

Predicting Employee Attrition: the Impact of Hybrid Work

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Abstract

The continuity of contributions of its workers in driving the company ahead is critical to the growth of any corporation. There has been a significant increase in employee attrition in recent decades as more people leave their jobs to seek better ones elsewhere. Organizations are becoming more concerned about rising employee attrition. Employee attrition may have a large impact on an organization. It might result in decreased performance, higher expenses, and challenges in recruiting and training new employees. A thorough understanding of the causes of employee attrition will assist management to make adjustments to enhance the organization's work culture for future workers by minimizing attrition. This research applied five different machine learning algorithms to predict employee attrition. Among these algorithms, Support Vector Machine, and Gaussian Naive Baye achieved the highest accuracy. Additionally, we applied multivariable regression analysis to learn the significance of each factor and to check whether the hybrid work plays any role in attrition likelihood. Hybrid work is when employees split their time between working from home and coming into the office. It gives workers more freedom over when, where, and how they get their jobs done, and can increase employee satisfaction, engagement, and lower level of attrition. We empirically investigated whether the hybrid work can mitigate the adverse impacts of various attrition factors. The results show that personal, workplace, management, and compensation factors are important reasons for attrition. We also find that employees may sacrifice some benefits if they can choose a hybrid workplace. Moreover, according to our findings, hybrid work can reduce the negative impacts of personal and family factors of attrition. Some causes of attrition may be managed, such as the company's work environment, benefits, or salary structure; others, such as location, competition, or industry standards, are more difficult to manage but still important to increase attrition. This research hopes to provide recommendations for the former by discussing its causes and ways to minimize attrition.

Introduction

Employees are the foundation of every business. A company's employees are essential to its survival and growth since they provide the means for the company to function and provide invaluable expertise. They are vital for providing the required skills and labor to run the firm, as well as a source of information and experience.

Employee attrition refers to the loss of workers for causes other than termination or other employer-initiated events. Attrition is an unavoidable component of running a company. An employee will eventually desire to quit an organization for reasons both personal and professional. This implies that a company has no direct influence over how many employees leave due to attrition. Employee attrition is increasing as a result of a number of causes, including the changing expectations of employees, work-life balance, and workplace environment.

Frequent employee attrition damages a company's or firm's image. The reputation of the company is among the most essential factors that applicants consider before joining. An unfavorable public image signals potential customers that something is lacking. Given this, it is critical for a business to have a positive reputation, and staff retention is a major performance measure of a company's standing. Furthermore, organizations with a high rate of attrition are more likely to get bad employee ratings. Candidates often research a company's evaluations while applying for a position. Thus, significant staff churn may harm a company's image and make it difficult to locate suitable replacements.

Workflow management is often disrupted due to high attrition. This is one of the most significant consequences of significant workforce attrition. It stifles the company's growth. New personnel will need to study and train in order to gain capabilities that will help the firm grow. However, if the business is constantly rehiring owing to excessive attrition, workflow management would suffer. Staff morale also suffers as a result of high employee attrition. Organizations with good morale may reach new heights and enter new markets. Organizations, on the other hand, face challenges when workers lose confidence and tend to become disengaged. Seeing colleagues leave the firm has a negative impact on staff morale. The higher the frequency of resignations from the firm, the worse the general organizational morale. It leaves other workers wondering why there have been so many resignations. Some employees may believe that there are greater chances available elsewhere, or that the organization is dealing with a significant crisis that they are not yet aware of. Their morale will eventually deteriorate, and high rates of disengagement eventually enter. Perpetuating the situation will harm the company in the long term and result in significant losses.

Employee attrition diverts revenue away from actual corporate development. Individual employee replacement costs might vary from one-half to nearly twice the person's yearly compensation. This covers the costs of employing and training the new employee. When the cost of the former employee's lost efficiency is added in, it becomes clear that changing a single person is a costly business. If a firm has a high rate of attrition, it is probable that a large portion of its resources is spent on recruiting acceptable successors and training them.

