

Final Project

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1 Introduction

In this report we consider that the new CEO of a specific IT company has contacted us because she wants us to **analyze the current Human Resources status** of the company. She has just sent a data set with all available employee information. As we can see, the **company has two locations**: the first one in **London**, and the second one in **Barcelona**.

The new CEO is concerned about several issues. She truly believes in gender equality in organizations as it implies a signal to society. On the other hand, she is concerned that the offices in Barcelona do not follow a similar structure to the one in London. In her opinion, the structure of the Barcelona offices should tend towards the London structure. In her meeting with us, she also told us that she would like to know the attitudes (e.g., satisfaction) of the employees across the different departments and if anything could be done to improve them. Finally, she commented that she is very concerned about the company's succession strategy and in particular some positions in certain departments.

Let's consider that the new CEO of a specific IT company has contacted us because she wants us to analyze the current Human Resources status of the company. She has just sent a data set with all available employee information. This information is in the attached data set. As we can see, the company has two locations: the first one in London, and the second one in Barcelona.

The new CEO is concerned about several issues. She truly believes in gender equality in organizations as it implies a signal to society. On the other hand, she is concerned that the offices in Barcelona do not follow a similar structure to the one in London. In her opinion, the structure of the Barcelona offices should tend towards the London structure. In her meeting with us, she also told us that she would like to know the attitudes (e.g., satisfaction) of the employees across the different departments and if anything could be done to improve them. Finally, she commented that she is very concerned about the company's succession strategy and in particular some positions in certain departments.

Based on this information, we need to carry out an exploratory data analysis and prepare a technical report (with Rmarkdown) and a technical presentation (5-10 minutes).

Note: It is highly recommended to seek external sources of information (either in dataset or report formats) for the analysis and the reporting.

Based on this information, we will to carry out an exploratory data analysis and prepare a technical report (with Rmarkdown) and a technical presentation (5-10 minutes).

2 Setup the software

The software used for the development of the study and the writing of the report is R[1]. The first step is to define the work directory and to load the libraries needed:

library(tidyverse)
library(ggplot2)
library(GGally)
library(gridExtra)
library(yardstick)
library(broom)
library(janitor)
library(caTools)
library(ROCR)
library(tidytext)
library(glue)
library(scales)



library(plotly)
library(patchwork)
library(skimr)
library(RColorBrewer)

3 Importing Data

The first step is to load the dataset in the system, and check the names of the variables.

```
source("functions_script.R")

mydb <- read.csv2("dataset.csv")
# web_db <- read.csv("WA_Fn-UseC_-HR-Employee-Attrition.csv")
# names(web_db)</pre>
```

3.1 Variables analysis

We got the dataset from the website of Atenea, it is composed by 1506 observations of 36 variables. The variables selected for this dataset are:

- 1. **Age**: Variable that represent the age of the employee
- 2. **Attrition**: variable that represent the departure of employees from the organization for any reason
- 3. BusinessTravel: Represent how often an employee travel for work purpose
- 4. DailyRate: The amount of money the employees are paid per day
- 5. **Department**: Department of the company at which the employee belong
- 6. **DistanceFromHome**: Employee home distance from the workplace
- 7. **Education**: Educational level of the employee (1=Below College, 2=College, 3=Bachelor, 4=Master,5 = Doctor)
- 8. **EducationField**: Education field of employee (Human Resources, Life Sciencies, Marketing, Medical, Technical Degree, Other)
- 9. EmployeeCount: Coolumn all equal to 1 to count the total number of employee in the data set
- 10. **EmployeeNumber**: unique number to identify the employee
- 11. **EnvironmentSatisfaction**: level of environment satisfaction (1=Low, 2=Medium, 3=High, 4=Very High)
- 12. **Gender**: Gender of the employee (Male, Female)
- 13. HourlyRate: The amount of money the employees are paid per hour
- 14. **JobInvolvement**: Level of involvement of the employee (1=Low, 2=Medium, 3=High, 4=Very High)
- 15. **JobLevel**: Is a category of authority in the company (1=low, 5=High)
- 16. JobRole: Represent the role cover by the employee (Sales Executive, Research Scientist, Laboratory Technician, Manufacturing Director, Healthcare Representative, Manager, Sales Representative, Research Director, Human Resources)
- 17. **JobSatisfaction**: Level of satisfaction of the employee (1=Low, 2=Medium, 3=High, 4=Very High)
- 18. MaritalStatus: Marital status of the employee (Divorced, Married, Single)
- 19. MonthlyIncome: Monthly income of the employee
- 20. MonthlyRate: Monthly rate of employee
- 21. NumCompaniesWorked: Number of companies for ehich the employee worked
- 22. Over18: If the age of the employee is higher than 18 (Y = yes, N = no)
- 23. **OverTime**: If the employee perform over time (Yes, No)
- 24. **PercentSalaryHike**: Represent the percentage inrease of a salary
- 25. **PerformanceRating**: Performance rating of the employee (1=Low, 2=Good,3=Excellent,4=Outstanding)

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- 26. **RelationshipSatisfaction**: Relationship satisfaction of the employee (1=Low, 2=Medium, 3=High, 4=Very High)
- 27. Standard Hours: Standard working hour per week? (80 for everyone)
- 28. StockOptionLevel: Stock option level
- 29. TotalWorkingYears: Total years of working
- 30. TrainingTimesLastYear: Training hours of the last year
- 31. WorkLifeBalance: the amount of time you spend doing your job compared with the amount of time you spend with your family and doing things you enjoy (1=Bad,2=Good, 3=Better, 4=Best)
- 32. YearsAtCompany: Total years of working at the company
- 33. YearsInCurrentRole: Total years spent in the current position
- 34. YearsSinceLastPromotion: How many year ago the employee had the last promotion
- 35. YearsWithCurrManager: How many years the employee is with the actual manager
- 36. City: where the employee works (London, Barcelona)

