

Review of Ensemble Model-Based Machine Learning Algorithms for Automated Employee Attrition Prediction

^[1] Mamillapalli Dianasaraj, ^[2] Pravin Gundalwar

^[1] ^[2] School of Computer Science and Engineering, Sandip University, Nashik, Maharashtra, India
Corresponding Author Email: ^[1] dianasarajcc@gmail.com, ^[2] pravin.gundalwar@sandipuniversity.edu.in

Abstract— *The people who work for a business are its most valuable assets. They are the individuals who increase the quantity and character of members in the organization. It is therefore crucial to maintain a reliable and promising workforce, but doing so has become more challenging over time for managers, resulting in an increase in attrition in workplaces. The goal of the present study is to pinpoint the variables that affect attrition across a variety of dimensions. It looks at how the same situation will impact the employer and the employee. Following that, some odd reasons for mortality have been investigated in this situation. The benefits of attrition have also been thoroughly discussed. The essay explores the subject of how different leadership philosophies impact attrition management. Additionally, this piece has discussed the corrective measures.*

Keywords— *Employee turnover, attrition rate, machine learning, organizational analysis, and employee attrition reasons.*

I. INTRODUCTION

The most productive and active study areas at the moment are thought to be machine learning and information mining. For classification, clustering, and prediction, various data mining methods are used. Numerous other techniques are used in numerous industries, including finance, healthcare, education, gaming, security systems, and human resource management, as a result of the significance of data mining as well as machine learning. A decrease in the workforce of an organization due to employee attrition occurs when workers resign or leave the company of their own volition[1]. The most precious asset in any organization is unquestionably its most productive workers. In many organizations, it can be difficult to keep the most talented or marketable workers. Due to its negative effects on several issues, such as organizational performance and efficiency, as well as delays in project advancement and long-term growth strategies, the problem of staff turnover (also referred to as attrition) is growing more common in many organizations. The truth is that this problem makes it more expensive for businesses to hire, train, and develop new workers [2] [3].

Employee attrition is among the most significant issues that companies face globally. A large number of workers quit their jobs each year to achieve their intended outcomes. Each year, Businesses spend a significant amount of time as well as funds on the training and apprenticeships of their recruits and their current staff [4]. These programs' primary objective is to improve employees' productivity and readiness for work advancement across a variety of information technology-related industries. including healthcare, banking, marketing, and sales. The working environment, job

satisfaction, time, pay increase, employer behaviors, and work hours are just a few of the many factors that influence employee attrition [5] [6].

For the reasons mentioned above, businesses must anticipate the rate of attrition and take steps to retain their workforce through more reasonable corporate policies and regulatory frameworks. Most businesses would benefit from knowing how satisfied their employees are with their work thanks to the current study because it would provide them with some useful data that would help them reduce attrition. [7] [8] The current research made a recommendation for a machine-learning model that uses support vector algorithms and artificial neural networks to forecast staff turnover and assist organizations in managing the attrition rate.

High attrition is generally an issue for businesses and employees alike in one way or another. HR specialists frequently take the lead in creating payment plans for businesses, as well as motivating workplace policies and systems that will keep the best workers in a company. Some of the main issues that businesses are dealing with in terms of high employee attrition along with their replacement include job postings, locations that are not appropriate for employees, recruiting techniques in addition to procedures, and paperwork. If you're handling new hires, mistakes, and problems are more possible [9] [10]. The development of technology has allowed us to forecast improved performance as well as explanations of the factors that contribute to employee attrition. Additionally, it discusses the managerial and decision-making abilities that should be used when hiring an applicant as well as the criteria used to select them. Additionally, it makes it difficult for businesses to find candidates who possess the qualifications and skill set they

need. Age, pay, satisfaction with work, growth chances, and working conditions are just a few of the possible causes of attrition. In order to anticipate the risk of turnover and take preventive measures against it, businesses voluntarily take certain actions [11] [12].

Therefore, with the aid of technology, we must determine how to improve organizational staff retention. Understanding the key causes of employee attrition is done in this suggested model using deep learning. The development of organizations will benefit from predictions based on various characteristics that will keep the high retention rate of competent employees [13]. Execute various deep learning steps on data sets using the model, including implementing the order of data acquisition, researching the data, pre-processing the data, choosing the features, and model training, and evaluating the model, to achieve the necessary accuracy[14][15]. The problem with this approach is the unacceptably small dataset. In this research, SVMSMOTE (Support Vector Machine-Based Synthetic Minority Oversampling Method), with a bias initializer added to the output Layer, is used to resample minority classes [16].