Customer experiences suffer as a result of high workforce attrition. Among the most apparent consequences of a high rate of attrition is that service or product quality suffers. It takes around several months for a new recruit to achieve the level of the skilled employee who departed. Customers lose faith in goods and services when they do not get the value they anticipate. As a result, individuals acquire a preference for rivals. Thus, excessive attrition rates might cause a firm to fall off the growth curve by causing the loss of valuable clients. When a business has a substantial attrition rate, HR professionals must spend more on recruiting, which takes time away from concentrating on current workers. As a result, they feel disregarded. Employee engagement, employee advancement and development, and employee satisfaction are all clear consequences of this occurring. This adds to even greater rates of attrition.

When a staff member is gone for even a single day, everyone suffers. They must also undertake their employment obligations. Such practices are acceptable in the short run, but they are disastrous in the long term. High attrition rates force current workers to assume the job obligations of those who have gone until a competent replacement is identified or the new recruit proves capable of doing so. Employees that are overworked endure high levels of stress and are more prone to burnout. Job burnout has a significant detrimental impact on a company. Employees that are burned out are physically, emotionally, and mentally exhausted. This weariness makes people physically ill, generates worry, and leads to disengagement, which reduces production and harms the firm.

As previously noted, excessive personnel attrition rates may have a substantial detrimental influence on a company's development. It might be beneficial since it helps the organization discover and solve problems that are troubling its personnel. A high attrition rate, for example, might be the result of people departing owing to a negative workplace culture. While corporations normally attempt to limit employee attrition, it may occasionally assist reduce labor expenditures. It may also help firms recruit new personnel with fresh ideas.

Factors affecting employee attrition and hypotheses development

Retirement is a key driver of employee attrition, and because individuals retire at a certain age, this is a factor that may be accounted for and prepared for. Other reasons for employee attrition, including such as chronic sickness, unhappiness with the organization, with supervisors, and colleagues, or other factors, might be more challenging to identify.

Studies suggest that employee compensation is an important issue in employee attrition since it has a direct impact on employee commitment and satisfaction [1]–[3]. Compensation is the sum of salary and allowances paid to each worker in return for their services. Non-cash benefits like medical insurance, disability insurance, and paid vacations are examples of indirect compensation. Retirement benefits, which might be pension plans, as well as other retirement fund programs, are also a kind of indirect compensation. While a compensation plan may include pay, benefits, bonuses, and company stock, the appropriate remuneration for each individual will be determined by a number of criteria. Employees who feel undervalued are more prone to look for different work possibilities. As a result, firms should try to provide competitive salary and benefits packages in order to guarantee that their workers are adequately paid for their efforts. Furthermore, firms prioritize giving incentives and awards for exceptional performance, as this may aid in the retention of talented personnel and minimize attrition. We propose the following hypothesis.

Hypothesis 1: Employee compensation impacts employee attrition.

When there are insufficient opportunities for employees to advance their careers, this can result in high employee attrition rates because workers may lose their motivation and look for work elsewhere. Employee career advancement is a continual process in which both workers and companies collaborate to attain their goals. It includes tasks such as establishing individual professional objectives and milestones, developing a career growth plan, providing chances for training and growth, and giving feedback and recognition. Some companies offer clear information regarding professional advancement stages and opportunities for training and

development to enable effective career progression, and their workers are proactive in searching out and reaping the benefits of these possibilities. Employees may grow dissatisfied with a lack of opportunities for learning and promotion if they are not provided with proper training and development [4], [5]. Attrition obsolescence risk occurs when goods or services become obsolete or are replaced by new innovations. This might occur as a result of technical improvements, a lack of proper infrastructure, shifts in customer preferences, or competitive pressure from other businesses. Thus, this research proposes the following hypothesis:

Hypothesis 2: Lack of career advancement opportunities impacts employee attrition.

