

Capstone Project: Employee Success Analytics at NextGen Corp.

Name: Osaroh Ekhoragbon
10 ALYTICS

Business Overview

- ❖ NextGen Corp. is a dynamic technology company specializing in innovative software and hardware solutions.
- ❖ Key HR concerns: employee turnover, performance inconsistency, salary disparity within departments. This has prompted a need for deeper analysis.
- ❖ SQL & PostgreSQL were used to uncover actionable insights that help HR optimize retention, track departmental performance, and ensure fair, performance-aligned compensation across the company.
- ❖ SQL & PostgreSQL were used for data-driven HR insights and strategic recommendations.

Top 5 Longest Serving Employees

pgAdmin 4

File Object Tools Edit View Window Help

Object Explorer Dashboard x Properties x SQL x Statistics x Dependencies x Dependents x Processes x NextGen_db.sql x

Query History Scratch Pad x

```
--understanding the questions--  
--understanding the tables that you need  
--understanding the columns that you Need  
--understanding the syntax like aggregation, order by, filter(where, having clause),limit  
--to be used  
  
--Who are the top 5 highest serving employees?  
--employee  
--names and date(year or months)  
--order by and limit  
  
select first_name, last_name, hire_year, (2025- hire_year) as yearofservice from employee  
order by hire_year asc  
limit 5;  
  
---What is the turnover rate for each department?
```

Data Output Messages Notifications

Showing rows: 1 to 5 Page No: 1 of 1

	first_name	last_name	hire_year	yearofservice
1	Frank	Smith	2015	10
2	Jane	Brown	2015	10
3	John	Johnson	2015	10
4	David	Moore	2015	10
5	Eve	Brown	2016	9

Total rows: 5 Query complete 00:00:00.085 CRLF Ln 13, Col 16

Departmental Turnover Rate

pgAdmin 4

File Object Tools Edit View Window Help

Object Explorer Dashboard X Properties X SQL X Statistics X Dependencies X Dependents X Processes X NextGen_db.sql* X

File Object Tools Edit View Window Help

Object Explorer

- NextGen
 - Casts
 - Catalogs
 - Event Triggers
 - Extensions
 - Foreign Data Wrappers
 - Languages
 - Publications
 - Schemas (1)
 - public
 - Aggregates
 - Collations
 - Domains
 - FTS Configurations
 - FTS Dictionaries
 - FTS Parsers
 - FTS Templates
 - Foreign Tables
 - Functions
 - Materialized Views
 - Operators
 - Procedures
 - Sequences
 - Tables (6)
 - attendance
 - department
 - employee
 - performance
 - salary
 - turnover
 - Trigger Functions
 - Types
 - Views
- Filtered Rows...

Query Scratch Pad X

```
15
16
17 ---What is the turnover rate for each department?
18 ---turnover and department
19 --departmentname and reason for leaving
20 --group by and order BY
21 --join
22
23
24
25 select d.department_name, count(t.reason_for_leaving) as turnoverrate from turnover t
26 join department d ON d.department_id = t.department_id
27 group by d.department_name
28 order by count(t.reason_for_leaving) desc;
```

Data Output Messages Notifications

Showing rows: 1 to 4 Page No: 1 of 1

	department_name	turnoverrate
1	Marketing	23
2	Engineering	20
3	HR	10
4	Sales	7

Total rows: 4 Query complete 00:00:00.087

CRLF Ln 28, Col 42

At-Risk-of-Leaving Employees by Performance

pgAdmin 4

File Object Tools Edit View Window Help

Object Explorer Dashboard Properties SQL Statistics Dependencies Dependents Processes NextGen_db.sql*

All Rows Alt Shift V

Query History Scratch Pad X

Query

```
29
30
31
32
33
34 --Which employees are at risk of leaving based on their performance?
35 --employees and performance
36 --firstname lastname and performance score
37 --join where order BY
38 --im using below 3.5 becos
39
40 v select e.first_name, e.last_name, p.performance_score from employee e
41 join performance p on e.employee_id = p.employee_id
42 where p.performance_score < 3.5
43 order by performance_score;
44
45
```