This work's primary addition aims at a variety of things. The issue of staff attrition is being addressed on the one hand. On the contrary hand, it addresses various machine learning methods that produce an ROI to assist businesses in understanding the true reasons why workers leave their jobs. The proposed model will also serve as a warning for the company's human resources managers to reduce employee turnover. Additionally, it is presenting fresh data that either confirm or refute the results of the current study and other relevant literature in this field [17].

II. RELATED WORK

Panimalar 2023 et al. The research clarifies a review analysis of different churn prediction models working in various industries by utilizing various machine-learning approaches, Deep-learning methods, metaheuristic optimization techniques, feature extraction-based techniques, additionally hybrid approaches. To identify patterns of customer churn, the paper additionally surveys frequently used machine-learning methods on a platform for cloud computing. The churn prediction model makes it easier to identify businesses that are on the verge of experiencing churn and to concentrate on reducing overall churn percentage, forming retention policies, and increasing the company's revenue [18].

Guerranti 2023 et al. Introduce a preliminary, exploratory evaluation of the use of machine learning techniques to forecast employee turnover. To determine which classification model works the best and is also the most comprehensible, we compared a number of them. so that businesses have the opportunity to improve the factors that have been demonstrated to cause workers to leave their jobs. The most effective technique out of the ones suggested is

Logistic Regression, with accuracy and AUC-ROC of 88% and 85%, respectively [19].

Raza 2022 et al. analyzed employee churn using machine learning algorithms and open data. Because machine IB-world databases may contain an extensive amount of features, this study used three different techniques for selecting features: via every feature, Weka techniques, as well as features from the literature. After data cleaning and label encoding, a training subgroup and an experiment group were made from the dataset. Support vector machines (SVMs), K-nearest neighbors (KNNs), naive Bayes models, random forests, and other models were trained as well as cross-validated using 80% of the data. On unobserved data, models were tested that had done better during training. Utilizing a range of evaluation metrics, the trained models in the test collection were assessed. The highest-scoring model was SVM, which had an f1-score of 81% and an accuracy of 85.3%. To examine the outcomes of SVM in more detail, an evaluation measure known as AUC ROC (Area Under the Receiver's Operating Characteristics) was used [20].

Alsheref 2022 et al. Great businesses struggle to find competent employees. The issue of finding and keeping skilled workers poses a danger to business owners. Companies can lose a lot due to employee attrition because it is expensive to replace their expertise and productivity. As a result, we demonstrate in this research a computerized model that forecasts employee attrition via a variety of prognostic analytical techniques. To choose the best champion model, these methods have been used with various pipeline architectures. To create the successful model, the ideal set of hyperparameters was also found using an autotuning method. Last but not least, suggest an ensemble technique for deciding which model is the best based on various evaluation criteria. The findings of the proposed model demonstrate that no method could be regarded as ideal and perfect for each company scenario up to this point. However, the model we eventually chose was largely the most effective one for satisfying our needs and producing the desired results [21].

Sharma 2022 et al. Contemporary techniques can handle the uncertainties that have arisen as a result of conflicts in their nature. We propose to work on this problem by combining the use of natural language processing, sentiment mining, and fuzzy logic, along with several well-known classifiers, such as the Nave Bayes, Cat Booster Classifier, Random Forest (RF), and Support Vector Machines (SVM). (NB). In addition, we applied a Mamdani-based nine-input fuzzy reasoning system and nine outputs to predict attrition in a business. By adding more data in the future, this algorithm can be enhanced even more [22].

Pratibha 2022 et al. One of the most severe problems facing businesses today is employee attrition. If the person hired to cover the void is unable to maintain an excellent working connection with the client, the departure of a permanent employee will negatively impact the company's

connection with the client, which will negatively impact the business's earnings. These studies assess the worker's attrition rate using pertinent variables like work role, overtime, as well as job straight, which all significantly affect attrition. The research examines several classification methods, including decision trees, random forests, ridge classification, logistic regression, and ridge classification, to predict the probability of attrition for each new hire. The effectiveness of each of these guided machine-learning techniques is evaluated methodically and thoroughly. This poll will assist human resource managers in identifying staff members who are most likely to quit and predicting the reasons why they will do so, allowing HR managers to develop a retention strategy or find a replacement [23].