4 Cleaning Data

4.1 Names

In this sub-point we are going to change the names of the variables in order to have all he names of the variables with the same layout.

```
mydb <- mydb %>% clean_names(., "snake")
```

4.2 Dimensions

First of all, we are going to check the actual dimension of our dataset. Hence, from the following code we can understand that there are 36 variables in total and

```
mydb %>% dim()

## [1] 1506 36

mydb %>% nrow()

## [1] 1506

mydb %>% ncol()
```

4.3 Head and Tail

[1] 36

Here, we are going to check the first 10 elements at the beginning and at the end of the dataset. Consecutively, we are going to check the top and the bottom values of the main relevant variables to catch some errors.

```
mydb %>% head(10)
mydb %>% tail(10)
mydb<-rename(mydb, age =age)
mydb %>% arrange(desc(age)) %>% top_n(10, age)
mydb %>% arrange(age) %>% top_n(-10, age)
```

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4.4 Removing

In this part of the data cleaning we are going to remove all the blank rows, the duplicates and strange values that may affect our analysis.

```
# Remove blank rows and columsn
mydb <- mydb %>% remove_empty(c("rows", "cols"))

# Removing entries with too high and too low age
mydb <- mydb %>% filter(age <= 80 & age >= 16)
mydb <- mydb %>% filter(job_involvement <= 4)
mydb <- mydb %>% filter(num_companies_worked >= 0)
```

Therefore, as we can see, this line of code did not affected our dataset. So, this mean that there are no rows or columns that are empty.

Now, we are going to pass to the study of duplicates, by the *employee_number* variable that we suggest it is the key.

```
# Duplicates removal
mydb %>% get_dupes(employee_number)
mydb <- mydb %>% distinct(employee_number, .keep_all= TRUE)
```

4.5 Checking n's

Hence, now it is time to check the n's.

4.6 Droping na

To conclude, the cleaning of the dataset, we are going to remove every line with at least one empy gap.

```
mydb <- mydb %>% drop_na()
```

From know on we can easily proceed with our analysis.

5 Analysis

Our analysis consists in different parts.

- 1. First of all, we want to describe the gender equality inside the company and understand if there are discrepancies and how we can solve those problems.
- 2. Secondly, we want to understand the attrition factor and have a clear comprehension of what is the structure of the officies between Barcelona and London. This would be very helpful in otder to decrease the percentace of people who want to leave and how the company can improve the level of comfort of its employees.
- 3. Thirdly, we think is very important to describe the attitude of our employees and what it their satisfaction level. So, combining this solution with the previous question we can improve our decision and suggest to the company where it can adopt new HR methodologies.

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- 4. Fourthly, we want to understand how the company can find its successor and what could be the best solution.
- 5. To conclude, there is also the good practice to import in our project new datasets that could improve the decions that we can take.

5.1 Gender Analysis

First of all, we want to understand the salary that sex has. This would give us a better overview on how the salary is distributed inside the company. Moreover, we will also take into account the possibile differences that we have in the Barcelona and London headwarters.

Introduction

```
summary(mydb$monthly_income)
```

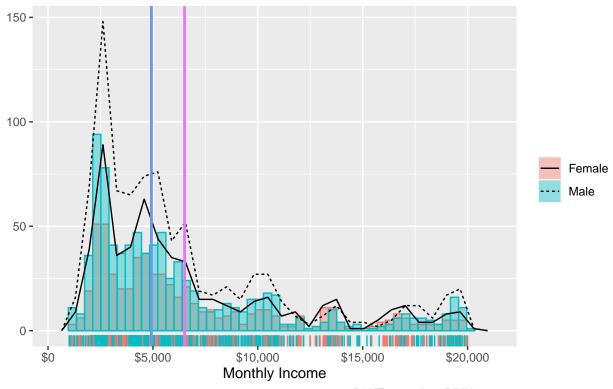
```
## Min. 1st Qu. Median Mean 3rd Qu. Max.
## 1009 2909 4930 6510 8386 19999
```

```
mydb %>% select(monthly_income, gender) %>%
  ggplot(aes(monthly_income)) +
  geom_histogram(
   aes(monthly_income, color = gender, fill = gender),
   alpha = 0.4,
   position = "identity",
   bins = 50,
  geom_freqpoly(aes(linetype = gender), bins = 30) +
  geom_rug(aes(color = gender)) +
  scale_x_continuous(labels = label_dollar()) +
  geom_vline(aes(xintercept = mean(monthly_income)), color = "#E67AEC", size = 1) +
  geom_vline(aes(xintercept = median(monthly_income)), color = "#6899F1", size = 1) +
  guides(color = "none") +
  labs(title = "Distridution of Monthly Income by Gender",
       caption = "BLUE = median; PINK = mean",
       x = "Monthly Income",
       y = NULL,
       fill = NULL,
       linetype = NULL)
```

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Distridution of Monthly Income by Gender



BLUE = median; PINK = mean

Hence, from this graph we can see that most of the employee have a salary lower than the average. In ddition, we can also see that generally we have the dotted male line almost always above the female line, but this can be considered acceptable, due to the fact that in our dataset we have more men and women. To conclude, we can also see that the major discrepancies are given from the lower range of salary, while the higher is the salary, the lower are the differences between the female and male monthly income.

