IBM MACHINE LEARNING

IBM EXPLORATORY DATA ANALYSIS FOR EMPLOYEE ATTRITION MODEL



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1) Project Overview

A fundamental issue facing organisations is attraction and retention of best talent. Given the cost of retraining new employees, it is important for a business to prevent loss of good talent. Hence, identification of key factors driving employee churning or turnover is important for the organization's Human Resource (HR) Department.

It is here that machine Learning models can be very useful to gain deeper insight into underlying factors and their relationship in driving employee turnover.

Hence, the main aim of the following machine learning modelling and analysis is to enable the business to:

- * To identify different factors predict employee churn
- * To gain insight into factors contributing to employee churning
- * To enable the business maximize employee attrition

2) About the Dataset

2a) Brief description of chosen data set:

This project uses a hypothetical dataset 'IBM HR Analytics Employee Attrition & Performance' which was downloaded from the following link:

https://www.kaggle.com/datasets/pavansubhasht/ibm-hr-analytics-attrition-dataset?resource=download

2b) Summary of Data Attributes

The dataset exhibits 1,470 data points (rows) and 35 features (columns) reflecting on employees' background and characteristics and can be downloaded from the following link:

The data also comes with 'Attrition' Column to show current employees and leavers which represents the Class we are trying to predict.

2c) Main Objectives of Analysis

Organizational performance is largely dependent on its employees, their quality and experience. Hence, organizations are continuously faced with the challenge to reduce employee attrition and increase retention. Consequently, this analysis is targeted towards answering the following queries

- What are the various factors contributory to employee attrition?
- Which business units face higher employee attrition rate?

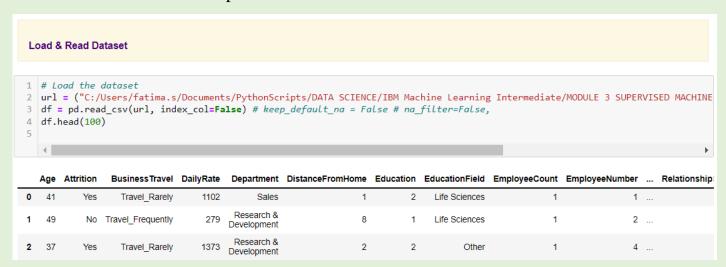
As a consequence, implementation of the model will enable the organization to:

- devise suitable measures to increase employee retention
- to save valuable resources in retraining new employees hired in place of leavers

3) Initial Plan for Data Exploration

3a) Data Exploration

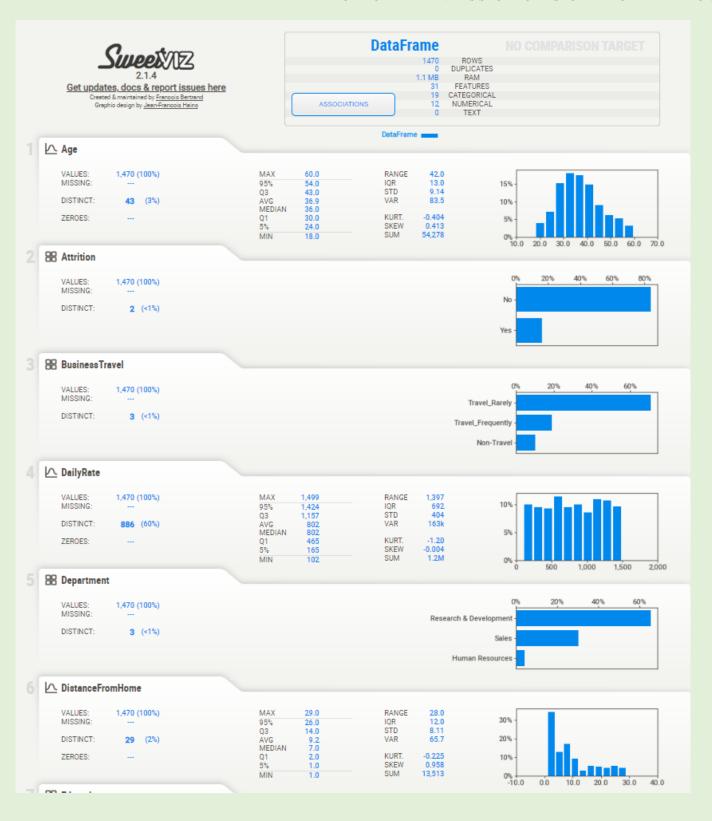
• Data was first loaded into pandas dataframe