Qutub 2022 et al. To automatically and correctly predict employee attrition, multiple models using machine learning have been created. This research trains and evaluates machine learning algorithms for random forests, decision trees, logistical regression, AdaBoost models, as well as gradient-boosting classifiers using the IBM attrition dataset. The ultimate goal is to correctly identify attrition so that any business can enhance various retention strategies for critical staff members and raise the overall happiness of those workers [24].

Mansor 2021 et al. Due to the impacts that subpar performance has on groups, irrespective of their size, industry, or location, researchers as well as human resources have paid more attention to employee attrition. By using artificial intelligence-based classification algorithms to determine whether a staff member is likely to leave, the HR department may be better able to respond swiftly to this situation and potentially offer a solution to the attrition problem. This research compares the performance of three machine learning classifiers to determine which is the most effective: a decision tree (DT), a Supported Vector Machine (SVM), as well as an Artificial Neural Network (ANN). Utilizing information from the IBM HR Analysis Employee Attrition additionally Performance datasets, we evaluate these machine learning techniques. The comparison study's dataset experienced a variety of preprocessing procedures, including investigating the data, representation, cleaning and reduction, alteration, and feature selection. To combat overfitting problems for optimization purposes, this research applies parameter tuning and regularisation techniques. The optimized SVM model was found to be the most effective one for predicting a loss of staff after comparison of all three classifiers, which had an average accuracy of 88.87% when compared with all the other methods of classification tried. In terms of precision, ANN and DT came in second and third [25].

Yahia 2021 et al. Consider a people analytics approach that shifts from a massive data collection to a deep dataset context, emphasizing data quality rather than quantity, to predict employee attrition. This mixed method is the

foundation of the deep data-driven approach, which aims to build a useful employee attrition model and find the key employee characteristics that affect attrition. Using this method, we first tried thinking "big" by gathering the majority of the typical literary characteristics (exploratory study), then we tried thinking "deep" by choosing the key features via a questionnaire and feature selection algorithms. (a quantitative method). Second, before being used in a real dataset with 450 responses, this attrition prediction method was tried on large, medium, and small simulated human resources databases. These tests were based on machine, deep, as well as ensemble learning models. Comparing our method to other approaches, we obtain higher accuracy for all three datasets (0.96, 0.98, and 0.99, respectively). Last but not least, while incentives and compensation are frequently regarded as the most crucial factors in employee retention, Our results show that "commercial travel," a subject that is less frequently covered in the pertinent literature, is the best form of employee motivation, and HR retention policies must consider this [26].

Sri Harsha 2021 et al. Create an algorithm that forecasts employee attrition rate using data from HR analytics. The "Prediction of Worker It or Leads to Leaving the Organizations" study was conducted to learn the reasons why the most qualified and seasoned employees leave the company and to try to anticipate which helpful workers will do so to spot the areas where the organization is falling behind. The Human Resource departments of companies can use this approach to create effective retention strategies for key employees before they begin looking for new jobs, such as raising their pay[27].

Kae 2021 et al. To create an Employee Turnover Prediction (ETP) application, suggest a hybrid of machine learning methods and a Power BI model. A prediction of the time frame for retention for current staff members or prospective hires will be made after identifying the key factors affecting staff departure decisions and retention rates. The pertinent employee dataset will be gathered, prepared, and examined. Companies use the analytics findings (retention period) as a benchmark to decide whether to employ candidates who might also help lower their company's turnover rate[28].

Fallucchi 2020 et al. To forecast whether a specific employee will depart the business and to identify the critical factors that influence an employee's decision to leave a company, researchers must examine how objective factors affect employee attrition. The developed model of forecasting employee attrition is evaluated after training using a real dataset supplied by IBM Analytics. With about 1500 samples, this dataset has 35 characteristics. When results were conveyed through the use of conventional metrics, a Gaussian Naive Bayes classification method produced the most accurate results for the data set in question. Since it gauges a classifier's capacity to identify

every instance of a positive outcome and gets a 4.5% average rate of false negatives across all observations, making it the observation with the highest recall rate. (0.54)[29].