Attrition may also be induced by inadequate communication from senior management. Employees may feel detached and underappreciated as a result of poor communication from senior management, resulting in a drop in morale and a greater risk of attrition [6], [7]. Policy and procedural ambiguity may have major ramifications for an organization. It may cause confusion among employees and consumers, as well as legal difficulties if the incorrect policy or process is used. Confusion is experienced when unexpected events occur, leaving people trapped. Micromanagement requires managers to carefully monitor what their staff is doing. These supervisors must constantly remind and regulate their personnel about their responsibilities. This implies that the individual is always being instructed and cannot enjoy a feeling of independence while working. It may be both annoying and perplexing at times. This happens because it causes people to labor in anxiety. When changes take place in the job and employees are not prepared, they may get confused. Employees may experience discomfort as a result of rules and limits. Employees may also get dissatisfied and confused if they are banned from using the internet and also how long they are supposed to stay in the workplace. The following hypothesis is derived from the above discussion:

Hypothesis 3: The lack of communication from senior management impacts employee attrition.

Workplace conflicts are arguments that may arise between workers, supervisors, or managers in any workplace. These arguments may be caused by a range of factors, including disagreements in opinion on how to accomplish something, disagreements over job tasks, and even interpersonal conflict. Working conflicts may vary from small disagreements to substantial disagreements that can have a significant influence on the job setting. Employee work stress is defined as the sense of pressure caused by the need to execute job-related activities within a particular time frame to suitable and acceptable standards. Pressure may come from a number of sources, including supervisors, coworkers, deadlines, and quality standards. Although workplace stress may sometimes be a beneficial thing, as it can push people to be more efficient and productive, it is a significant contributor to employee attrition. It has been linked to an increased risk of exhaustion, panic, anxiety, and other mental health problems. A stressful workplace environment may also contribute to lower performance, poor relationships with colleagues, and an overall sense of dissatisfaction. We construct the following hypothesis based on the foregoing discussion:

Hypothesis 4: Non-productive workplace environment impacts employee attrition.

One of the main causes of employee attrition is due to circumstances related to the employee's personal life. New developments in an employee's private affairs, such as a transition in their family circumstances, health concerns, or a desire to follow a new professional route, are some of the family and personal level attrition factors. Work-life balance is often characterized as the quantity of time an employee spends working versus the quantity of time spent with family, and relatives, and pursuing personal hobbies. It is an idea in which an employee's optimum satisfaction serves as the motivation for effective and happy work, to which both the company and the employee are committed. It entails reducing work-related stress and building a steady and sustainable manner of working while sustaining health and overall well-being. Work-life balance is crucial for a variety of reasons, including stress reduction, improved mental health, improved physical health, improved relationships, increased workplace engagement, improved creativity, and increased productivity. A good work-life balance is important for mental and physical well-being, and it may help employees avoid stress and burnout. Furthermore, having a work-life balance means employees will have more time to take care of their physical health.

Employee attrition may also be greatly influenced by location. Employees who reside a long distance away from work or the workplace could be less inclined to remain with the company owing to the expense and trouble of commuting. Furthermore, particular places may be more appealing to prospective workers, increasing their likelihood of staying with the organization. Furthermore, particular areas may be more costly to reside in, making it more challenging to keep employees. Based on the discussion above we formulate the following hypothesis:

Hypothesis 5: Family/personal factors impact the employee attrition

A "hybrid work model," or simply "hybrid work," describes a working framework in which employees split their time between working from home and coming into the office. Because of technological advancements and the increasing demands for flexibility in the contemporary workplace, this type of setup has become increasingly popular in recent years.

The hybrid work model has several advantages for both organizations and employees. Studies have shown that workers who can work remotely are more productive than others who work in an office [8]–[10]. This is due to the fact that remote work enables employees to avoid distractions and establish a more comfortable working environment for themselves. Employees who work remotely, for example, may experience fewer interruptions from coworkers, allowing them to focus on their work to achieve tasks more efficiently. Furthermore, the option to work remotely can assist in reducing the amount of hard work that employees spend commuting, freeing up more time for work.

Employees with hybrid jobs have more freedom over their work schedules and locations. This is especially useful for those who have family members or other personal obligations that are difficult to balance with a conventional work schedule. Employees with young children, for instance, may benefit from having the option to work from home on occasion in order to better manage their work and family commitments. Furthermore, the option to work in a remote location can be useful for those who reside in areas with long travel times or who have mobility problems that make traveling to an office location difficult.

