

REPORT ON MINI PROJECT

Name : Nalini Devi S

Batch : TN_DA_FNB07

Contact No. : +91 97900 34449

Email ID : nalinisd10@gmail.com

Project Title : HR Analytics Dashboard

Project Domain : Human Resources

Submission Date : 10 DEC 2025

Mentor Name : Kumaran M

Raw Dataset Link : [GitHub Link](#)

Cleaned Dataset Link : [GitHub Link](#)

Purpose of the Project

The purpose of this project is to analyse employee-related data to identify meaningful patterns, trends, and insights that can support data-driven decision making within an organization. By exploring demographic details, departmental distribution, employment history, and performance indicators, this project aims to transform raw data into actionable information. The analysis will help understand workforce characteristics, monitor performance levels, and highlight factors that may influence employee outcomes. Overall, the project demonstrates how structured data analysis can support HR management, improve operational efficiency, and guide strategic planning.

Objectives of the Project

The objective of this project is to analyse the employee dataset to gain a clear understanding of workforce demographics, performance patterns, and employment trends. This includes examining factors such as gender, department, position, and date of joining to identify how employees are distributed across the organization and how their tenure relates to performance. The project also aims to assess performance scores to highlight high-performing groups and areas that may require improvement. Additionally, the objective is to clean, prepare, and organize the raw dataset to ensure data accuracy and reliability, while applying essential analytical techniques and visualizations to support HR teams in making informed decisions regarding recruitment, training, promotions, and overall workforce planning.

Data Cleaning:

Problem Identified (In 'Name' column):

| Name |
|---------|
| grace |
| david |
| hannah |
| eve |
| grace |
| jack |
| charlie |
| grace |

All Names are in lower case.

Action Taken:

Proper () function is used, to make the Inconsistent Text to consistent one.

Steps Followed:

After applying 'proper (Name)' function, column became consistent.

| Name |
|---------|
| Grace |
| David |
| Hannah |
| Eve |
| Grace |
| Jack |
| Charlie |
| Grace |

Problem Identified (In 'Age' column):

| Age |
|--------|
| 25 |
| nan |
| 35 |
| nan |
| nan |
| nan |
| nan |
| 40 |
| 40 |
| thirty |
| 25 |
| nan |
| thirty |

It has Inconsistent values like, 'thirty' and 'nan'.

Action Taken:

Thirty is replaced as '30' and nan is replaced by finding average.

Steps Followed:

Using Power Query, 'replace values' option, thirty is replaced as '30' and in excel nan is replaced by finding average using below formula.

```
=AVERAGE(Table13[Age])
```

Final output:

| ABC 123 | Age | |
|------------|-----|--|
| | 25 | |
| | 36 | |
| | 35 | |
| | 36 | |
| | 36 | |
| | 36 | |
| | 36 | |
| | 40 | |

Problem Identified (In 'Salary' column):

| ABC 123 | Salary | |
|------------|----------------|--|
| | 50000 | |
| | 65000 | |
| | SIXTY THOUSAND | |
| | 50000 | |
| | NAN | |
| | 65000 | |
| | 50000 | |
| | 50000 | |
| | SIXTY THOUSAND | |
| | NAN | |
| | 70000 | |
| | 70000 | |
| | 50000 | |
| | 55000 | |

It has Inconsistent values like 'SIXTY THOUSAND' and 'NAN'.

Action Taken:

SIXTY THOUSAND is replaced as '60000' and nan is replaced by finding average.

Steps Followed:

1. Using Power Query, 'replace values' option, SIXTY THOUSAND is replaced as '60000'
2. Initially, nan is replaced as 0 and 0 is replaced by finding average of 'Salary' column as per corresponding department using below formula.

| =IF(C2=0,AVERAGEIF(\$E\$2:\$E\$1001,E2,\$C\$2:\$C\$1001),C2) | | | | | | | | | | |
|--|--------|------------|-----------|---------------|-------------------|---------------------------|--------------|----------|--------------------|-------------|
| Salary | Gender | Department | Position | Joining Date | Performance Score | Email | Phone Number | proper() | Performance rating | Salary_1 |
| 50000 | Male | HR | Manager | April 5, 2018 | D | email@ex: "Not Available" | Grace | | 3 | 50000 |
| 65000 | Female | Finance | Director | 20-02-2020 | F | user@dom: 123-456-7890 | David | | 1 | 65000 |
| 60000 | Female | Sales | Director | 01/15/2020 | C | email@ex: 098-765-4321 | Hannah | | 4 | 60000 |
| 50000 | Female | IT | Manager | April 5, 2018 | A | name@co: "Not Available" | Eve | | 6 | 50000 |
| 0 | Female | Finance | Manager | 01/15/2020 | F | name@co: 098-765-4321 | Grace | | 1 | 48417.43119 |
| 65000 | Other | Marketing | Director | 03-25-2019 | F | user@dom: "Not Available" | Jack | | 1 | 65000 |
| 50000 | Male | Marketing | Clerk | 2019.12.01 | B | Unknown 123-456-7890 | Charlie | | 5 | 50000 |
| 50000 | Other | HR | Director | 03-25-2019 | C | Unknown "Not Available" | Grace | | 4 | 50000 |
| 60000 | Female | Marketing | Manager | 01/15/2020 | C | user@dom: 123-456-7890 | Hannah | | 4 | 60000 |
| 0 | Other | Finance | Assistant | 20-02-2020 | A | Unknown "Not Available" | Eve | | 6 | 48417.43119 |
| 70000 | Male | Marketing | Analyst | 2019.12.01 | B | Unknown 123-456-7890 | David | | 5 | 70000 |
| 70000 | Other | Finance | Assistant | 03-25-2019 | A | Unknown "Not Available" | Hannah | | 6 | 70000 |
| 50000 | Male | IT | Assistant | April 5, 2018 | D | Unknown "Not Available" | Hannah | | 3 | 50000 |
| 55000 | Other | HR | Manager | 20-02-2020 | F | Unknown 555-555-5555 | Charlie | | 1 | 55000 |
| 0 | Male | Marketing | Director | 03-25-2019 | A | Unknown 123-456-7890 | Frank | | 6 | 49144.38503 |