Data Output Messages Notifications

Showing rows: 1 to 71 | Page No: 1 of 1 | << << >> >>

	first_name	last_name	performance_score
1	Charlie	Smith	3.0
2	Eve	Davis	3.0
3	David	Moore	3.0
4	Frank	Wilson	3.0
5	Frank	Lee	3.0
6	John	Brown	3.0
7	Grace	Smith	3.0
8	Grace	Wilson	3.0
9	Frank	Moore	3.1

Total rows: 71 | Query complete 00:00:03.429 | CRLF | Ln 38, Col 21

Reasons for Leaving

pgAdmin 4

File Object Tools Edit View Window Help

Object Explorer Dashboard Properties SQL Statistics Dependencies Dependents Processes NextGen_db.sql* X

No limit

Scratch Pad X

Query Query History

```
44
45
46 --What are the main reasons employees are leaving the company?
47 --turnover
48 --distinct
49
50 select distinct reason_for_leaving from turnover;
51
52
53
54
55 --How many employees has left the company?
56 --turnover table
57 --reason for leaving
58
59 select count(reason_for_leaving) as no_of_employee_that_left from turnover;
60
```

Data Output Messages Notifications

Showing rows: 1 to 4 Page No: 1 of 1

reason_for_leaving	text
1	Personal
2	Career Growth
3	Found Another Job
4	Retired

Total rows: 4 Query complete 00:00:00.092 CRLF Ln 50, Col 50

Employee Retention Analysis I



Iights

1. Top 5 Longest Serving Employees

- ❖ Employees like Frank Smith and Jane Brown have served for 10 years.
- ❖ Majority were hired in 2015, indicating consistent early hiring.
- ❖ Insight: Early hires have better retention; the hiring cohort of 2015 shows high stability.

2. Departmental Turnover Rate

- ❖ Marketing has the highest turnover (23), followed by Engineering (20).
- ❖ Insight: Creative and technical departments are the most volatile. Meaning more likely to change career path and resign.

SUCCESS
LEADS TO

3. At-Risk-of-Leaving Employees by Performance

- ❖ Over 71 employees have performance scores below 3.5.
- ❖ Individuals like Charlie Smith and Grace Smith are consistently underperforming.
- ❖ Insight: Low performance is a leading indicator of possible exits which means no career growth.

4. Reasons for Leaving

- ❖ Top reasons include: Personal, Career Growth, Found Another Job, Retirement.
- ❖ Insight: Non-monetary reasons not part of exits. This means they are well paid but undertrained or have no growth like promotion or career development.



Total Employees Who Left

pgAdmin 4

File Object Tools Edit View Window Help

Object Explorer Dashboard Properties SQL Statistics Dependencies Dependents Processes NextGen_db.sql*

No limit

Query History

```
51
52
53
54
55 --How many employees has left the company?
56 --turnover table
57 --reason for leaving
58
59 select count(reason_for_leaving) as no_of_employee_that_left from turnover;
60
61
62
63
64
65
66
67
```

Scratch Pad

Data Output Messages Notifications

Showing rows: 1 to 1 Page No: 1 of 1

	no_of_employee_that_left
1	60

Total rows: 1 Query complete 00:00:00.077 CRLF Ln 59, Col 76

How many employees have a performance score of 5.0 / below 3.5

The image shows two pgAdmin 4 sessions side-by-side, both titled "pgAdmin 4". Each session has a toolbar at the top with various icons for file operations, object creation, and search.

Session 1 (Left):

- Object Explorer:** Shows the database schema with the "NextGen" schema expanded. It contains tables like "attendance", "department", "employee", "performance", "salary", and "turnover".
- Query Pad:** Contains the following SQL query:

```
--How many employees have a performance score of 5.0 / below 3.5?  
--performance table-  
--no of perf 5.0  
--no below 3.5  
--where, count  
  
select performance_score, count(performance_score) as noofemployeescore from performance  
where performance_score = 5.0  
group by performance_score  
order by performance_score desc;
```
- Data Output:** Displays the results of the query in a table:

performance_score	noofemployeescore
5.0	9
- Messages:** Shows "Total rows: 1 Query complete 00:00:04.370" and "CRLF Ln 82, Col 1".

