5 = Very Satisfied): _____
16. Do you feel you have clear opportunities for career growth in this company? Yes / No / Not Sure
17. How would you rate your relationship with your immediate manager? (1 = Poor, 5 = Excellent): _____

Section D: Intention to Leave

18. In the last 6 months, have you thought about leaving this organisation? Yes / No
19. If yes, what is the main reason? (Salary / Work-Life Balance / Career Growth / Manager Relationship / Overtime/Workload / Other – please specify)
20. What changes would most encourage you to stay with this organisation? (Open answer)