Column types were explored

neck data set column types		
df.info()		
eIndex: 1470 entries, 0 to	1469	
Column	Non-Null Count	Dtype
Attrition BusinessTravel DailyRate Department DistanceFromHome Education EducationField EmployeeCount EmployeeNumber EnvironmentSatisfaction Gender	1470 non-null	object object int64 object int64 object int64 int64 int64 object
JobInvolvement	1470 non-null	
	eIndex: 1470 entries, 0 to columns (total 35 columns Column Age Attrition BusinessTravel DailyRate Department DistanceFromHome Education Education EducationField EmployeeCount EmployeeNumber EnvironmentSatisfaction Gender HourlyRate	df.info() ss 'pandas.core.frame.DataFrame'> eIndex: 1470 entries, 0 to 1469 columns (total 35 columns): Column Non-Null Count

• Automated Exploratory Data Analysis was performed using Sweetviz to check



• Descriptive statistics were computed to summarize shape of a dataset's distribution, its dispersion and central tendency

Co	mpute Descrip	tive Stati	stics: To summ	arize shape (of a dataset's	s distribution, its di	spersion and	i central tende	ncy.	
	#To get descr df.describe(i		of all columns	5						
2 0	ii.describe(i	nciude :	all)							
	Age	Attrition	BusinessTravel	DailyRate	Department	DistanceFromHome	Education	EducationField	EmployeeCount	EmployeeNumber
coul	nt 1470.000000	1470	1470	1470.000000	1470	1470.000000	1470.000000	1470	1470.0	1470.000000
uniqu	ie NaN	2	3	NaN	3	NaN	NaN	6	NaN	NaN
to	p NaN	No	Travel_Rarely	NaN	Research & Development	NaN	NaN	Life Sciences	NaN	NaN
fre	e q NaN	1233	1043	NaN	961	NaN	NaN	606	NaN	NaN
mea	n 36.923810	NaN	NaN	802.485714	NaN	9.192517	2.912925	NaN	1.0	1024.865306
st	td 9.135373	NaN	NaN	403.509100	NaN	8.106864	1.024165	NaN	0.0	602.024335
mi	in 18.000000	NaN	NaN	102.000000	NaN	1.000000	1.000000	NaN	1.0	1.000000
25	% 30.000000	NaN	NaN	465.000000	NaN	2.000000	2.000000	NaN	1.0	491.250000
50	% 36.000000	NaN	NaN	802.000000	NaN	7.000000	3.000000	NaN	1.0	1020.500000
75	4 3.000000	NaN	NaN	1157.000000	NaN	14.000000	4.000000	NaN	1.0	1555.750000
ma	60.000000	NaN	NaN	1499.000000	NaN	29.000000	5.000000	NaN	1.0	2068.000000

4) Actions taken for Data Cleansing and Features Engineering

Since the quality of any machine learning model highly depends on quality of data, hence, this stage is not only most important but is also time consuming. Hence, it was conducted in a step-by-step process.

4a) Data Cleansing Actions

Empty or nearly empty columns were removed using "drop_thresh" to drop columns if 90% of data was empty

```
Drop Columns if 90% data is empty
drop\_thresh = df.shape[0]*.10
df = df.loc[:, df.isin([' ','NULL','Nan',0]).mean() < drop thresh]
df = df.dropna(thresh=drop_thresh, how='all', axis='columns').copy()
df.info()
 1 print(df.isin([' ','NULL','NaN', 0]).mean())
 2 drop_thresh = .90
 df = df.loc[:, df.isin([' ','NULL', 'NaN',0]).mean() < drop_thresh]
print(df.isin([' ','NULL','NaN',0]).mean())</pre>
Age
                              0.000000
Attrition
                              0.000000
BusinessTravel
                              0.000000
DailyRate
                              0.000000
Department
                              0.000000
DistanceFromHome
                              0.000000
                              0.000000
Education
EducationField
                             0.000000
EmployeeCount
                              0.000000
EmployeeNumber
                              0.000000
EnvironmentSatisfaction
                              0.000000
Gender
                              0.000000
HourlyRate
                              0.000000
                              0.000000
JobInvolvement
JobLevel
                              0.000000
JobRole
                              0.000000
JobSatisfaction
                              0.000000
MaritalStatus
                              0.000000
MonthlyIncome
                              0.000000
MonthlyRate
                              0.000000
NumCompaniesWorked
                              0.134014
Over18
                              0.000000
OverTime
                              0.000000
```