Hybrid work can also allow employees to improve their work-life balance. Employers can help alleviate stress and enhance employee well-being by letting employees select the times and places they work. This is especially useful for those who are overloaded by the demands of a

typical workplace or who struggle to find time to continue pursuing personal passions or interests outside of work. Hybrid work can be financially beneficial for businesses because it expands their access to qualified workers and decreases the need for expensive office space. By allowing some workers to do their jobs from home, for instance, businesses can cut down on overhead costs like rent, utilities, and office supplies.

Hybrid work also can aid in the pursuit of diversity and integration in the workplace by allowing companies to consider applicants who are unable to physically report to an office. This is helpful for people who live in remote areas or who have physical limitations that prevent them from visiting an office in person. Further, allowing employees the option to work from home increases the pool of qualified applicants for open positions because it appeals to people who value autonomy and schedule freedom.

Hypothesis 6: A hybrid work model can lower the negative impacts of attrition factors (Employee compensation, Lack of career advancement opportunities, The lack of communication from senior management, Non-productive workplace environment, Family/personal factors)

Hypothesis

As previously discussed, this research empirically tests the following hypotheses.

Hypothesis 1: Employee compensation impacts employee attrition.

Hypothesis 2: Lack of career advancement opportunities impacts employee attrition.

Hypothesis 3: The lack of communication from senior management impacts employee attrition.

Hypothesis 4: Non-productive workplace environment impacts employee attrition.

Hypothesis 5: Family/personal factors impact the employee attrition

Hypothesis 6: A hybrid work model can lower the negative impacts of the aforementioned attrition factors

Model

To investigate the hypotheses from 1 to 5, we prepared 5 different indexes in table 1. To test hypothesis 6, we added A binary interaction variable that measures the existence of a hybrid work option

Table 1. Independent and dependent variables		
Dimensions/ Independent variables	Variables/items	Dependent variables
Compensation index (BC)	I. Dissatisfaction with compensation and benefits [11].	
	II. Not competitive with the market in terms of pay and benefits	
	III. Little to no wage raises [12], [13]	

Career progress index (CP)	I. Inadequate chances to acquire and develop skills	Attrition
	II. Inadequate Training facilities	
	III. Low level of growth opportunities	
	IV. inadequate utilization of current expertise	
	V. Obsolescence concern about products and services	
Management Index (MGT)	I. Confusing policies and procedures	
	II. Noncompliance with rules and procedures	
	III. Insufficient responsibility/transparency [14]	
	IV. Not enough time for resolving complaints	
	V. Inadequate communication from upper management	
Workplace index (W)	I. Workplace disagreements among co-workers,	
	II. Insufficient support services [15], [16]	
	III. Inadequately outlined procedures	
	IV. Vague job description	
	V. Disagreements with upper management	
Personal/family (P)	I. Work-life balance [5], [17]	
	II. Relocation	
	III. Further education	
	IV. Excessively demanding job [18]	
	V. Work location	

We then applied the following multivariable regression model to test the hypotheses:

$$Att_i = \alpha + \beta_1 C_i + \beta_2 CP_i + \beta_3 MGT_i + \beta_4 W_i + \beta_5 P_i + \varepsilon_i$$

To test the interaction effect of hybrid work, we estimated the following regression equation:

$$Att_i = \delta_0 + \delta_1 C_i * hyb_i + \delta_2 CP_i * hyb_i + \delta_3 MGT_i * hyb_i + \delta_4 W_i * hyb_i + \delta_5 P_i * hyb_i + \varepsilon_i$$

Where, *Att* is a binary dependent variable, and the *hyb* is the interaction dummy variable that represents 1 when there is an opportunity for hybrid work, and 0 otherwise. The other independent variables are described in table 1.