Saisanthiya 2020 et al. Numerous organizations hire different employees regularly. Both time and money are invested by the organizations in preparing the employees, and there are also internal preparation programs for the organizations' existing representatives. These initiatives aim to strengthen the sustainability of their reps. To increase the suitability of their representatives, these initiatives aim to do just that. The term "human asset investigation" (HR examination) refers to a subfield of investigative work that refers to the application of expository procedures to an organization's human resource branch to better employee performance and, in turn, signal an increase in the profitability rate. Gathering data on employee efficiency is only one aspect of HR analysis. Instead, it seeks to integrate knowledge into each process by collaborating to collect data, which will then be used to make crucial decisions about how to enhance these processes. In HR, the phrase "whittling down" refers to the gradual departure of employees after their tenure. Age, Staff Role, Daily Rate, satisfaction with work, Years at the company, Years within Current Role, and so forth are highlights of the dataset that we will attempt to break down. The dataset also includes other highlights that lead to narrowing down. Organizations run the risk of having consistently large, massive losses. High representative wear and tear costs the organization money, which is a big problem. Part of the usual expenses of losing employees and replacing them include job postings, contracting processes, administrative work, and new contract preparation. The idea is to plan for representative wear and tear by perception using business evaluation standards on massive amounts of data and using assumption inquiry to avoid the same[30].

III. OVERVIEW OF EMPLOYEE ATTRITION

Various machine-learning algorithms make up the suggested system. To create the model, we first conduct data preprocessing on the employee dataset, which contains all current and previous employee records. (Data Preprocessing is that become involved that the dossier gets transferred, or encrypted, to cause it to specific a state that the tool can surely resolve it). We separated the sample into two sections: the train data and the test data. A larger part of the information is used for testing, with a smaller portion being used for training (Train: 80%, Examination: 20%). Making accurate predictions as frequently as feasible is the goal of training. Test data are used to validate the machine learning behavior model and evaluate the system's capacity to anticipate novel reactions. The model was then built using a variety of machine-learning methods. The user can feed the algorithm with fresh raw data after the model has been created. Additionally, users can check the results and select an algorithm of their choosing. Two formats are available for

the system's output: a graphical representation and a binary, "Yes" or "No," version. After analyzing the results, the system also explains attrition.

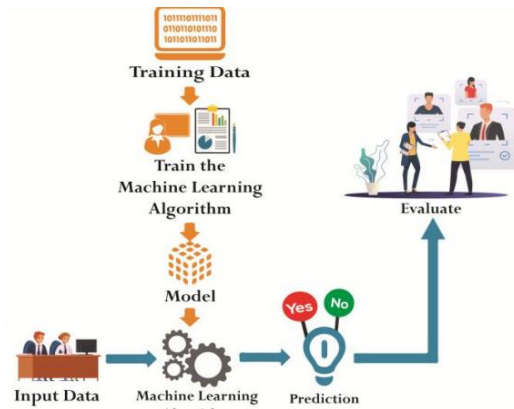


Figure 1. Architecture Diagram

IV. ASPECTS OF THE ARTIFICIAL INTELLIGENCE TECHNIQUES

A. Machine Learning

The most crucial data analysis technology for quality assessment and prediction is machine learning. The right class of fresh or unused data is predicted using a variety of machine learning algorithms[31]. in our system to determine the reasons behind employee attrition using a variety of machine learning methods. The following is a description of the machine learning methods employed in the system:

B. K-Nearest Neighbors

Data sets are categorized using the K-Nearest Neighbor algorithm based on how close they are to one another. It is one of the most basic and straightforward classification techniques, making it a top option for a data classification study. Using KNN, data points are classified by first finding their nearby neighbors' classes, and then by that classification alone[32].