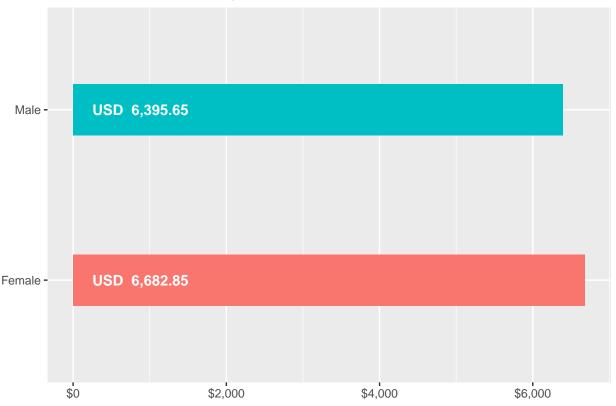
Now, we will take a closer look to the monthly income between male an female . So, we can observe that the male have a worse restults. While, the female has in medium an higher salray than man.

```
mydb %>%
  select(gender, monthly_income) %>%
  group_by(gender) %>%
  summarise(avg_income = round(mean(monthly_income), 2), .groups = "drop") %>%
  ggplot(aes(x = gender, y = avg_income)) +
  geom_col(aes(fill = gender), width = 0.3, show.legend = FALSE) +
  geom text(
   aes(
      x = gender,
      y = 0.01,
      label = dollar(avg_income, prefix = "USD ")
   ),
   hjust = -0.2,
   size = 4,
   colour = "white".
   fontface = "bold"
  ) +
  coord_flip() +
```

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Average Monthly Income by Gender

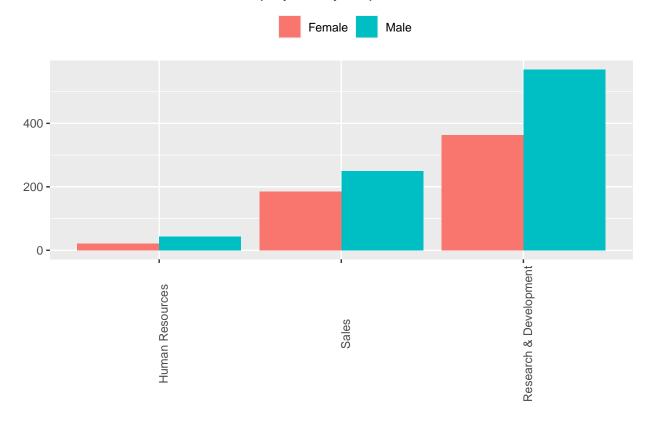


```
mydb %>%
  group_by(department, gender) %>%
  summarise(amount = n(), .groups = "drop") %>%
  ggplot(aes(
   x = fct_reorder(department, amount),
    y = amount,
   fill = gender
  )) +
  geom_col(position = "dodge") +
  theme(axis.text.x = element_text(angle = 90),
        plot.title = element_text(hjust = 0.5),
        legend.position = "top") +
  labs(title = "Number of Employees by Department and Gender",
x = NULL,
y = NULL,
fill = NULL)
```

9



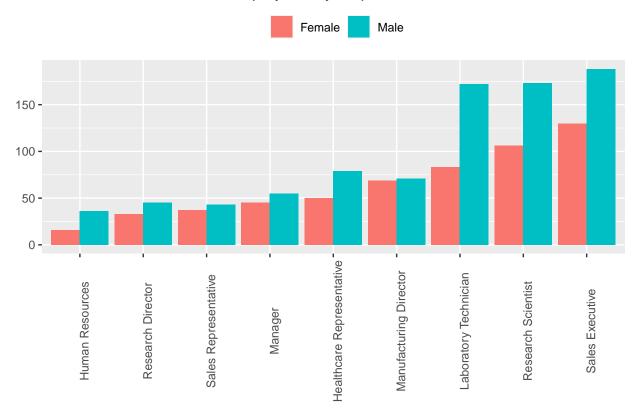
Number of Employees by Department and Gender



```
mydb %>%
  group_by(job_role, gender) %>%
  summarise(amount = n(), .groups = "drop") %>%
  ggplot(aes(
   x = fct_reorder(job_role, amount),
   y = amount,
   fill = gender
  )) +
  geom_col(position = "dodge") +
  theme(axis.text.x = element_text(angle = 90),
        plot.title = element_text(hjust = 0.5),
        legend.position = "top") +
  labs(title = "Number of Employees by Department and Gender",
x = NULL,
y = NULL,
fill = NULL)
```



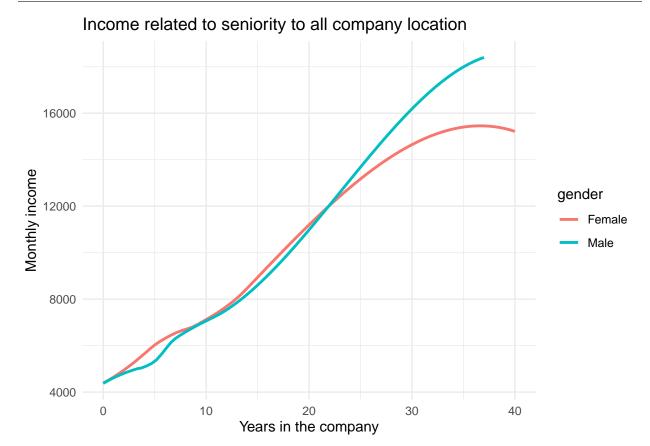
Number of Employees by Department and Gender



```
# sex <- factor(mydb$sex,
# levels=c(0,1),
# labels=c("Female","Male"))
#
# mydb <- mutate(mydb, sex = sex)
# modLog1 <- glm(gender ~ ., family=binomial, data = mydb)
# summary(modLog1)$aic</pre>
```

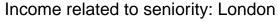
Taking in consideration both company location In this graphs in order to show that up in a better way, we decided to remove the confidence interval and the points.