• Duplicates were dropped using pandas "df.drop_duplicates()" method

```
Handle Missing Values: Replace remaining ["None", "nan", "NaN", ""] values with Zero
 df = df.replace(["None","nan", "NaN", ""], "0") # Replace all Nan Values with Zero
null = (df.isin(["None","nan", "NaN", ""]).sum()) # Sum as series
    null_df=pd.DataFrame({'cols':null.index, 'sum':null.values}).sort_values(by=['sum'],ascending=False)
    print(colored("Data has ", 'green', attrs=['bold'])
 6
           +colored((null_df.at[0,'sum']), 'red', attrs=['bold'])
           +colored(" null values.\n ", 'green', attrs=['bold'])
+colored(null_df.tail(35), 'red', attrs=['bold'])) # print first two rows
 8
Data has 0 null values.
                            cols sum
                           Age
26
                StandardHours
20
           NumCompaniesWorked
21
                       0ver18
22
                      OverTime
           PercentSalaryHike
23
24
           PerformanceRating
25 RelationshipSatisfaction
           StockOptionLevel
27
18
                MonthlyIncome
           TotalWorkingYears
28
      TrainingTimesLastYear
29
              WorkLifeBalance
30
               YearsAtCompany
31
           YearsInCurrentRole
   YearsSinceLastPromotion
19
                  MonthlyRate
17
                MaritalStatus
                                   0
1
                     Attrition
                                   0
8
               EmployeeCount
                                   0
2
               BusinessTravel
                                   0
3
                     DailyRate
                                   0
4
                    Department
                                   0
5
             DistanceFromHome
                                   a
                     Education
6
                                   0
7
               EducationField
9
               EmployeeNumber
              JobSatisfaction
16
     EnvironmentSatisfaction
10
                        Gender
11
12
                    HourlyRate
```

 Null values were summed and Data was found to exhibit zero null values. Thus, no filling of null values was required

13

14

15

34

JobInvolvement

YearsWithCurrManager

JobLevel

JobRole

0

0

0

4b) Features Engineering

In machine learning, feature selection is the method to reduce the number of input variables during developing predictive modelling. This reduction in input variables is necessary not only to minimize computational cost of modeling but also to achieve performance improvement of the model.

Among widely practices feature selection approaches include statistical-based feature selection methods which use statistical measures to evaluate relationship between each input variable and the target variable and then select those exhibiting strongest relationship with the latter. While these methods can be both speedy and effective, however, the ultimate choice of statistical measure is largely dependant on data types of both of these variables.

Irrespective of the statistical measure being employed, two dominant feature selection techniques, that is supervised and unsupervised, exist where the former can be further categorized into wrapper, filter and intrinsic techniques. Filter-based feature selection methods employs statistical measures to evaluate correlation between input and output variables so that those exhibiting highest correlations are selected. Statistical measures employed in filter-based feature selection are normally univariate in nature since they evaluate relationship of single input variables one by one with target variable, disregarding their interaction with each other.

Consequently, adopting filter-based feature selection methods, the employee attrition model approached filter engineering in three steps. Firstly, unique values for all columns were computed after which columns with unique values less than 2 were dropped.

```
1) Assessing Columns for Feature Selection:
   Get unique counts to determine threshold for dropping columns
Drop Columns from dataframe if uniqueness is less than threshold (eg. 2)
    unique_counts = pd.DataFrame.from_records([(col, df[col].nunique())) for col in df.columns], # get unique counts
    unique = unique_counts[(unique_counts['Unique'] < 2)] #If threshold is lesss than 2 then
drop_unique = (unique['Column_Name'].tolist()) # list of columns to drop
12 cols_to_exclude = ['EmployeeNumber']
13 cols_to_exclude = ['EmployeeNumber'] + drop_unique
14
print(colored("\n\n ", 'blue', attrs=['bold'])

+ colored(type(unique), 'green', attrs=['bold'])

+ colored("\n", 'green', attrs=['bold'])

+ colored(unique, 'red', attrs=['bold'])
           + colored("\n\nList of columns to drop\n", 'blue', attrs=['bold'])
+ colored(cols_to_exclude , 'red', attrs=['bold'])
#Function to Drop Columns & Convert to Categories
for col in df.columns:
if col in cols_to_exclude:
df = df.loc[:, ~df.columns.isin(cols_to_exclude)]
df.info()
This can help us determine threshold for which columns to exclude from Features.
<class 'pandas.core.frame.DataFrame'>
                     Column Name Unique
                  StandardHours
                  EmployeeCount
                    Attrition
           PerformanceRating
                 OverTime
MaritalStatus
```