Session 2 (Right):

- Object Explorer:** Shows the same schema with the "NextGen" schema expanded.
- Query Pad:** Contains the same SQL query:

```
--How many employees have a performance score of 5.0 / below 3.5?  
--performance table-  
--no of perf 5.0  
--no below 3.5  
--where, count  
  
select performance_score, count(performance_score) as noofemployeescore from performance  
where performance_score < 3.5  
group by performance_score  
order by performance_score desc;
```
- Data Output:** Displays the results of the query in a table:

no_of_employees_score_below 3.5
71
- Messages:** Shows "Total rows: 1 Query complete 00:00:00.112" and "CRLF Ln 93, Col 1".

Which department has the most employees with a performance of 5.0 below 3.5

The image shows two instances of the pgAdmin 4 interface side-by-side, illustrating the execution of the same SQL query in two separate sessions.

Session 1 (Left):

- Object Explorer:** Shows the database structure with various schemas, tables, and functions.
- Query Pad:** Contains the following SQL code:

```
88 --Which department has the most employees with a performance of 5.0 / below 3.5?
89 --dept and performance TABLE
90 --dept name and performance score
91 --common between them department_id
92 --join where group order clause
93 -- check seperate for no of perf score with 5.0
94 ---no with below 3.5
95
96
97
98
99 ✓ select department_name, count(performance_score) from department
100 join performance on department.department_id = performance.department_id
101 where performance_score < 3.5
102 group by department_name  Loading...
103 order by count(performance_score) desc;
```
- Data Output:** Displays the results of the query in a table:

department_name	count
Marketing	5
Engineering	3
Sales	1
- Message:** Shows "Total rows: 3 Query complete 00:00:04.547".

Session 2 (Right):

- Object Explorer:** Shows the database structure with various schemas, tables, and functions.
- Query Pad:** Contains the same SQL code as Session 1:

```
88 --Which department has the most employees with a performance of 5.0 / below 3.5?
89 --dept and performance TABLE
90 --dept name and performance score
91 --common between them department_id
92 --join where group order clause
93 -- check seperate for no of perf score with 5.0
94 ---no with below 3.5
95
96
97
98
99 ✓ select department_name, count(performance_score) from department
100 join performance on department.department_id = performance.department_id
101 where performance_score < 3.5
102 group by department_name  Loading...
103 order by count(performance_score) desc;
```
- Data Output:** Displays the results of the query in a table:

department_name	count
Marketing	28
Engineering	22
Sales	12
HR	9
- Message:** Shows "Total rows: 4 Query complete 00:00:00.098".

Average Performance Score by Department

pgAdmin 4

File Object Tools Edit View Window Help

Object Explorer Dashboard Properties SQL Statistics Dependencies Dependents Processes NextGen_db.sql*

No limit ▾

Query History Scratch Pad

```
--What is the average performance score by department?  
--performance and department  
--dept name and performance score  
--join group BY, order by  
--avg  
  
select department_name, round(avg(p.performance_score), 2) as avgperformancescore from department d  
join performance p on d.department_id = p.department_id  
group by department_name  
order by round(avg(p.performance_score), 2) desc;
```

Data Output Messages Notifications

Showing rows: 1 to 4 Page No: 1 of 1

	department_name	avgperformancescore
1	Marketing	4.13
2	Engineering	4.10
3	HR	4.05
4	Sales	4.00

Total rows: 4 Query complete 00:00:02.873 CRLF Ln 123, Col 1

Performance Tracking Analysis



Insights

1. Total Employees Who Left: A total of 60 employees exited the company.

2. How many employees have a performance score of 5.0 / below 3.5.

Employees With a Performance Score of 5.0:

- ❖ 9 employees attained the highest possible performance rating.

Employees With Performance Score Below 3.5:

- ❖ 71 employees attained the lowest possible performance rating.

3. Which department has the most employees with a performance of 5.0 / below 3.5.

Department With Most High Performers (Score = 5.0):

- ❖ Marketing (5 employees), Engineering (3), Sales (1).

Department With Most Low Performers (Score < 3.5):

- ❖ Marketing (28), Engineering (22), Sales (12), HR (9).

4. Average Performance Score by Department: Marketing: 4.13, Engineering: 4.10, HR: 4.05, Sales: 4.00.

Strategic Insights:

- ❖ Marketing and engineering have the widest performance gaps, indicating inconsistencies in team management and performance incentives.
- ❖ Despite Marketing having the most top scorers, it also hosts the most underperformers, pointing to disparities in engagement.
- ❖ The Sales department shows the lowest average score and fewest top performers, suggesting a need for stronger coaching.