Results

The analysis begins with correlation. Figure 1. shows the results of two correlation methods. Both methods indicate that there is a significant association between attrition and the factors selected in this study. The compensation index has the strongest association with attrition with correlation coefficients of 0.42, and 0.35. Figure 2. Reports the results of the best-performing machine learning algorithm. Table 3. Indicates that SVM is the best-performing method in our study, followed by Logistic regression. Table 4 and Table 5 report the results of our first five hypotheses group and hypothesis 6, respectively.

Table 4 indicates that the compensation index has a significant and positive impact on employee attrition. This implies that when there is dissatisfaction with salaries, benefits, and wages rises, the likelihood of employee attrition increases. Companies should appropriately reward their workers since this affects their work satisfaction, enthusiasm, and overall productivity. It is critical to guarantee that all workers are adequately rewarded and that their remuneration plan is customized to their talents and expertise. When developing a pay package, it is also critical to examine the employee's job function as well as the company's budget.

Figure 1. Correlation heatmaps among the variables

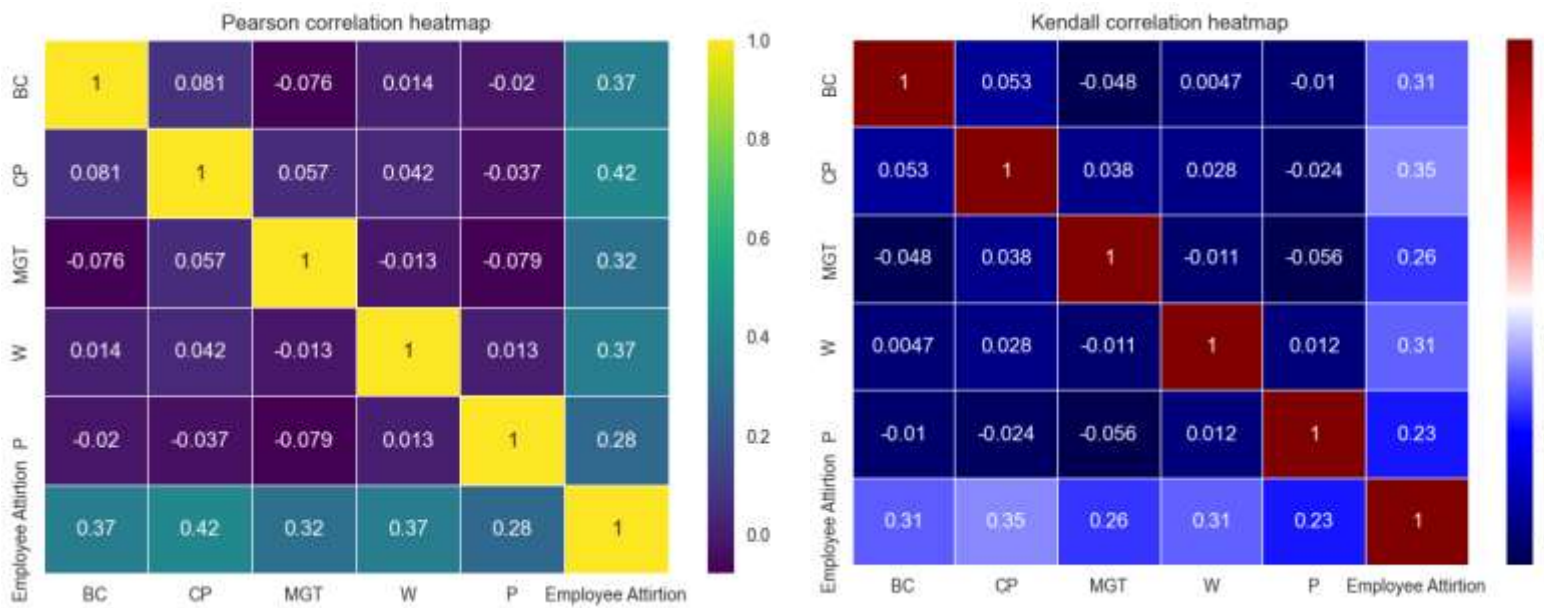


Table 5 shows the negative interaction effect of hybrid work with the compensation index, implying that employees may sacrifice some benefits if they can choose a hybrid workplace.