Prior to final features selection Data Encoding of Object or String Columns was carried out to facilitate any statistical computation during features selection process. Hence, after deep copying of original dataset, a function was created and employed to encode object data using Scikit-learn label encoder.

```
2) Data Encoding of Object/String Columns:

* List all Object/String Columns

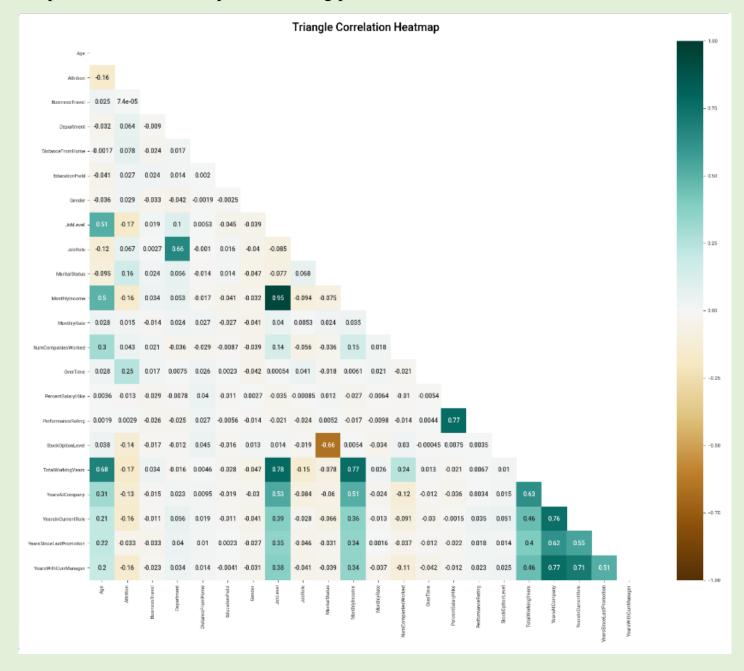
* Deep copy the original data

* Create Function to employ Scikit-learn label encoding to encode object data

* Create a new dataframe with encoded data description to attach to model outcomes
```

```
1 #Function to encode object/string columns
   #List all Object/String Columns
   from sklearn import preprocessing
   cat_columns = df.select_dtypes(include=[object]) # Get Object Type Columns to Convert to Encoded Categories
  #cat_columns.info()
  categorical_column = list(cat_columns.columns)# list of columns to for label encoding
10 print(colored("\n\nColumns Requiring Encoding: \n", 'blue', attrs=['bold'])
                  + colored(categorical_column, 'green', attrs=['bold']))
12
13 #Deep copy the original data
14 df_encoded = df.copy(deep=True)
15
16 # Make Empty Dataframe to decode encoded data Later
17 | decode_features = pd.DataFrame()
19 ##### Employ Scikit-learn label encoding to encode object data #####
20 lab_enc = preprocessing.LabelEncoder()
21 | for col in categorical_column:
22
           df_encoded[col] = lab_enc.fit_transform(df[col])
23
           le_name_mapping = dict(zip(lab_enc.classes_, lab_enc.transform(lab_enc.classes_)))
24
25
           ##### Decode Encoded Data #####
26
           feature_df = pd.DataFrame([le_name_mapping])
           feature_df = feature_df.astype(str)
27
28
           print(feature_df)
           feature_df= (col + "_" + feature_df.iloc[0:])
29
           feature_df["Feature"] = col
30
31
           print(feature df)
32
           decode_features = decode_features.append(feature_df)# Append Dictionaries to Empty Dataframe for Later Decoding
33
34
           ##### Print Encoded Data #####
35
           print(colored("Feature: \n", 'blue', attrs=['bold'])
                 + colored(col, 'red', attrs=['bold'])
36
37
                  + colored("\nMapping: \n", 'blue', attrs=['bold'])
+ colored(le_name_mapping, 'green', attrs=['bold'])
38
39
                  + colored("\n\n", 'blue', attrs=['bold'])
40
41 df_encoded.head(3)
42
43 ##### Make Decoded Factor Dataframe with Description #####
44 #print(decode_features)
45 | factor_list = decode_features.T # Transpose Dataframe and place in new dataframe
46 | factor_list = factor_list.replace(np.nan, "/") # nan values with forward slash
47 | factor_list["Factors"] = factor_list.astype(str).agg("".join,axis=1).replace(r'[^\w\s]|/', '', regex=True) # Aggregate All (
48 | factor_list.reset_index() # Reset index before copying/assigning it to a new column
49 | factor_list['Description'] = factor_list.index # Assign index to column
```