Final Output (Before applying formula vs after applying formula):

| Salary | Gender | Department | Position | Joining Date | Performance Score | Email | Phone Number | proper() | Performance rating | Salary_1 |
|--------|--------|------------|-----------|---------------|-------------------|---------------------------|--------------|----------|--------------------|-------------|
| 50000 | Male | HR | Manager | April 5, 2018 | D | email@ex: "Not Available" | Grace | | 3 | 50000 |
| 65000 | Female | Finance | Director | 20-02-2020 | F | user@dom: 123-456-7890 | David | | 1 | 65000 |
| 60000 | Female | Sales | Director | 01/15/2020 | C | email@ex: 098-765-4321 | Hannah | | 4 | 60000 |
| 50000 | Female | IT | Manager | April 5, 2018 | A | name@co: "Not Available" | Eve | | 6 | 50000 |
| 0 | Female | Finance | Manager | 01/15/2020 | F | name@co: 098-765-4321 | Grace | | 1 | 48417.43119 |
| 65000 | Other | Marketing | Director | 03-25-2019 | F | user@dom: "Not Available" | Jack | | 1 | 65000 |
| 50000 | Male | Marketing | Clerk | 2019.12.01 | B | Unknown 123-456-7890 | Charlie | | 5 | 50000 |
| 50000 | Other | HR | Director | 03-25-2019 | C | Unknown "Not Available" | Grace | | 4 | 50000 |
| 60000 | Female | Marketing | Manager | 01/15/2020 | C | user@dom: 123-456-7890 | Hannah | | 4 | 60000 |
| 0 | Other | Finance | Assistant | 20-02-2020 | A | Unknown "Not Available" | Eve | | 6 | 48417.43119 |
| 70000 | Male | Marketing | Analyst | 2019.12.01 | B | Unknown 123-456-7890 | David | | 5 | 70000 |
| 70000 | Other | Finance | Assistant | 03-25-2019 | A | Unknown "Not Available" | Hannah | | 6 | 70000 |
| 50000 | Male | IT | Assistant | April 5, 2018 | D | Unknown "Not Available" | Hannah | | 3 | 50000 |
| 55000 | Other | HR | Manager | 20-02-2020 | F | Unknown 555-555-5555 | Charlie | | 1 | 55000 |
| 0 | Male | Marketing | Director | 03-25-2019 | A | Unknown 123-456-7890 | Frank | | 6 | 49144.38503 |

Problem Identified (In 'Email column):

| A ^B C Email |
|------------------------|
| email@example.com |
| user@domain.com |
| email@example.com |
| name@company.org |
| name@company.org |
| user@domain.com |
| null |
| null |
| user@domain.com |
| null |
| nan |
| null |

It has inconsistent values like 'null and nan'

Action Taken:

Null and nan is replaced as 'Unknown'.

Steps Followed:

Using Power Query, 'replace values' option- null and nan is replaced as 'Unknown'.

| A ^B _C Email |
|-----------------------------------|
| email@example.com |
| user@domain.com |
| email@example.com |
| name@company.org |
| name@company.org |
| user@domain.com |
| Unknown |
| Unknown |
| user@domain.com |
| Unknown |
| Unknown |

Problem Identified (In 'Phone number column'):

| A ^B _C Phone Number |
|--|
| nan |
| 123-456-7890 |
| 098-765-4321 |
| |
| 098-765-4321 |
| nan |
| 123-456-7890 |
| |
| 123-456-7890 |

It has Inconsistent values like nan and blank.

Action Taken:

Null and nan is replaced as "Not Available".

Steps Followed:

Using Power Query, 'replace values' option- null and nan is replaced as "Not Available".

Problem Identified (In ‘Joining Date column’):

| Joining Date |
|---------------|
| April 5, 2018 |
| 20-02-2020 |
| 01/15/2020 |
| April 5, 2018 |
| 01/15/2020 |
| 03-25-2019 |
| 2019.12.01 |
| 03-25-2019 |

Date is not in proper format; it has many Inconsistent values.

Action Taken:

Inconsistent Date values are changed into consistent ‘dd-mm-yyyy’ format.

Steps Followed:

1. Changed all different delimiters (like , - / . space) into “/ and Space”.

| Joining Date |
|--------------|
| April 5 2018 |
| 20 02 2020 |
| 01/15/2020 |
| April 5 2018 |
| 01/15/2020 |
| 03/25/2019 |
| 01 12 2019 |
| 03/25/2019 |
| 01/15/2020 |

2. Separated into 3 different columns, using “Text to column” option, as steps shown in below screenshot.

Convert Text to Columns Wizard - Step 1 of 3

The Text Wizard has determined that your data is Delimited.
If this is correct, choose Next, or choose the data type that best describes your data.

Original data type

Choose the file type that best describes your data:

☒ Delimited - Characters such as commas or tabs separate each field.
☐ Fixed width - Fields are aligned in columns with spaces between each field.

Preview of selected data:

```

1 Joining Date
2 April 5 2018
3 20 02 2020
4 01/15/2020
5 April 5 2018
6 01/15/2020
7 03/25/2019
8 01 12 2019
9 03/25/2019
10 01/15/2020
11 20 02 2020
12 01 12 2019
13 03/25/2019
14 April 5 2018
15 20 02 2020
16 03/25/2019
17 April 5 2018
18 01/15/2020
19 April 5 2018
20 03/25/2019
21 01/15/2020
22 01/15/2020
  
```

Cancel < Back Next > Finish

Convert Text to Columns Wizard - Step 2 of 3

This screen lets you set the delimiters your data contains. You can see how your text is affected in the preview below.