Total Salary Expense

pgAdmin 4

File Object Tools Edit View Window Help

Object Explorer

Dashboard x Properties x SQL x Statistics x Dependencies x Dependents x Processes x NextGen_db.sql* x

No limit ▾

Query History

Scratch Pad x

123
124
125
126 --What is the total salary expense for the company?
127 --salary TABLE
128 --sum on salary_amount
129 --as
130
131
132 select sum(salary_amount) as totalsalaryexpenses from salary;
133
134
135
136
137
138
139

Data Output Messages Notifications

Showing rows: 1 to 1 Page No: 1 of 1

	totalsalaryexpenses
1	4850000

Total rows: 1 Query complete 00:00:00.078 CRLF Ln 132, Col 62

Subscriptions

Average Salary by Job Title

pgAdmin 4

File Object Tools Edit View Window Help

Object Explorer Dashboard Properties SQL Statistics Dependencies Dependents Processes NextGen_db.sql*

No limit E I S O ?

Query Scratch Pad

```
--What is the average salary by job title?  
--salary and employee  
--join  
--avg, group by  
  
select job_title, round(avg(s.salary_amount),2) as avgsalary from salary s  
join employee e on s.employee_id=e.employee_id  
group by job_title;
```

Data Output Messages Notifications

Showing rows: 1 to 5 Page No: 1 of 1

	job_title	avgsalary
1	HR Specialist	81818.18
2	Sales Representative	84285.71
3	Marketing Specialist	77857.14
4	Engineer	80000.00
5	Sales Manager	80000.00

Total rows: 5 Query complete 00:00:00.078 CRLF Ln 145, Col 1

Employees Earning Above ₦80,000

pgAdmin 4

File Object Tools Edit View Window Help

Object Explorer Dashboard Properties SQL Statistics Dependencies Dependents Processes NextGen_db.sql*

NextGen

Query History

```
143  
144  
145  
146 --How many employees earn above 80,000?  
147 --salary TABLE  
148 --greater than 80000  
149  
150 --ie the total number earning 80001,90,000 and 10,000  
151 select count(employee_id) as noofemployees, salary_amount from salary  
152 where salary_amount > 80000  
153 group by salary_amount;  
154  
155  
156 --or the total number earning about 80000  
157  
158 select count(employee_id) as noofemployees from salary  
159 where salary_amount > 80000;
```

Scratch Pad

Data Output Messages Notifications

Showing rows: 1 to 1 Page No: 1 of 1

noofemployees	bigint
1	26

Total rows: 1 Query complete 00:00:00.075 CRLF Ln 159, Col 29

Salary vs. Performance Score Correlation

pgAdmin 4

File Object Tools Edit View Window Help

Object Explorer

- Servers (1)
 - PostgreSQL 17
 - Databases (4)
 - Greenspace DB
 - NextGen

Dashboard Properties SQL Statistics Dependencies Dependents Processes NextGen_db (1).sql*

Query History Scratch Pad

```
--How does performance correlate with salary across departments?  
--performance, salary, and department table  
--performance score salary amount  
--join  
--group BY  
  
select d.department_name, round(avg(p.performance_score),2)as avgperformancescore,  
round(avg(s.salary_amount)) as avgsalary from salary s  
join performance p on s.employee_id = p.employee_id  
join department d on s.depaartment_id = d.department_id  
group by d.department_name  
order by d.department_name asc;
```

Data Output Messages Notifications

Showing rows: 1 to 4 Page No: 1 of 1

	department_name	avgperformancescore	avgsalary
1	Engineering	4.10	80000
2	HR	4.05	83000
3	Marketing	4.13	80000
4	Sales	4.00	82857

Total rows: 4 Query complete 00:00:00.153 CRLF Ln 178, Col 1

Salary Analysis Insights

- 1. Total Salary Expense:** The total salary expense for the company is ₦4,850,000. Highlights investment in human capital.
- 2. Average Salary by Job Title:** HR Specialist: ₦81,818.18, Sales Representative: ₦84,285.71, Marketing Specialist: ₦77,857.14, Engineer: ₦80,000.00, Sales Manager: ₦80,000.00.
- 3. Employees Earning Above ₦80,000:** 26 employees earn above this threshold, with 14 earning ₦100,000 and 12 earning ₦90,000.
- 4. Salary vs. Performance Score Correlation:**
 - ❖ 4. Salary vs. Performance Score Correlation:
 - ❖ Marketing and Engineering has the highest average performance score (4.13 and 4.10), with the lowest average salary of (₦80,000). HR and Sales have the lowest performance score (4.05 and 4.00) but have high average salaries of (₦ 83,000 and ₦82,857).
 - ❖ This indicates a mismatch between compensation and performance in some areas.