Statistical measures were then employed with supervised filter-based feature selection technique. Using Pearson's Correlation, the first set of features are selected based on the strength of positive correlation with taget variable 'Attrition'. Additionaly, Pearson's Correlation Matrix was also computed to select feature pairs exhibiting positive correlations with each other.



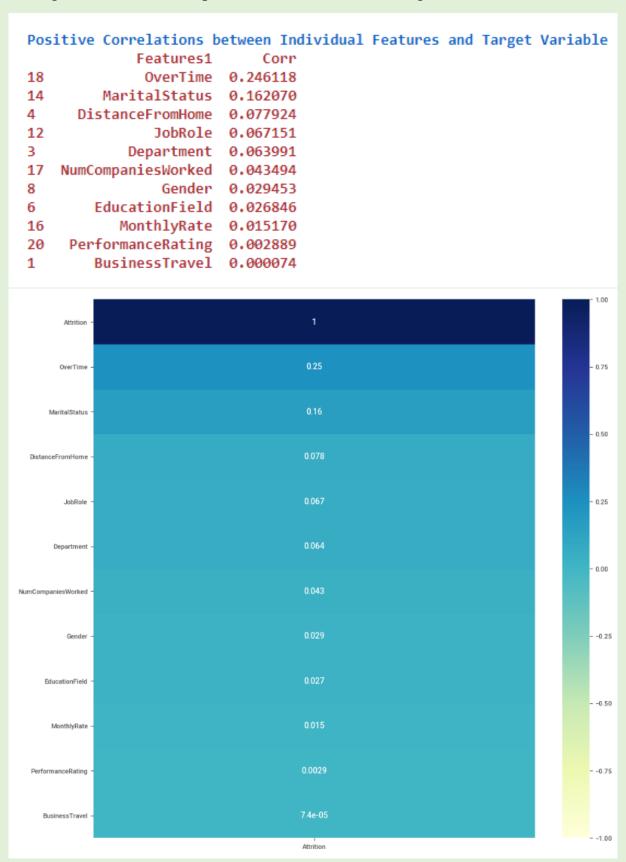
All feature lists were then combined to filter out dataframe columns not included in the 'final features' list.

```
df_encoded = df_encoded.filter(final_features)
    df encoded.info()
<class 'pandas.core.frame.DataFrame'>
Int64Index: 1470 entries, 0 to 1469
Data columns (total 22 columns):
    Column.
#
                             Non-Null Count
                                            Dtype
    ____
                             1470 non-null
                                            int64
 0
    Age
    Attrition
1
                            1470 non-null
                                            int32
    BusinessTravel
 2
                            1470 non-null
                                            int32
 3
   Department
                            1470 non-null
                                            int32
    DistanceFromHome
                            1470 non-null
4
                                            int64
 5
   EducationField
                            1470 non-null
                                            int32
6
                             1470 non-null
                                            int32
    Gender
7
    JobLevel
                            1470 non-null
                                            int64
                             1470 non-null
8
    JobRole
                                            int32
9 MaritalStatus
                            1470 non-null
                                            int32
10 MonthlyIncome
                                            int64
                             1470 non-null
11 MonthlyRate
                             1470 non-null
                                            int64
 12 NumCompaniesWorked
                             1470 non-null
                                            int64
13 OverTime
                             1470 non-null
                                            int32
 14 PercentSalaryHike
                             1470 non-null
                                            int64
 15 PerformanceRating
                             1470 non-null
                                            int64
 16 StockOptionLevel
                             1470 non-null
                                            int64
17 TotalWorkingYears
                             1470 non-null
                                            int64
18 YearsAtCompany
                            1470 non-null
                                            int64
19 YearsInCurrentRole
                            1470 non-null
                                            int64
 20 YearsSinceLastPromotion 1470 non-null
                                            int64
21 YearsWithCurrManager
                             1470 non-null
                                            int64
dtypes: int32(8), int64(14)
memory usage: 218.2 KB
```