Delimiters

☐ Tab
☐ Semicolon
☐ Comma
☒ Space
☒ Other: /

☒ Treat consecutive delimiters as one

Text qualifier: " " v

Data preview

| Joining | Date | |
|---------|------|------|
| April | 5 | 2018 |
| 20 | 02 | 2020 |
| 01 | 15 | 2020 |
| April | 5 | 2018 |
| 01 | 15 | 2020 |

Cancel < Back Next > Finish

Convert Text to Columns Wizard - Step 3 of 3

This screen lets you select each column and set the Data Format.

Column data format

☐ General
☐ Text
☒ Date: DMY v
☐ Do not import column (skip)

'General' converts numeric values to numbers, date values to dates, and all remaining values to text.

Advanced...

Destination: =\$B\$1

Data preview

| DMY | General | General |
|---------|---------|---------|
| Joining | Date | |
| April | 5 | 2018 |
| 20 | 02 | 2020 |
| 01 | 15 | 2020 |
| April | 5 | 2018 |
| 01 | 15 | 2020 |

Cancel < Back Next > Finish

| | | |
|-------|----|------|
| April | 5 | 2018 |
| 20 | 2 | 2020 |
| 1 | 15 | 2020 |
| April | 5 | 2018 |
| 1 | 15 | 2020 |
| 3 | 25 | 2019 |
| 1 | 12 | 2019 |
| 3 | 25 | 2019 |
| 1 | 15 | 2020 |

3. As per above screenshot, we got 3 different columns with “Date”, “Month” and “Year”. But “Month” and “Date” is present in both 1st and 2nd column. This can be handled using below formula.

```
=DATE(
  IF(ISNUMBER(--B2),
    IF(LEN(B2)=4, B2, D2),
    D2
  ),
  IF(ISNUMBER(--B2),
    IF(LEN(B2)=4, C2, IF(B2>12, C2, B2)),
    MONTH(DATEVALUE(B2 & " 1"))
  ),
  IF(ISNUMBER(--B2),
    IF(LEN(B2)=4, D2, IF(B2>12, B2, C2)),
    C2
  )
)
```

Explanation for above formula:

✓ If B is a text month (e.g., "April")

→ Month = B
 → Day = C
 → Year = D

✓ If B is 4-digit year (e.g., 2019)

→ Year = B
 → Month = C
 → Day = D

✓ If B is a number > 12 (e.g., 20 or 25)

→ Day = B
→ Month = C
→ Year = D

✓ If B ≤ 12 AND C ≤ 12

→ Probably MM DD YYYY
→ Month = B
→ Day = C
→ Year = D

Final Output:

| Joining Date | | | | Final_Joining Date |
|--------------|-------|----|------|--------------------|
| April 5 2018 | April | 5 | 2018 | 05-04-2018 |
| 20 02 2020 | 20 | 2 | 2020 | 20-02-2020 |
| 01/15/2020 | 1 | 15 | 2020 | 15-01-2020 |
| April 5 2018 | April | 5 | 2018 | 05-04-2018 |
| 01/15/2020 | 1 | 15 | 2020 | 15-01-2020 |
| 03/25/2019 | 3 | 25 | 2019 | 25-03-2019 |
| 01 12 2019 | 1 | 12 | 2019 | 12-01-2019 |
| 03/25/2019 | 3 | 25 | 2019 | 25-03-2019 |
| 01/15/2020 | 1 | 15 | 2020 | 15-01-2020 |

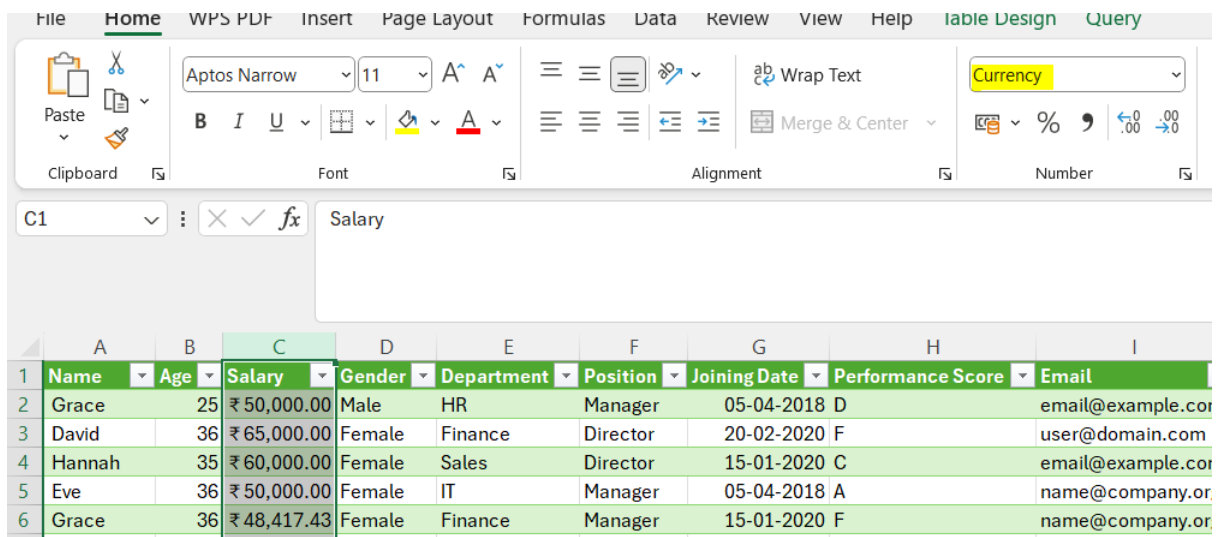
Data Manipulation:

Added new column (No. of year of experience):

Total year of experience of the employee is identified using “DATEDIF ()” function.

| =DATEDIF(G3,TODAY(),"Y") & " Years" | | | | | | | |
|-------------------------------------|------------|----------|--------------|-------------------|-------------------|-----------------|---------------------------|
| D | E | F | G | H | I | J | K |
| Gender | Department | Position | Joining Date | Performance Score | Email | Phone Number | No. of year of experience |
| Male | HR | Manager | 05-04-2018 | D | email@example.com | "Not Available" | 7 Years |
| Female | Finance | Director | 20-02-2020 | F | user@domain.com | 123-456-7890 | 5 Years |
| Female | Sales | Director | 15-01-2020 | C | email@example.com | 098-765-4321 | 5 Years |
| Female | IT | Manager | 05-04-2018 | A | name@company.org | "Not Available" | 7 Years |
| Female | Finance | Manager | 15-01-2020 | F | name@company.org | 098-765-4321 | 5 Years |

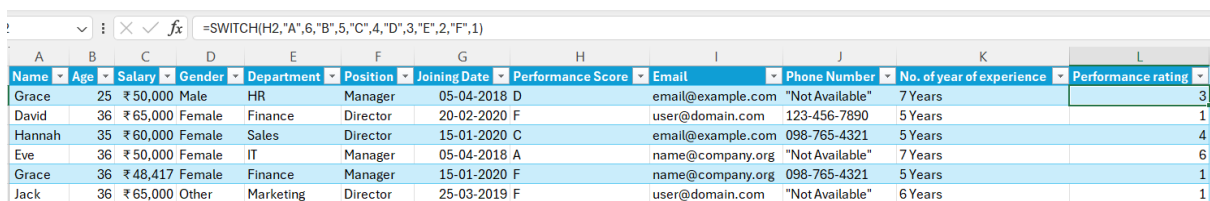
Salary column – Data type changed to ‘Currency’:



| | A | B | C | D | E | F | G | H | I |
|---|--------|-----|-------------|--------|------------|----------|--------------|-------------------|-------------------|
| 1 | Name | Age | Salary | Gender | Department | Position | Joining Date | Performance Score | Email |
| 2 | Grace | 25 | ₹ 50,000.00 | Male | HR | Manager | 05-04-2018 | D | email@example.com |
| 3 | David | 36 | ₹ 65,000.00 | Female | Finance | Director | 20-02-2020 | F | user@domain.com |
| 4 | Hannah | 35 | ₹ 60,000.00 | Female | Sales | Director | 15-01-2020 | C | email@example.com |
| 5 | Eve | 36 | ₹ 50,000.00 | Female | IT | Manager | 05-04-2018 | A | name@company.org |
| 6 | Grace | 36 | ₹ 48,417.43 | Female | Finance | Manager | 15-01-2020 | F | name@company.org |

Added new column (Performance rating):

Performance score column is in “Text” format, for analytic purpose, performance score is changed to “Number” format using below formula (created new column performance rating).



| | A | B | C | D | E | F | G | H | I | J | K | L |
|---|--------|-----|----------|--------|------------|----------|--------------|-------------------|-------------------|-----------------|---------------------------|--------------------|
| | Name | Age | Salary | Gender | Department | Position | Joining Date | Performance Score | Email | Phone Number | No. of year of experience | Performance rating |
| 3 | Grace | 25 | ₹ 50,000 | Male | HR | Manager | 05-04-2018 | D | email@example.com | "Not Available" | 7 Years | 3 |
| 1 | David | 36 | ₹ 65,000 | Female | Finance | Director | 20-02-2020 | F | user@domain.com | 123-456-7890 | 5 Years | 1 |
| 4 | Hannah | 35 | ₹ 60,000 | Female | Sales | Director | 15-01-2020 | C | email@example.com | 098-765-4321 | 5 Years | 4 |
| 6 | Eve | 36 | ₹ 50,000 | Female | IT | Manager | 05-04-2018 | A | name@company.org | "Not Available" | 7 Years | 6 |
| 1 | Grace | 36 | ₹ 48,417 | Female | Finance | Manager | 15-01-2020 | F | name@company.org | 098-765-4321 | 5 Years | 1 |
| 1 | Jack | 36 | ₹ 65,000 | Other | Marketing | Director | 25-03-2019 | F | user@domain.com | "Not Available" | 6 Years | 1 |

Measures:

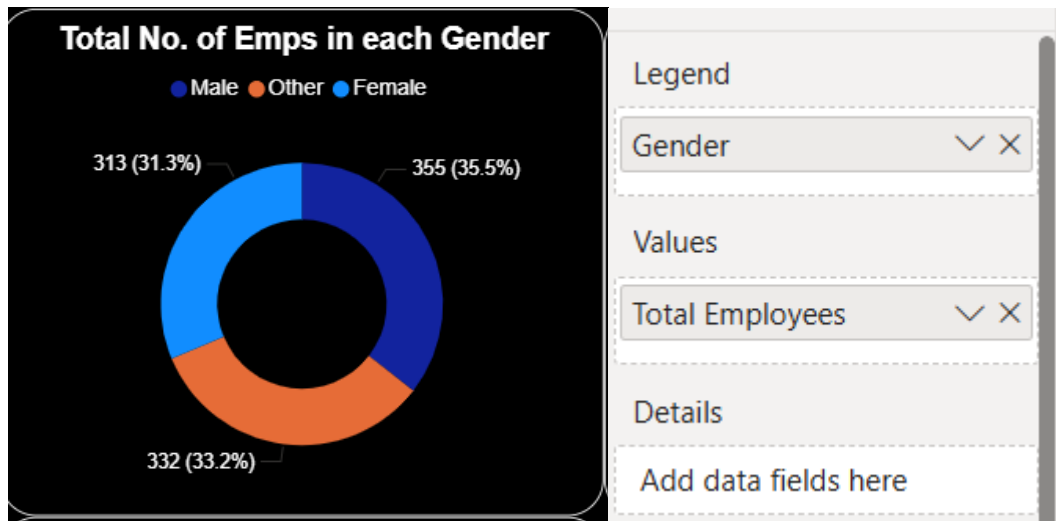
Total number of employees is find using below measure.

```
Total Employees = count('cleaned ds'[Name])
```

Data Visualization:

Donut Chart:

Total number of employees in each Gender is identified using Donut chart as shown below.