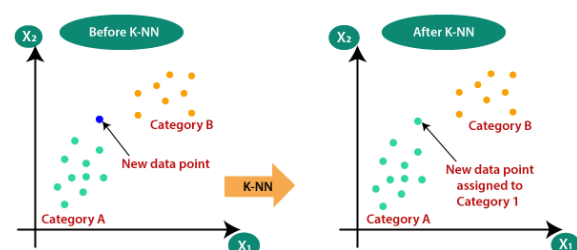


Figure 2. The Machine Learning K-Nearest Neighbor

- *Support Vector Machine*

One kind of classification technique is the use of support vector machines. It is a paradigm that is applied to classification and regression issues. It can resolve both linear and nonlinear issues. SVM's basic premise is as follows: The

algorithm divides the data into groups using a line or hyperplane that is created. It makes predictions about what class unknown data will fall under when provided as input. To minimize categorization error, a wide margin should exist between the hyperplane and the support vectors[33].

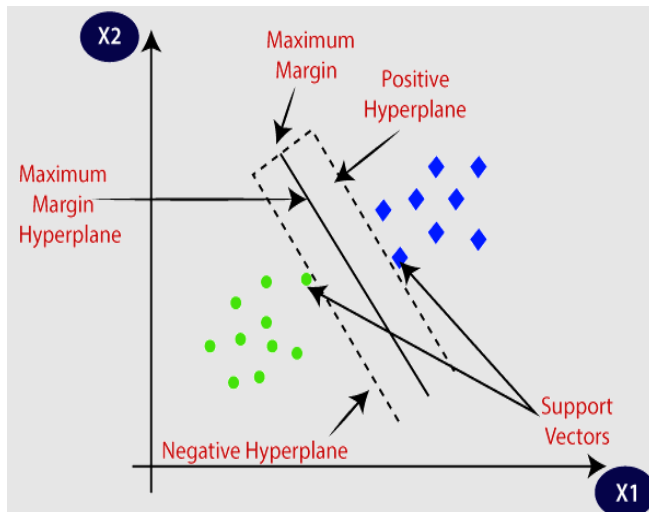


Figure 3. Support Vector Machine Algorithm

• Decision Tree

As the name suggests, all decision tree strategies build a tree by recursively dividing observations into branches to increase prediction accuracy. For performing classifications based on choices made in one step, decision trees are a common algorithm. The decision groups are represented in a tree-structured manner in this way[34].

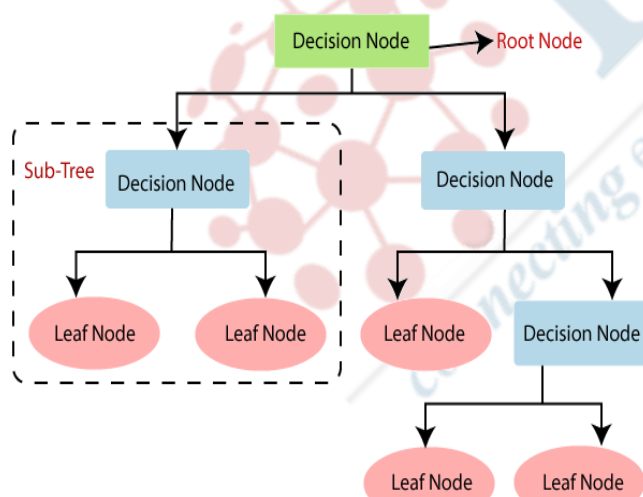


Figure 4. Decision Tree Algorithm In Machine Learning

• Random Forest

Regression, as well as classification problems in machine learning, are addressed by Random Forest. It is based on the idea of cooperative learning, which describes the process of combining various classifiers to handle a complicated issue

and improve the model's performance. The random forest uses multiple decision trees to make forecasts instead of just one, as well as the forecasts with the most support are used to produce the outcome. The accuracy grows along with the number of trees, which avoids the overfitting issue[35].

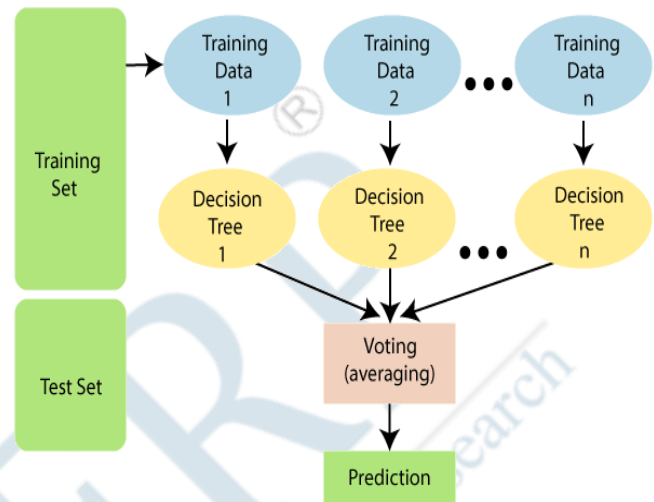


Figure 5. Random Forest Tree Algorithm In Machine Learning

• Extreme Gradient Boosting (XGB)