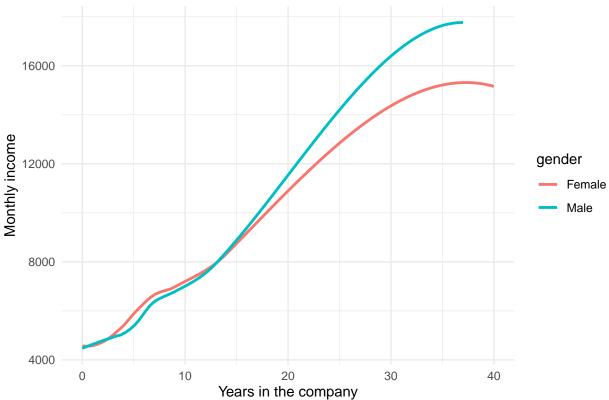
11



So, as we can see here, generally speaking the female gender has an higher salary compare to the male gender. This is true till approximately the 20th year of seniority inside the company where the male gender will overcome the female monthly income in a dramatic way.

 $Taking\ in\ consideration\ London$





In the specific case of London we can stat that generally speaking the monthly income is well balanced between male and female work positions, but around the 15th year of seniority the male gender will have a boost in therm of monthly income.

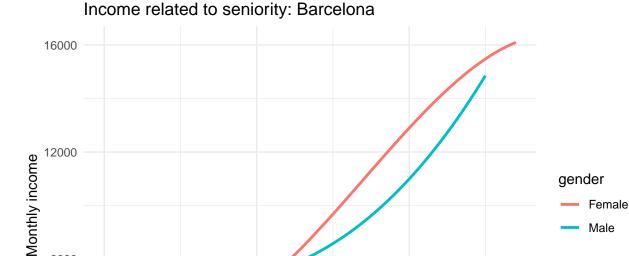
 $Taking\ in\ consideration\ Barcelona$

```
ggplot(mydb%>%filter(city=="Barcelona"),
    aes(x=years_at_company, y=monthly_income, colour=gender)) +
geom_smooth(method = 'loess', formula = y ~ x, se=F) + labs(
    title = "Income related to seniority: Barcelona",
    x = "Years in the company",
    y = "Monthly income"
    ) +
theme_minimal()
```

8000

4000

0



Now, in Barcelona we can see hat the resoult we obtained is pretty different than before. In fact, the female gender has generally an higher income compared to the male gender.

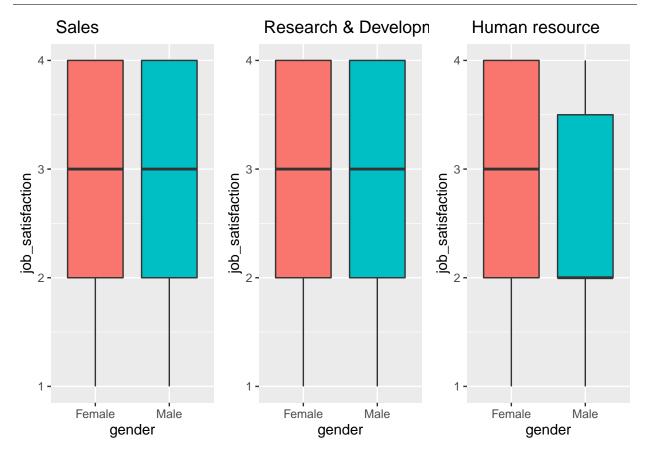
Years in the company

20

satisfaction of male and female in each department considering the whole data set

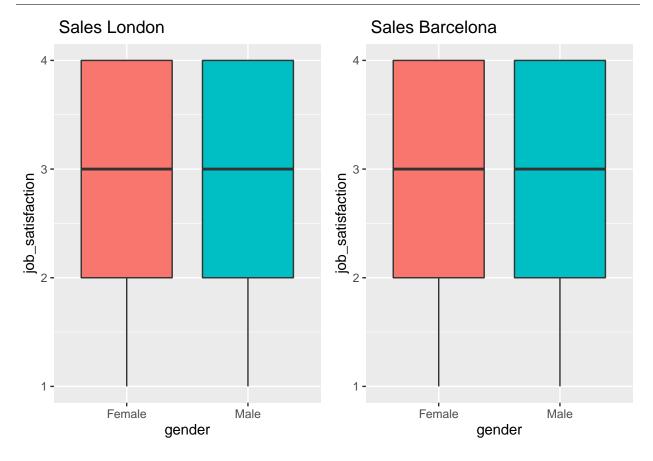
```
##Sales
g1 <- ggplot(mydb%>%filter(department =="Sales"),
             aes(x= gender, y=job_satisfaction, fill= gender))+
  geom_boxplot(show.legend = FALSE)+
  labs(title = " Sales")
##Research & Development
g2 <- ggplot(mydb%>%filter(department =="Research & Development"),
             aes(x= gender, y=job_satisfaction, fill= gender))+
  geom_boxplot(show.legend = FALSE)+
  labs(title = " Research & Development ")
##Human Resource
g3 <- ggplot(mydb%>%filter(department =="Human Resources"),
             aes(x= gender, y=job_satisfaction, fill= gender))+
  geom_boxplot(show.legend = FALSE)+
  labs(title = " Human resource ")
grid.arrange(g1, g2, g3, ncol = 3)
```