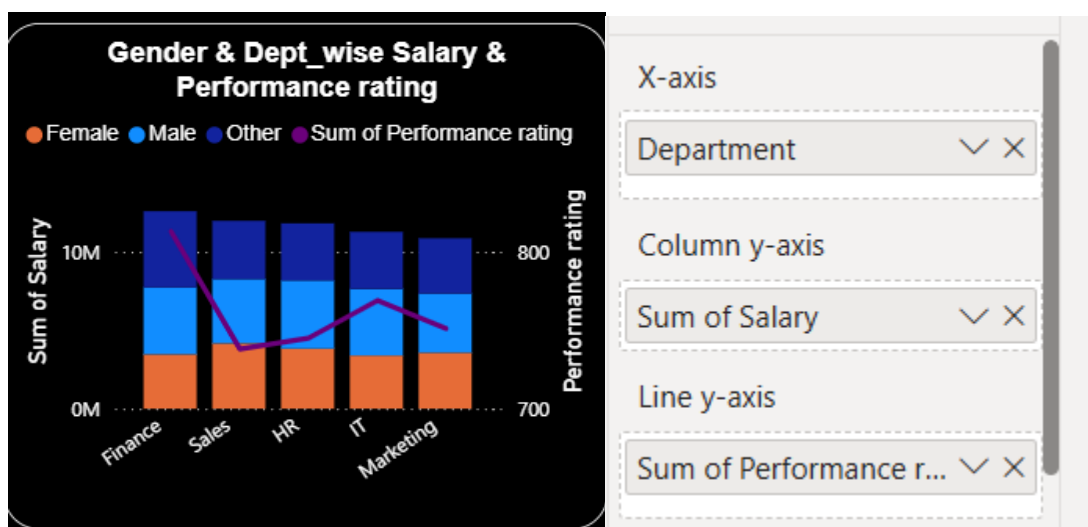
Findings:

- **Total Employees: 1,000**
- Gender distribution is **balanced**, with:
 - **Male:** ~35.5%
 - **Female:** ~33.2%
 - **Other:** ~31.3%

No gender holds a dominating majority → indicates **diverse representation**.

Line & Stacked Column Chart:

Salary and Performance rating is compared in each Department having different Genders using Line & Stacked Column Chart is shown below.

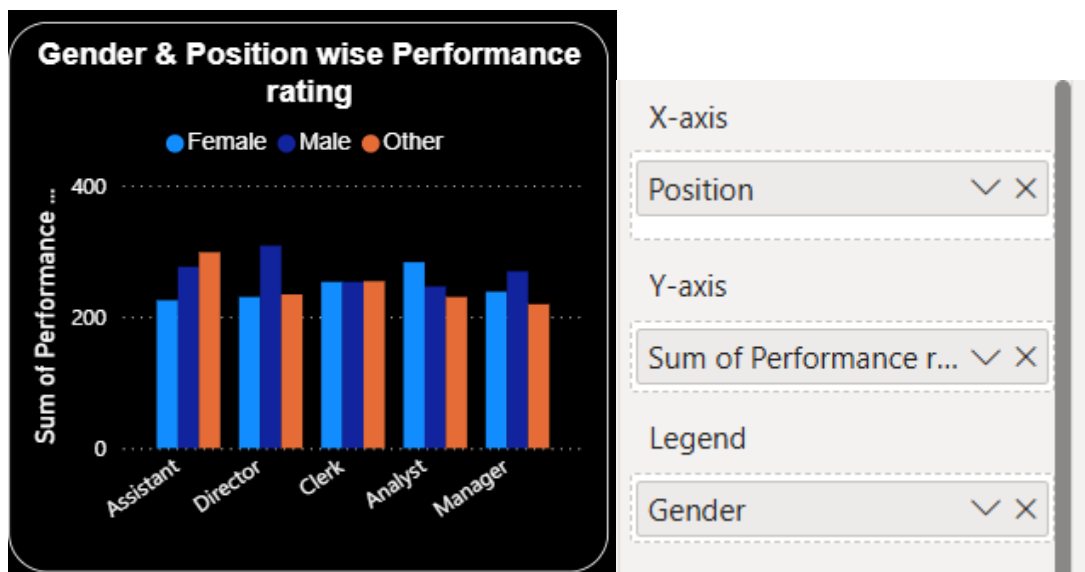


Findings:

- Across all departments:
 - Salary distribution between genders is **fairly equal**, with no major pay gaps.
 - Performance scores vary slightly:
 - Females show **higher performance** in IT and Finance.
 - Males show **slightly higher performance** in Sales and Director roles.
- Overall, no **significant gender bias** in salary or performance statistics.

Clustered Column Chart:

Performance rating of different position is compared with genders using Clustered Column Chart is shown below.