5) Key Findings and Insights, which synthesizes the results of Exploratory Data Analysis in an insightful and actionable manner

5a) Summary of Features Exhibiting Positive Correlation with Target

The following features exhibited positive correlations with target variable:



5b) Summary of Positive Correlations for Feature Pairs

In addition, the following feature pairs displayed high correlation

31 33 35	Features2 MonthlyIncome TotalWorkingYears PerformanceRating	Features3 JobLevel JobLevel PercentSalaryHike	Correlation_abs 0.950300 0.782208
33 35	TotalWorkingYears	JobLevel	0.782208
35	_		
	PerformanceRating	PercentSalarvHike	
		i ci cciicoutui yiitke	0.773550
37	TotalWorkingYears	MonthlyIncome	0.772893
39 Ye	arsWithCurrManager	YearsAtCompany	0.769212
41	YearsAtCompany	YearsInCurrentRole	0.758754
43 Ye	arsWithCurrManager	YearsInCurrentRole	0.714365
45	Age	TotalWorkingYears	0.680381
47	StockOptionLevel	MaritalStatus	0.662577
49	JobRole	Department	0.662431
51	TotalWorkingYears	YearsAtCompany	0.628133
53	YearsAtCompany	YearsSinceLastPromotion	0.618409

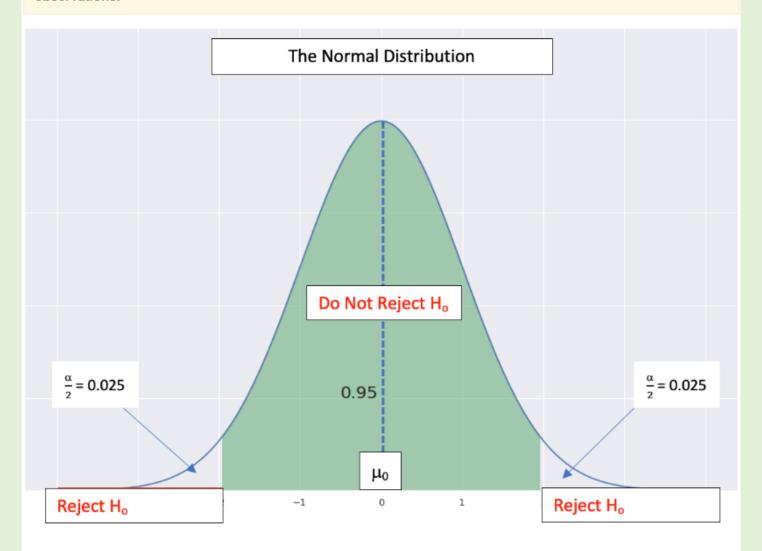
Based on the above two correlation findings, the following final features were selected while others were dropped as they were considered to bear no or less impacts towards employee attrition.

```
List of Final Features
['Age' 'Attrition' 'BusinessTravel' 'Department' 'DistanceFromHome'
'EducationField' 'Gender' 'JobLevel' 'JobRole' 'MaritalStatus'
'MonthlyIncome' 'MonthlyRate' 'NumCompaniesWorked' 'OverTime'
'PercentSalaryHike' 'PerformanceRating' 'StockOptionLevel'
'TotalWorkingYears' 'YearsAtCompany' 'YearsInCurrentRole'
'YearsSinceLastPromotion' 'YearsWithCurrManager']
```

6) Three Major Hypothesis

Null hypothesis (H_0) is a statistical hypothesis which postulates random factors causing difference in observations.