Table 4 indicates that the compensation index has a significant and positive impact on employee attrition. This implies that when there is no opportunity for career progression the likelihood of

employee attrition increases. Employers should also guarantee that training is well-structured, thorough, and current, since inadequate training may lead to lower performance and motivation. Employers should also guarantee that workers have access to the tools they need to assure that training is productive. Organizations should work on establishing an atmosphere where employees feel encouraged and engaged in order to prevent attrition. This might include giving chances for advancement, proper awards and recognition, and promoting a pleasant work atmosphere. Employers should also ensure that their workers have the essential skills and expertise to advance in their careers and that they have fully informed of the career options accessible to them.

Table 4 further indicates that the compensation index has a significant and positive impact on employee attrition. This implies that the likelihood of employee attrition increases when there is a lack of top management support, confusing policies and procedures, insufficient responsibility/transparency, failure to resolve complaints, and inadequate communication from upper management. Top management should guarantee that lower-level personnel gets clear, regular, and actionable information. Employees will feel more involved, educated, and appreciated as a result, perhaps lowering attrition rates. Furthermore, executive management should ensure that they are fostering an inclusive culture, practicing open communication, and displaying real leadership. This will contribute to the creation of an atmosphere in which workers feel valued, which may assist to decrease attrition.

Figure 2. Performances

SVM Accuracy: 93.97%

Logistic Regression Accuracy: 92.77%

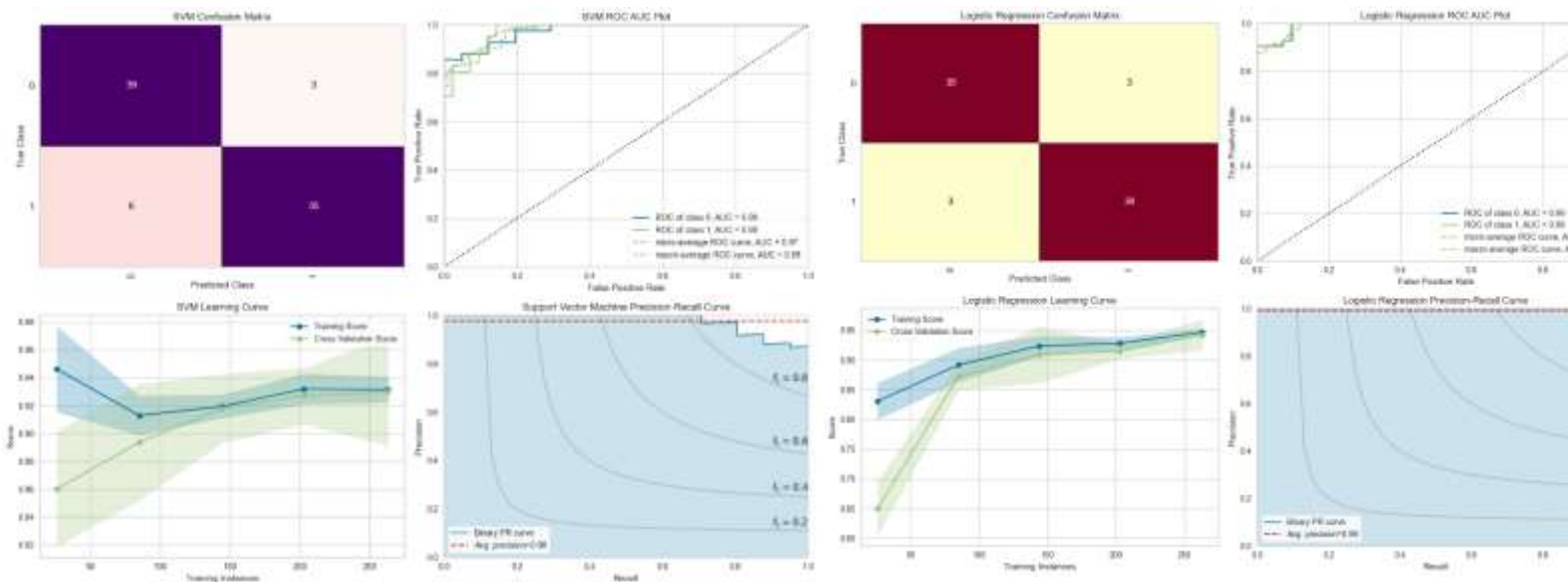


Table 3. Performance summary and Classification report for Support Vector Machine