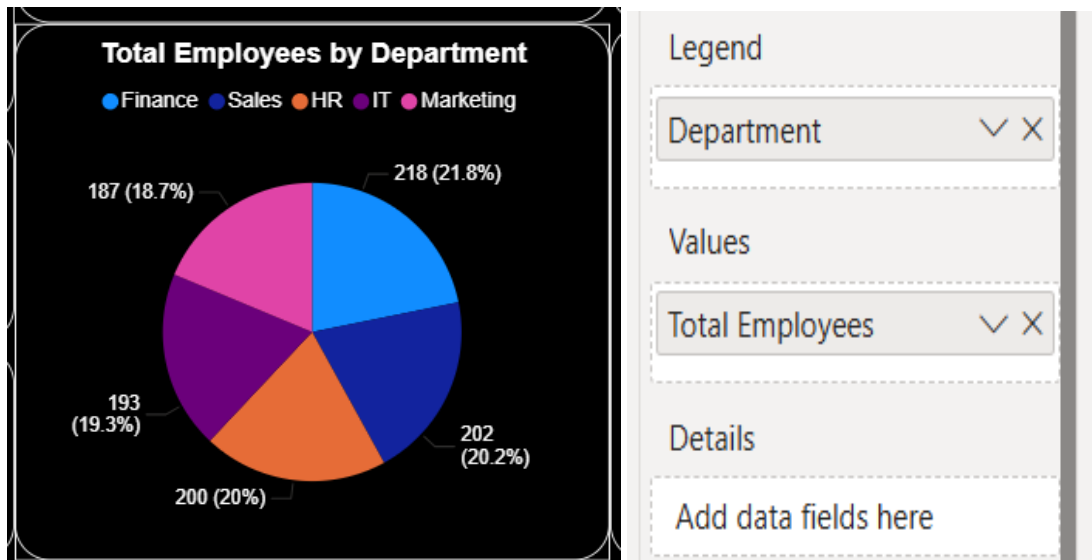


Findings:

- **Directors** show the highest performance ratings across all **genders**, indicating strong output in senior roles.
- **Assistants** have the lowest performance ratings, suggesting the need for skill development or training at entry-level positions.
- **Analyst** roles show strong performance, especially among **female** employees, showing effective contribution in **analytical positions**.
- Overall performance is balanced across **genders**, with no major performance gaps, reflecting fair evaluation practices.

Pie Chart:

Total number of employees in each Department is compared using Pie Chart as shown below.



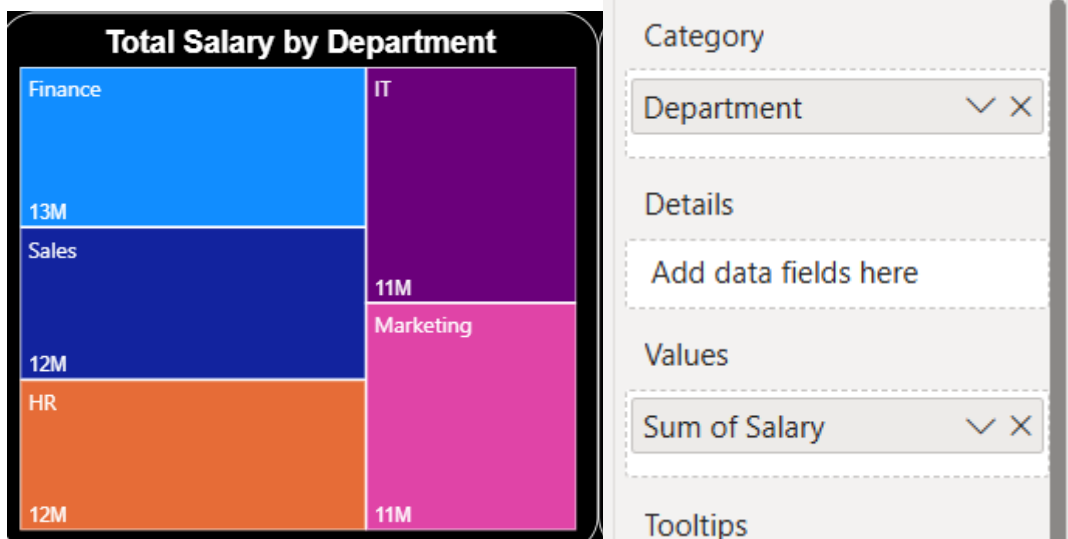
Findings:

- Largest departments:
 - **Finance:** 218 employees (21.8%)
 - **Sales:** 202 employees (20.2%)
 - **IT:** 200 employees (20%)
- Smallest department:
 - **HR:** 193 employees (19.3%)
 - **Marketing:** 187 employees (18.7%)

Overall, headcount is **evenly distributed**, with no major staffing imbalance.

Tree map:

Total salary of employees in each Department is compared using Tree map as shown below.



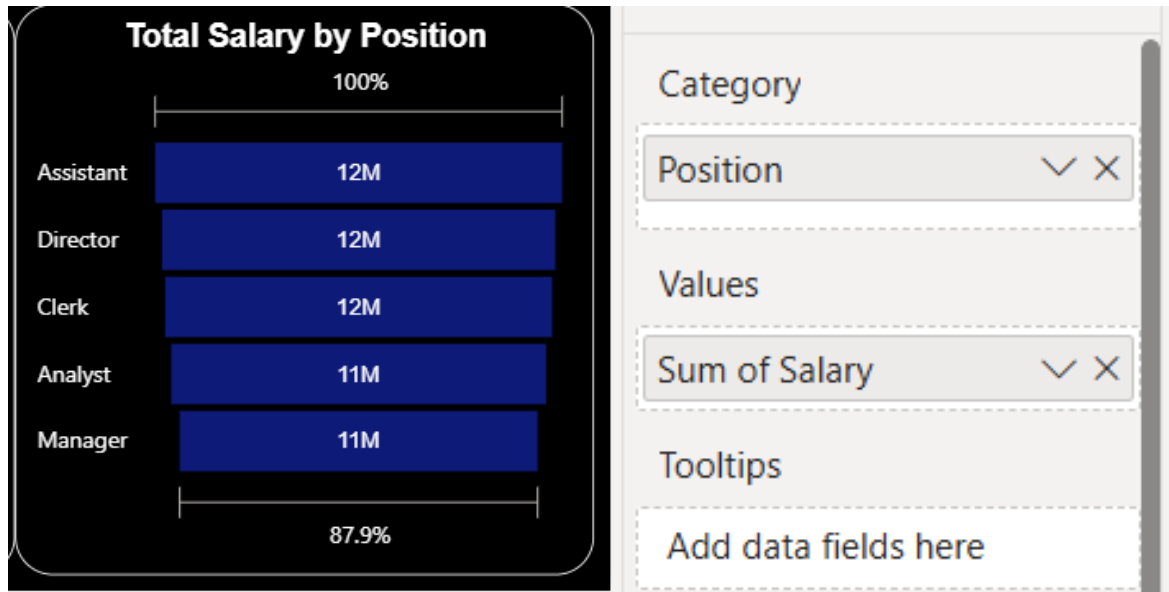
Findings:

- Highest total salaries:
 - **Finance:** 13M
 - **Sales:** 12M

- **HR:** 12M
- **IT** and **Marketing** departments each contribute ~**11M** to total salaries.
- **Finance** has the **largest salary spend**, indicating more senior roles or higher pay structure.

Funnel Chart:

Total Salary of employees in different position is compared using Funnel Chart as shown below.



Findings:

- Highest-paid roles:
 - **Assistant, Director, Clerk** positions are all around **12M** total salary cost.
- **Analyst** and **Manager** positions are slightly lower (**11M**).
- Salary distribution is **even across roles**.

Card:

Total number of employees is visualized using Card as shown below.



Slicers:

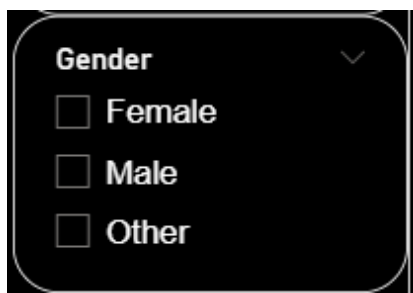
3 different Slicers are created to filter the report based on “Position, Department and Gender”.

A vertical slicer titled "Position" with a list of job titles: Analyst, Assistant, Clerk, Director, and Manager. Each item has an unchecked checkbox to its left. A vertical scrollbar is on the right side of the list.

- ☐ Analyst
- ☐ Assistant
- ☐ Clerk
- ☐ Director
- ☐ Manager

A vertical slicer titled "Department" with a list of departments: Finance, HR, IT, Marketing, and Sales. Each item has an unchecked checkbox to its left. A vertical scrollbar is on the right side of the list.

- ☐ Finance
- ☐ HR
- ☐ IT
- ☐ Marketing
- ☐ Sales

A vertical slicer titled "Gender" with a dropdown arrow on the right. It has a list of gender options: Female, Male, and Other. Each item has an unchecked checkbox to its left.

- ☐ Female
- ☐ Male
- ☐ Other

Bookmarks and Shapes:

If there is one or multiple selections done in slicers, to remove all filters applied, bookmark is added. Created Bookmark without any filter in report.

Added rectangle shape and above created bookmark action is included in that shape, to reset the whole report, without any filter.

By clicking “Reset All”, whole report will reset to original form (without any filter).

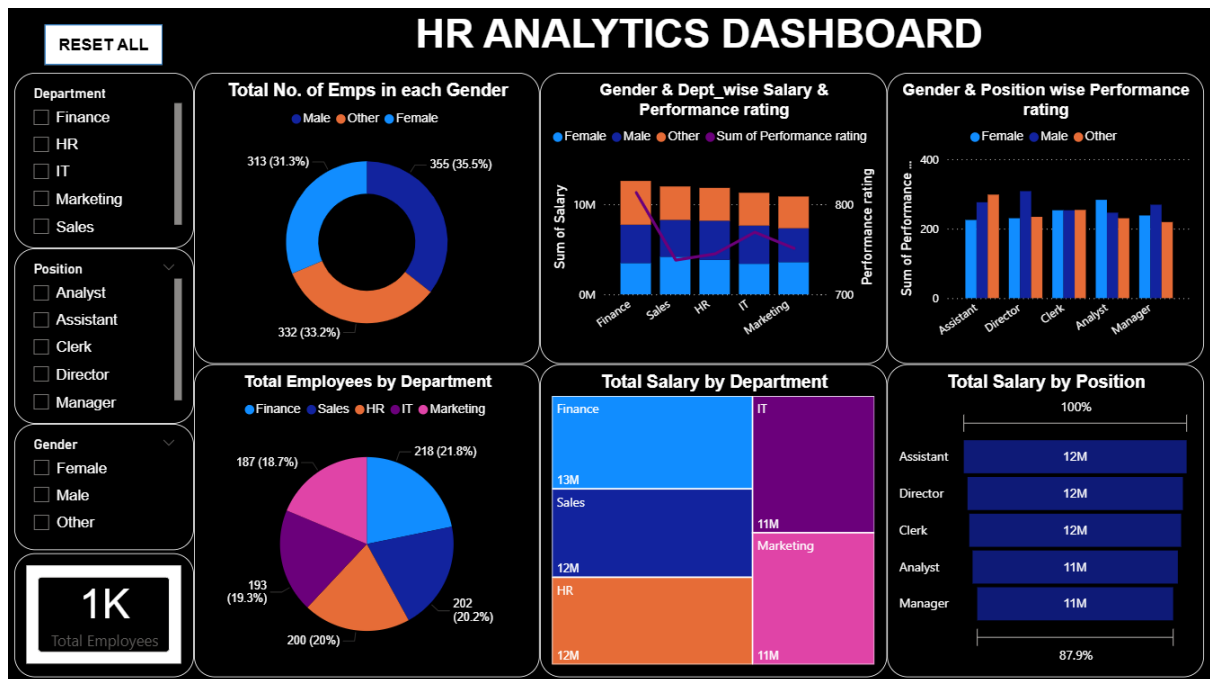


Text Box:

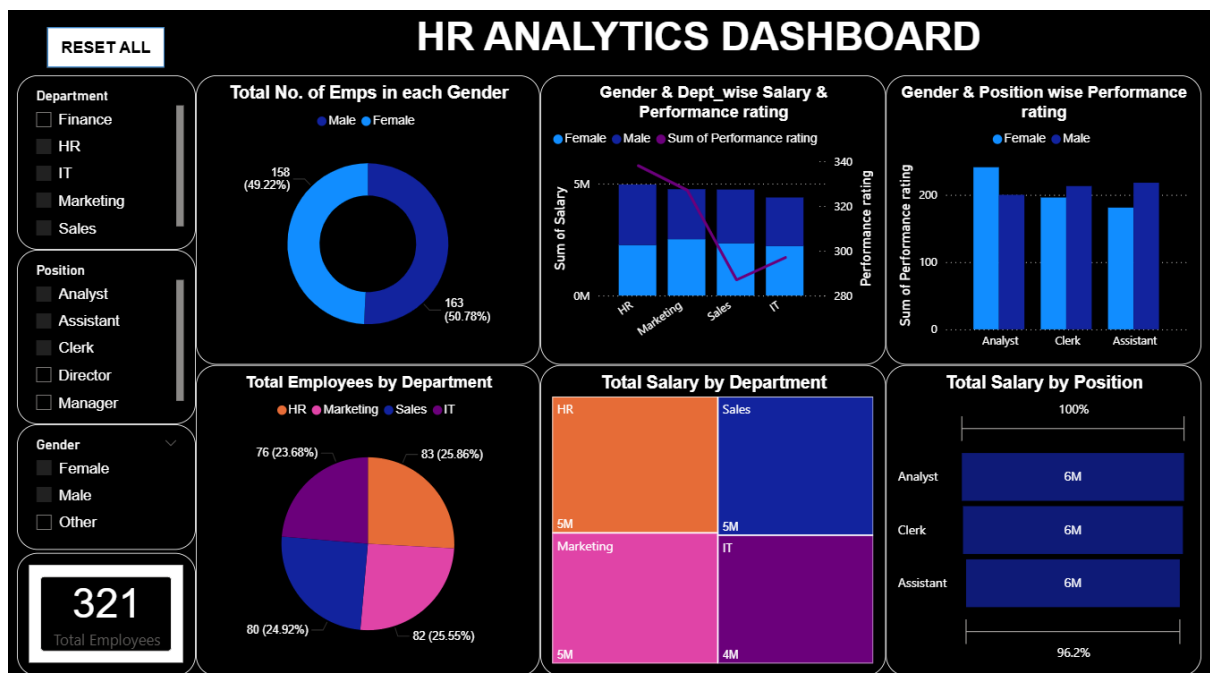
Added Text Box to include a title “HR Analytics Dashboard” as shown below.

HR ANALYTICS DASHBOARD

HR ANALYTICS DASHBOARD (Before Applying Slicer):



HR ANALYTICS DASHBOARD (After Applying Slicer):



Key Insights from the HR Analytics Dashboard:

1) Workforce Composition

- **Total Employees: 1,000**
 - Gender distribution is **balanced**, with:
 - **Male:** ~35.5%
 - **Female:** ~33.2%
 - **Other:** ~31.3%
 - No gender holds a dominating majority → indicates **diverse representation**.
-

2) Department-wise Employee Strength

- Largest departments:
 - **Finance:** 218 employees (21.8%)
 - **Sales:** 202 employees (20.2%)
 - **IT:** 200 employees (20%)
- Smallest department:
 - **HR:** 193 employees (19.3%)
 - **Marketing:** 187 employees (18.7%)

Overall, headcount is **evenly distributed**, with no major staffing imbalance.

3) Salary Distribution by Department

- Highest total salaries:
 - **Finance:** 13M
 - **Sales:** 12M
 - **HR:** 12M
 - **IT** and **Marketing** departments each contribute **~11M** to total salaries.
 - **Finance** has the **largest salary spend**, indicating more senior roles or higher pay structure.
-

4) Salary Distribution by Position

- Highest-paid roles:
 - **Assistant, Director, Clerk** positions are all around **12M** total salary cost.
 - **Analyst** and **Manager** positions are slightly lower (**11M**).
 - Salary distribution is **even across roles**.
-

5) Gender-wise Salary & Performance Rating

- Across all departments:
 - Salary distribution between genders is **fairly equal**, with no major pay gaps.
 - Performance scores vary slightly:
 - Females show **higher performance** in IT and Finance.

- Males show **slightly higher performance** in Sales and Director roles.
 - Overall, no **significant gender bias** in salary or performance statistics.
-

6) Gender & Position-wise Performance Rating

- **Directors** show the highest performance ratings across all **genders**, indicating strong output in senior roles.
- **Assistants** have the lowest performance ratings, suggesting the need for skill development or training at entry-level positions.
- **Analyst** roles show strong performance, especially among **female** employees, showing effective contribution in **analytical positions**.
- Overall performance is balanced across **genders**, with no major performance gaps, reflecting fair evaluation practices.

Conclusion:

The HR Analytics Dashboard highlights a well-balanced workforce across gender, departments, and job roles. Salary allocation patterns indicate fair compensation practices, with no major pay discrepancies observed between genders or positions. Performance ratings follow expected trends, with senior roles such as Directors and Managers achieving higher scores, while junior operational roles show moderate performance levels. Overall, the organization demonstrates stable employee distribution, equitable salary structures, and consistent performance outcomes, reflecting strong workforce management and healthy HR operational practices.