Alternative hypothesis (H_A) is a statistical hypothesis which postulates real impacts causing difference in observations.



Based on the above diagram, the significance level is the decision point for null hypothesis acceptance or vice versa.

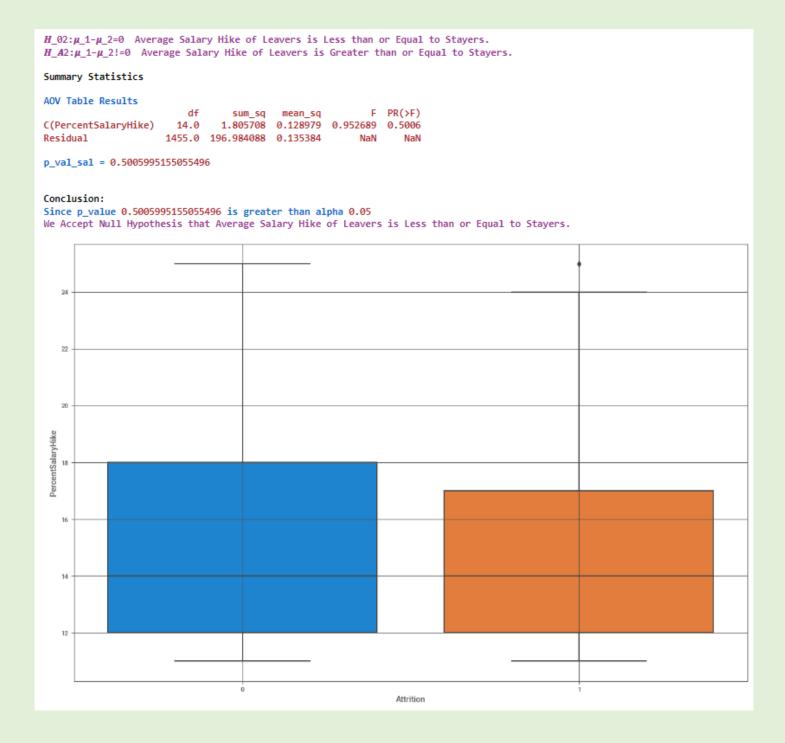
This significance level is normally set at 5%, 1% or 0.5%, depending on business requirements. Hence, given a 5% significance level, alpha(α) = 0.05.

Consequently, for 2-tailed test, alpha should be divided by 2, which will yield 0.025 for alpha set at 0.05. Hence, Null Hypothesis will be Rejected if computed p-value is less than alpha and vice versa.

6a) Hypothesizing Gender Differences in Attrition Rates

```
H_01: µ_1-µ_2=0 There is No Significant Gender Difference between Employee Attrition of Female and Male Workers.
H_A1: \mu_1-\mu_2:=0 There is Significant Gender Difference between Employee Attrition of Female and Male Workers.
%age Distribution of Gender
         Gender
  60.0
  40.0
Value Counts show an imbalanced Class Distribution with 60.0 % in class 1 and 40.0 % in class 0
Mean Attrition for Females is: 0.14795918367346939
Mean Attrition for Males is: 0.17006802721088435
t_value1 = -1.1289761152328313
p_value1 = 0.25909236414147996
Conclusion:
Since p_value 0.25909236414147996 is greater than alpha 0.05
We Accept the Null Hypothesis that there is No Significant Gender Difference between Attrition Rates of Female and Male Worker
<AxesSubplot:xlabel='Attrition', ylabel='Density'>
   3.0
   2.5
   2.0
   0.5
                                                                 Attrition
```