Model	Accuracy	precision	recall	f1-score	support	
Support Vector Machine	93.975904	0	0.95	0.93	0.94	42
Logistic Regression	92.771084	1	0.93	0.95	0.94	41
Gaussian Naive Bayes	89.156627					
K-Nearest Neighbour	85.542169					
Decision Tree	79.518072					
	accuracy				0.94	83
	macro avg	0.94	0.94	0.94	0.94	83
	weighted avg	0.94	0.94	0.94	0.94	83

To prevent workplace ambiguity, all rules and procedures must be clearly outlined, and training and assistance must be provided to assure that every employee knows them. Furthermore, it is critical to evaluate policies and procedures on a regular basis to ensure that they are kept up-to-date and in accordance with any changes in the business and that they are being implemented appropriately.

Table 4. Coefficients intervals for the attrition factors

Confidence Intervals
 Coefficient Sample: 1 412
 Included observations: 412

Variable	Coefficient	90% CI		95% CI		99% CI	
		Low	High	Low	High	Low	High
BC	9.041491	-23366458	23366476	-27862382	27862400	-36680620	36680638
CP	8.987150	-23054977	23054995	-27490969	27490987	-36191658	36191676
MGT	8.884370	-22157122	22157140	-26420358	26420376	-34782206	34782224
W	8.921758	-22307452	22307470	-26599613	26599631	-35018194	35018212
P	8.769654	-22323614	22323631	-26618884	26618902	-35043565	35043582
C	-2501.931	-6.31E+09	6.31E+09	-7.53E+09	7.53E+09	-9.91E+09	9.91E+09

Table 5. interaction of hybrid work with the attrition factors

Dependent Variable: EMPLOYEE_ATTIRTION
 Method: ML - Binary Logit (Newton-Raphson / Marquardt steps)
 Sample: 1 412
 Included observations: 412
 Convergence achieved after 5 iterations
 Coefficient covariance computed using observed Hessian

Variable	Coefficient	Std. Error	z-Statistic	Prob.
BC_HYB	-0.055204	0.007045	-7.835829	0.0000
CP_HYB	-0.199322	0.121346	-1.642586	0.1005
MGT_HYB	0.112009	0.125285	0.894032	0.3713
W_HYB	0.0056326	0.107325	0.689745	0.2830
P_HYB	0.046321	0.007130	6.496857	0.0000

C	-8.922644	0.897668	-9.939809	0.0000
McFadden R-squared	0.315441	Mean dependent var	0.500000	
S.D. dependent var	0.500608	S.E. of regression	0.398718	
Akaike info criterion	0.978126	Sum squared resid	64.54418	
Schwarz criterion	1.036685	Log likelihood	-195.4940	
Hannan-Quinn criter.	1.001289	Deviance	390.9880	
Restr. deviance	571.1533	Restr. log likelihood	-285.5766	
LR statistic	180.1652	Avg. log likelihood	-0.474500	
Prob(LR statistic)	0.000000			

Factors like workplace disagreements among co-workers, insufficient support services, vague job descriptions, disagreements with upper management, and inadequately outlined procedures can significantly contribute to the attrition probability of employees. Table 5 shows the insignificant interaction effect of hybrid work with the workplace index, implying that hybrid work does not affect workplace-caused attrition. To avoid workplace disputes, it is critical to cultivating a culture of tolerance and open dialogue. Establish a set of principles and expectations for staff to follow, and hold everyone responsible for those standards. Encourage workers to express themselves in a courteous and helpful manner. Provide staff with enough tools and assistance to manage tough talks, and ensure that everybody is informed of the penalties for failing to follow the standards. Also, remember to applaud victories and reward outstanding work, since this may assist to foster a happy and collaborative environment. Managers can assist employees to manage their job stress by clearly stating job roles, responsibilities, and expectations, establishing reasonable workloads, checking in with employees on a regular basis, encouraging habits for mental well-being behaviors outside of the workplace, and assisting employees in identifying their sources of anxiety. Employees may also take efforts such as adopting healthy choices, establishing boundaries for themselves, practicing relaxing methods, avoiding disputes, and getting assistance when required.