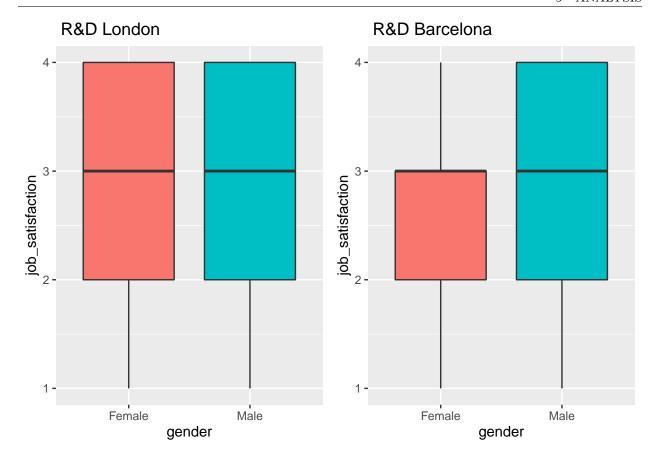


5.2 Differences between the two cities in term of job satisfaction

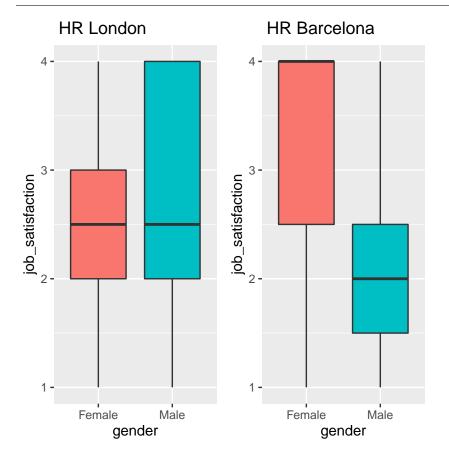
5.2.1 Sales, Gender, Job satisfaction



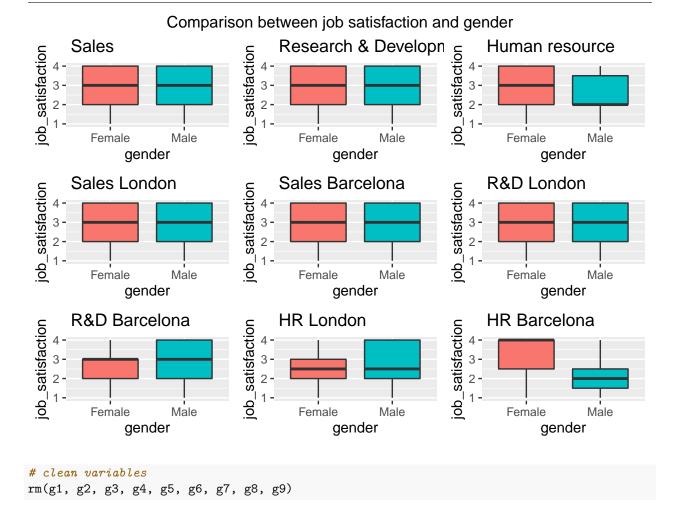
5.2.2 R&D, Gender, Job satisfaction



5.2.3 HR, Gender, Job satisfaction



grid.arrange(g1, g2, g3, g4, g5, g6, g7, g8, g9, ncol = 3, top = "Comparison between job satisfaction as

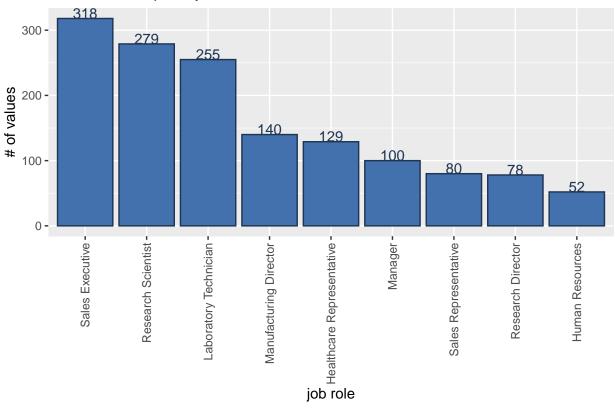


5.3 Plot job role frequency

```
# This would help to analyse the number of types of jobs and compare with types
k <- mydb %>% tabyl(job_role)

ggplot(k, aes(x = reorder(job_role, -n), y = n)) +
    geom_bar(stat = "identity", fill = "#4271AE", colour = "#1F3552") +
    theme(axis.text.x=element_text(angle=90,hjust=1,vjust=0.5)) +
    geom_text(aes(label = n), vjust = 0, colour = "#1F3552")+
    labs(y= "# of values", x = "job role") +
    ggtitle("Job Role Frequency")
```

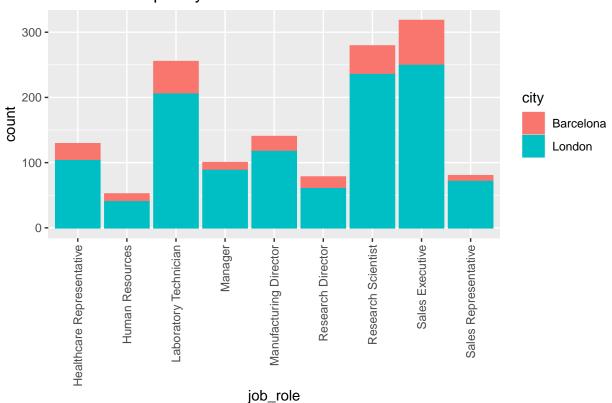




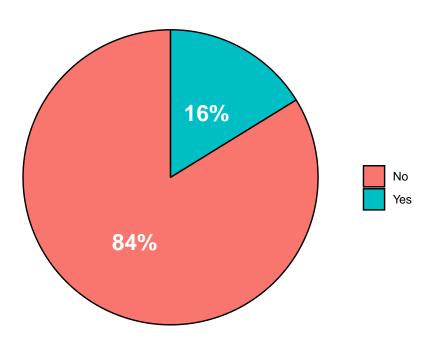
```
rm("k")
```

```
ggplot(mydb, aes(x = job_role, color = city, fill = city)) +
  geom_bar(stat = "count") +
  theme(axis.text.x=element_text(angle=90,hjust=1,vjust=0.5)) +
  ggtitle("Job Role Frequency Barcelona & London")
```