6b) Hypothesizing Differences in Salary Hike between Leavers and Stayers



6c) Hypothesizing Differences in Salary Hike between Leavers and Stayers

```
H_03:µ_1-µ_2=0 There is No Significant Difference in Attrition Rate Across Different Departments.
H_A3:\mu_1-\mu_2!=0
                 There is Significant Difference in Attrition Rate Across Different Departments.
Contigency Table
Attrition
                   1
Department
ø
             51
                 12
            828
                133
1
2
            354
Summary Statistics
Mean Attrition for Department 0 is: 0.19047619047619047
Mean Attrition for Department 1 is: 0.1383975026014568
Mean Attrition for Department 2 is: 0.2062780269058296
Chi-Square Statistic: 10.79600732241067
p Value: 0.004525606574479633
Degree of Freedom: 2
Expected Frequencies: [[ 52.84285714 10.15714286]
 [806.06326531 154.93673469]
 [374.09387755 71.90612245]]
Conclusion:
Since p_value 0.004525606574479633 is less than alpha 0.05
We Reject the Null Hypothesis that there is No Significant Difference in Attrition Rate Across Different Departments.
Text(0.5, 1.0, 'Contigency Bar Chart')
                                    Contigency Bar Chart
                                                                               Attrition
 800
                                                                                    0
 700
 600
 500
 400
 300
 200
 100
   0
                                         Department
```

7) Conducting a formal significance test for one of the hypotheses and discuss the results 7a) Significance Test for Hypothesis 1

Hypothesis 1: Hypothesizing Gender Differences in Attrition Rates.

Due to unknown standard deviation, a one-tailed t-test has been used for testing population means between female and male Genders. Since, it is a one-tailed test, at 5% significance level, 0.05 alpha (α) has been used.

```
H_01:µ_1-µ_2=0 There is No Significant Gender Difference between Employee Attrition of Female and Male Workers.
H_A1:\mu_1-\mu_2!=0
                  There is Significant Gender Difference between Employee Attrition of Female and Male Workers.
%age Distribution of Gender
      % Gender
1
  60.0
              1
  40.0
Value Counts show an imbalanced Class Distribution with 60.0 % in class 1 and 40.0 % in class 0
Mean Attrition for Females is: 0.14795918367346939
Mean Attrition for Males is: 0.17006802721088435
t_value1 = -1.1289761152328313
p_value1 = 0.25909236414147996
<AxesSubplot:xlabel='Attrition', ylabel='Density'>
   3.0
   2.5
   1.0
   0.5
                                                                 Attrition
```

7b) Results and Discussion

Results:

Since p_value 0.25909236414147996 is greater than alpha 0.05
We Accept the Null Hypothesis that there is No Significant Gender Difference between Attrition Rates of Female and Male Workers.

8) Suggestions for next steps in analysing this data

- EDA now should proceed towards analysing problematic data outliners for all final features to increase statistical significance of the model.
- Using Gower Distancing, further cluster analysis can be done to gain in-depth understanding of employee clusters at risk of turnover rather than utilizing one size fit all approach (see, Section 10(e).

9) A paragraph that summarizes the quality of this data set and request for additional data if needed

Overall data quality was quite good since EDA exhibited zero null values and contained extensive variables to work on. However, while the data did contain extensive parameters, nevertheless, including other pull factors like community fit, workload, etc. may prove to be useful. For example, based on social relationship theory, pull factors like community fit, industry, etc has been found to exhibit a negative correlation with intentions to leave, especially with increased perceptions of needs fulfilment and social networking (see, Ramesh and Gelfand, 2010). Hence, including this information can shed further light on employee turnover. Then, including other mooring factors, such as, personal life involvement may also improve data quality as well as model's predictive power since these may also serve as underlying factors in employee turnover. For instance, numerous studies found higher turnover rates among employees exhibiting high family centrality and work interference with family life (see, Bagger et al., 2008; Haldorai, et al., 2019). Hence, provision of these additional parameters may render enhanced insight into employee attrition and may even change predictive outcomes.

10) Link to Other Useful Models

- a) https://github.com/IBM/employee-attrition-aif360/blob/master/notebooks/employee-attrition.ipynb
- b) https://github.com/JNYH/employee_attrition/blob/master/employee_attrition.ipynb
- c) https://github.com/elastic/examples/tree/master/Machine%20Learning/Analytics%20Jupyter%20Notebooks
- d) https://github.com/ganesh10-india/HR Analytics-Employee Attrition-Classification-Models.ipynb
- e) https://www.adam-d-mckinnon.com/posts/2020-08-04-clusteranalysis/

11) Github Link to Assignment Notebook

https://github.com/FATIMASP/IBM-MACHINE-LEARNING-CERTIFICATION/blob/main/Exploratory% 20Data% 20Analysis% 20for% 20Machine% 20Lear ning/EDA% 20SUPERVISED% 20CLASSIFICATION% 20EMPLOYEE% 20ATTRITION.ipyn b