In 2014, Chen created the tree-based method known as Extreme Gradient Boosting. Additionally, people frequently call it XGBoost. It is a precise and scalable way to use gradient-boosted-boosted-boosted trees that were specifically created for enhancing model efficiency and computation speed. In contrast to gradient boost, XGBoost uses a regularisation term to minimize the overfitting impact, producing better predictions and significantly faster numerical run times.

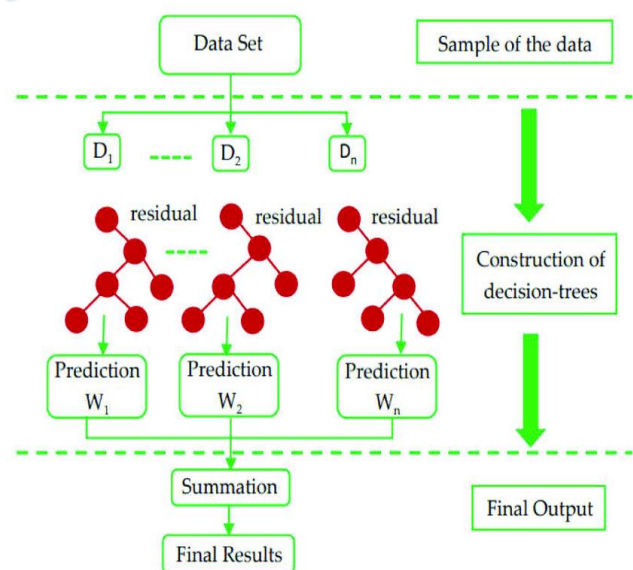


Figure 7. XG-Boost Classifier Algorithm

Table 1. Comparative Analysis of Different Algorithm

Paper, Year	Contribution	Advantages	Future Intentions
[36], 2022	Machine Learning, Naive Bayes, Support Vector Machine	The adopted methods helped to solve the over-fitting issue by increasing prediction accuracy and generalizing well with testing datasets.	a model that can forecast the perceived propensity of employees to leave an organization
[37], 2022	Logistic Regression (LR), decision tree models (DT), random forest models (RF), and Support Vector Classifiers (SVC)	to increase employee satisfaction and evaluation efficacy within the company	Ideally, the outcome will be an individual or precise number.
[38], 2020	SVM, Random Forest	Increase understanding of how practitioners believe employee attrition may impact an organization's success and, consequently, its ability to compete.	a better comprehension of the factors and information that should be considered when attempting to forecast employee attrition.
[39], 2021	Decision Tree, ANN, SVM, and Random Forest	uses a variety of kernel techniques to convert data from lower dimensions to higher dimensions.	SVM model that has been trained on a cloud infrastructure and made available to the user via a website.
[40], 2021	Decision Tree, Logistic Regression, Bayes, and Random Forest	Every sample was employed once for confirmation and every sample proved used once for training.	For newly hired workers to fit into the workplace culture, they must be well-behaved.
[41], 2019	classifier trees XG-Boost.	This tactic's effectiveness and speed are benefits.	Future studies should look more closely at how to improve performance by combining already-existing methods for imbalanced data.
[42], 2018	Decision trees, SVMs, and logistic models	Reliable suggestions are given on the choice, application, and understanding of these methods for assessing people datasets of different sizes and complexity.	A focus on feature engineering and more fundamental models that employ different data encoding as well as scaling methods.

V. CONCLUSION

The quantity and quality of the workforce are major factors in determining development rate and market perception. Today's population growth and the availability of highly skilled workers contribute to any company's success. However, the attrition rate is the only major problem that is typically handled in any organization. In this paper, a new data mining algorithm is discovered that is effective at identifying the workers who are most likely to leave a given organization. To estimate the likelihood of attrition for any new employee, the article surveys some classification algorithms, including logistic regression, SVM, KNN, and Random Forests.

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