Job Role Frequency Barcelona & London



Are the Attrition var Balanced? Pie Plot,percentortion of YES to NO in Attrition Var



UPC

```
# Removing the un-used variables
rm("temp")
```

```
mydb %>% select(starts_with("years"), attrition) %>%
ggpairs(
  aes(color = attrition),
  lower = list(continuous = wrap(
   "smooth",
   alpha = 0.2,
   size = 0.5,
   color = "#DE945E"
  )),
  diag = list(continuous = "barDiag"),
  upper = list(continuous = wrap("cor", size = 4))
) +
  theme(
    axis.text = element_text(size = 8),
    panel.background = element_rect(fill = "white"),
    strip.background = element_rect(fill = "white"),
    strip.background.x = element_rect(colour = "black"),
    strip.background.y = element_rect(colour = "black"),
    strip.text = element_text(color = "black", face = "bold", size = 8)
  ) +
  labs(
title = "Pair plot by attrition Var",
```

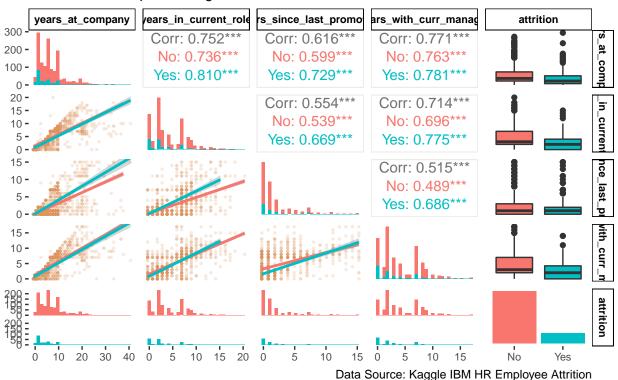
22



```
subtitle = "Pair Plot, scatter plot, Histogram and Correlation coefficient",
    caption = "Data Source: Kaggle IBM HR Employee Attrition",
    x = NULL,
    y = NULL
)
```

Pair plot by attrition Var

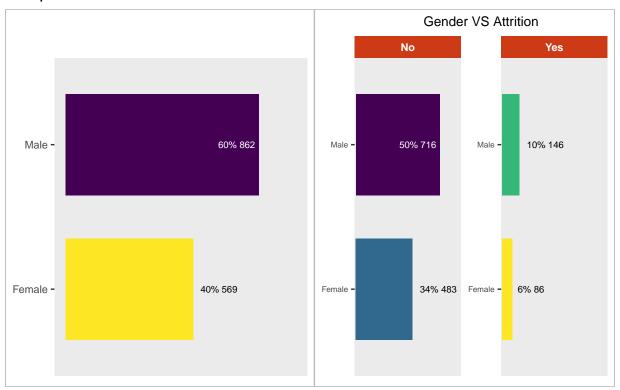
Pair Plot, scatter plot, Histogram and Correlation coefficient



plt_gender <- bar_plot_proportions(gender)
plt_gender_att <- bar_plot_proportions(gender, attrition)
plt_marital_status <- bar_plot_proportions(marital_status)
plt_marital_status_att <- bar_plot_proportions(marital_status, attrition)

(plt_gender +
 plt_gender_att)+
 plot_annotation(
 title = "Proportions of Gender VS Attrition",
 caption = "Data Source: Kaggle IBM HR Employee Attrition"
) &
 theme(plot.caption = element_text(color = "#969696", size = 7))</pre>

Proportions of Gender VS Attrition

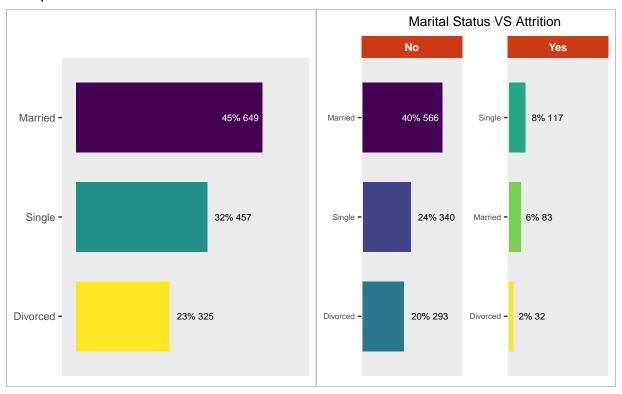


Data Source: Kaggle IBM HR Employee Attrition

```
(plt_marital_status +
   plt_marital_status_att ) +
plot_annotation(
   title = "Proportions of Marital Status VS Attrition",
   caption = "Data Source: Kaggle IBM HR Employee Attrition"
) &
   theme(plot.caption = element_text(color = "#969696", size = 7))
```



Proportions of Marital Status VS Attrition



Data Source: Kaggle IBM HR Employee Attrition

```
plt_business_travel <- bar_plot_proportions(business_travel)
plt_business_travel_att <- bar_plot_proportions(business_travel, attrition)
plt_department <- bar_plot_proportions(department)
plt_department_att <- bar_plot_proportions(department, attrition)

(plt_business_travel +
    plt_business_travel_att ) +
    plot_annotation(
    title = "Proportions of Business travel VS Attrition",
    caption = "Data Source: Kaggle IBM HR Employee Attrition"
) &
    theme(plot.caption = element_text(color = "#969696", size = 7))</pre>
```