Table 4 also shows that factors like Work-life balance, employee relocation, further education, the feeling of an excessively demanding job, and work location can significantly cause the attrition of employees. Table 5 shows the significant interaction effect of hybrid work with the personal index, implying that hybrid work can reduce the negative impacts of personal and family factors of attrition. There is a wide range of actions that businesses and managers may do to better workers' ability to maintain a healthy work-life balance. Employees may have more control over their schedules and better manage their professional and personal lives when they have access to flexible work arrangements including flexible hours, working from home, and shortened work weeks. Staff stress and health might benefit from time away from the office. The company can assist workers balance work and family life by providing them with tools and support. The assistance may be provided in the form of on-site child care, parenting tools, or assistance for workers caring for aging or ill family members.

Conclusion

When a company invests in a new employee, naturally they want that person remains with the company for as long as possible and continues to be productive. On the contrary, high staff attrition rates have emerged as a major concern for companies all over the world. This explains why businesses are always looking for effective retention techniques to help them overcome the losses caused by high attrition rates. Employee attrition is a highly dynamic process that affects the firm in a wide range of ways. Attrition is a normal element of every organization's life cycle. It is reasonable when an employee leaving is mutually agreed upon after many

productive years together. In contrast, the early departure of a competent and productive employee of the company may develop an environment of uncertainty and mistrust, increasing the likelihood of more attrition. Reducing employee attrition helps businesses save money, improve product quality, and get to market more quickly, among other benefits. Having a strong team and a long lifespan for the company is possible via the gradual implementation of new initiatives.

There are various ways that firms may use to reduce employee attrition. First and foremost, it is critical to create a healthy business culture that appreciates and appreciates its employees. This involves building a healthy work atmosphere, giving chances for professional advancement and advancement and providing fair benefits and wage packages. Employees are more inclined to remain with the organization and feel inspired to participate towards its success if a positive and welcoming culture is established.

Another effective method of preventing attrition is to connect with workers on a regular basis and listen carefully to their complaints and recommendations. This may be accomplished via one-on-one meetings on a regular basis, staff polls, or focus group discussions. Organizations may resolve any issues or problems that may contribute to employee attrition by maintaining open lines of interaction and responding to employee input.

Another strategy for preventing attrition is to give staff with clear career advancement possibilities. This might involve giving possibilities for advancement or lateral career movements inside the business, as well as professional growth and education. Organizations may encourage employees to continue and contribute to the business's success by assisting them in seeing a clear route for progress inside the firm. Furthermore, firms may reduce employee attrition by recognizing and appreciating employee accomplishments. This may be done via official performance assessments and compensation raises, as well as through informal methods. Organizations may foster a healthy work culture that fosters employee retention by recognizing and rewarding individuals' efforts.

In general, firms may use a variety of tactics to reduce employee attrition. Organizations may build a friendly and welcoming work environment that fosters employee retention by developing a good business culture, engaging with workers on a frequent basis, giving clear career advancement options, and acknowledging and rewarding employee efforts. Companies and managers may establish a work environment that promotes and encourages a positive work balance for their workers by implementing these actions. This may benefit both the person and the company by increasing employee engagement, performance, and general well-being.

Our findings also showed that a hybrid workplace strategy helps reduce attrition, but these results should be interpreted with caution. While a hybrid work model has the potential to improve things like flexibility and productivity for both workers and businesses, it also comes with its own sets of challenges, such as isolation, limited opportunities, and lack of in-person interaction and collaboration.

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