Proportions of Business travel VS Attrition



Data Source: Kaggle IBM HR Employee Attrition

```
(plt_department +
    plt_department_att) +
    plot_annotation(
    title = "Proportions of Departments VS Attrition",
    caption = "Data Source: Kaggle IBM HR Employee Attrition"
) &
    theme(plot.caption = element_text(color = "#969696", size = 7))
```



Proportions of Departments VS Attrition

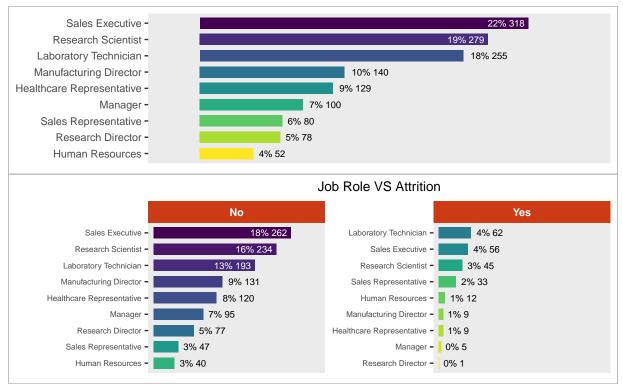


Data Source: Kaggle IBM HR Employee Attrition

```
plt_job_role <- bar_plot_proportions(job_role)
plt_job_role_att <- bar_plot_proportions(job_role, attrition)
plt_education_field <- bar_plot_proportions(education_field)
plt_education_field_att <- bar_plot_proportions(education_field, attrition)

(plt_job_role /
    plt_job_role_att) +
    plot_annotation(
    title = "Proportions of Job role VS Attrition",
    caption = "Data Source: Kaggle IBM HR Employee Attrition"
) &
    theme(plot.caption = element_text(color = "#969696", size = 7))</pre>
```

Proportions of Job role VS Attrition

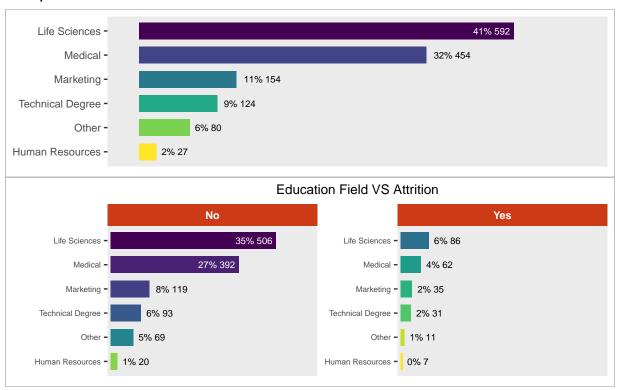


Data Source: Kaggle IBM HR Employee Attrition

```
(plt_education_field /
    plt_education_field_att) +
    plot_annotation(
    title = "Proportions of Education field VS Attrition",
    caption = "Data Source: Kaggle IBM HR Employee Attrition"
) &
    theme(plot.caption = element_text(color = "#969696", size = 7))
```



Proportions of Education field VS Attrition



Data Source: Kaggle IBM HR Employee Attrition

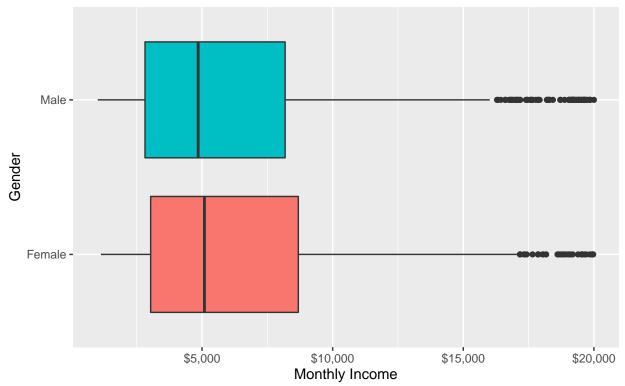
```
mean_mi <- round(mean(mydb$monthly_income),2)
median_mi <- round(median(mydb$monthly_income),2)</pre>
```

```
ggplot(mydb,
    aes(x = gender,
        y = monthly_income,
        fill = gender)) +
geom_boxplot(show.legend = FALSE) +
coord_flip() +
scale_y_continuous(labels = label_dollar()) +
labs(title = "The gender gap in monthly income",
    caption = "Data Source: Kaggle IBM HR Employee Attrition",
    x = "Gender",
    y = "Monthly Income")
```

29



The gender gap in monthly income



Data Source: Kaggle IBM HR Employee Attrition

5.4 Environment Satisfaction per department

5.4.1

```
ggplot(mydb, aes(x= department, y= environment_satisfaction, fill = department))+
geom_boxplot(show.legend = FALSE)
```



London male

```
ggplot(mydb%>%filter(city == "London", gender== "Male"), aes(x= department, y= environment_satisfaction
  geom_boxplot(show.legend = FALSE)
```



London female

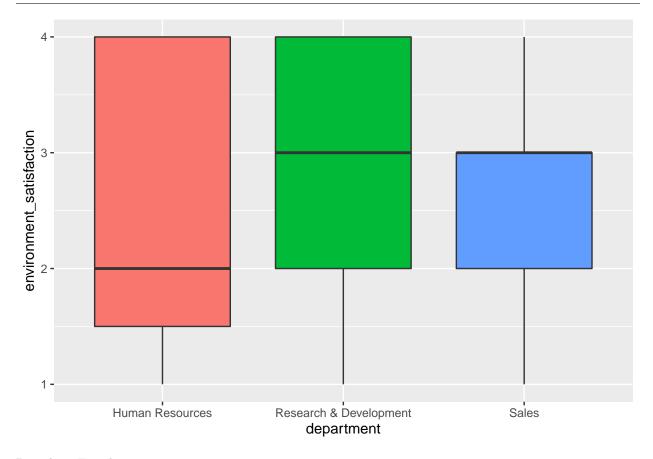
```
ggplot(mydb%>%filter(city == "London", gender== "Female"), aes(x= department, y= environment_satisfacti
geom_boxplot(show.legend = FALSE)
```



Barcelona malemale

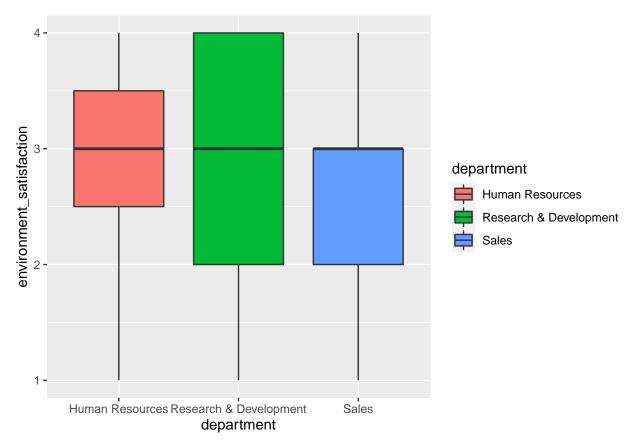
```
ggplot(mydb%>%filter(city == "Barcelona", gender== "Male"), aes(x= department, y= environment_satisfact
  geom_boxplot(show.legend = FALSE)
```





Barcelona Female

```
ggplot(mydb%>%filter(city == "Barcelona", gender== "Female"), aes(x= department, y= environment_satisfa
geom_boxplot()+ labs(show.legend = FALSE)
```



linear regression to understand which variable influence monthly income

```
#m1<-lm(city ~ ., mydb%>%drop_na()%>% select(-employee_count,-employee_number,-standard_hours))
#summary(m1)
```

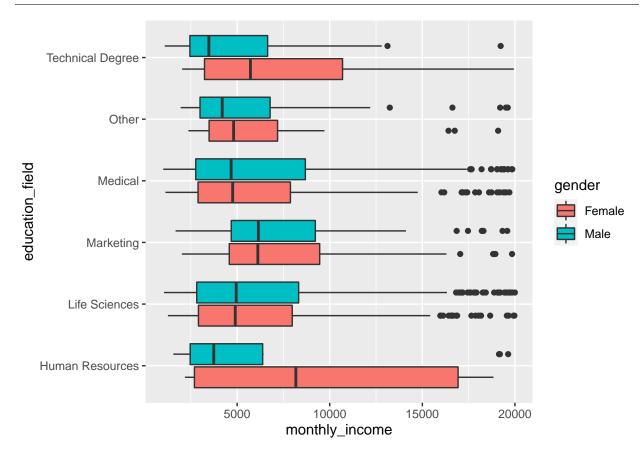
• performance rating e percent salary hike,

```
# Fa togliere
# ggplot(mydb%>%filter(city == "Barcelona"), aes(y= percent_salary_hike, x = performance_rating))+
# geom_point()
#
# ggplot(mydb%>%filter(city == "London"), aes(y= percent_salary_hike, x = performance_rating))+
# geom_point()
#
# ggplot(mydb, aes(x= percent_salary_hike, y = monthly_income)) + geom_point()
```

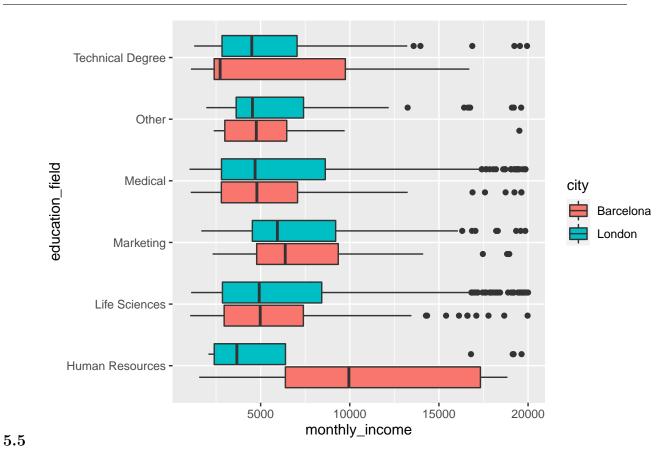
We can

-performance rating education field

```
ggplot(mydb, aes(y= education_field, x = monthly_income, fill = gender))+
  geom_boxplot()
```



ggplot(mydb, aes(y= education_field, x = monthly_income, fill = city))+
 geom_boxplot()



- total working year e age, years at company, relationship satisfaction, numb of companies worked, monthly income, job role, job level
- environment satisfaction e over time (Yes), over 18, hourly rate, attrition yes
- job involvement job role, business travel and attrition
- job satisfaction attrition, years with current manager, overtime, marital status, hourly rate

-year since last promotion and, years in current role, years at company, job roles, attrition

6 Adding dataset

```
london_data<- read.csv("1st Dataset.csv")
london_data<- london_data%>%filter(Geography == "London", Sex == c("Female", "Male"), WorkingPattern ==
```

7 Conclusions

...



8 References

- 1. M., L. (2004). Moneyball: The art of winning an unfair game. New york: John Wiley and sons.
- 2. Wickham et al., (2019). Welcome to the tidyverse. Journal of Open Source Software, 4(43), 1686, https://doi.org/10.21105/joss.01686
- 3. H. Wickham. ggplot2: Elegant Graphics for Data Analysis. Springer-Verlag New York, 2016.
- 4. David Robinson, Alex Hayes and Simon Couch (2021). broom: Convert Statistical Objects into Tidy Tibbles. R package version 0.7.9. https://CRAN.R-project.org/package=broom