Strategic Insights:

- ❖ Top salaries are not always aligned with high-performance scores.

Which employees have the lowest attendance rates/absent attendance?

The image shows two pgAdmin 4 sessions side-by-side, both titled "pgAdmin 4".

Session 1 (Left):

- Object Explorer:** Shows the schema structure of the database, including tables like "attendance", "department", "employee", etc.
- Query Editor:** Contains the following SQL query:

```
--other additional question
--Which employees have the lowest attendance rates?
--employee and attendance TABLE
--firstname, lastname, attendance status
--join
--sum
--case
--SELECT e.first_name,e.last_name,
ROUND(SUM(CASE WHEN a.attendance_status = 'Present' THEN 1 ELSE 0 END) * 100.0 / COUNT(*),2) AS attendance_rate
FROM attendance a
JOIN employee e ON a.employee_id = e.employee_id
GROUP BY e.employee_id, e.first_name, e.last_name
ORDER BY attendance_rate ASC
LIMIT 10;
```
- Data Output:** Displays the results of the query in a table format:

	first_name	last_name	attendance_rate
1	John	Green	26.67
2	Charlie	Smith	30.00
3	John	Wilson	30.00
4	John	Brown	30.00
5	Frank	Wilson	33.33
6	Grace	Lee	36.67
7	Charlie	Lee	36.67
8	Alice	Moore	40.00
9	Jane	Lee	40.00

Session 2 (Right):

- Object Explorer:** Shows the schema structure of the database.
- Query Editor:** Contains the following SQL query:

```
--case
--SELECT e.first_name,e.last_name,
ROUND(SUM(CASE WHEN a.attendance_status = 'Present' THEN 1 ELSE 0 END) * 100.0 / COUNT(*),2) AS attendance_rate
FROM attendance a
JOIN employee e ON a.employee_id = e.employee_id
GROUP BY e.employee_id, e.first_name, e.last_name
ORDER BY attendance_rate ASC
LIMIT 10;
```



```
-- SELECT e.first_name, e.last_name, a.attendance_status, COUNT(a.attendance_status) AS attendance_rate FROM attendance a
JOIN employee e ON a.employee_id = e.employee_id
WHERE a.attendance_status = 'Absent'
GROUP BY e.first_name, e.last_name, a.attendance_status
ORDER BY attendance_rate desc
LIMIT 10;
```
- Data Output:** Displays the results of the query in a table format:

	first_name	last_name	attendance_status	attendance_rate
1	John	Green	Absent	22
2	Charlie	Smith	Absent	21
3	John	Brown	Absent	21
4	John	Wilson	Absent	21
5	Frank	Wilson	Absent	20
6	Grace	Lee	Absent	19
7	Charlie	Lee	Absent	19
8	Alice	Moore	Absent	18
9	Jane	Lee	Absent	18

Do employees with high attendance get paid better?

The image shows two pgAdmin 4 sessions side-by-side, comparing employee attendance rates and salaries.

Session 1 (Left):

- Query:

```
280
281
282 --Do employees with high attendance get paid better?
283 --employee and attendance, salary TABLE
284 --employeeid, lastname, attendance status, salaryamount
285 --join
286 --sum
287 --case
288
289 v SELECT e.employee_id, e.first_name, e.last_name,
290 ROUND(SUM(CASE WHEN a.attendance_status = 'Present' THEN 1 ELSE 0 END) * 100.0 / COUNT(a.attendance_status), 2) AS attend
291 s.salary_amount FROM employee e
292 JOIN attendance a ON e.employee_id = a.employee_id
293 join salary s on e.employee_id = s.employee_id
294 GROUP BY e.employee_id, e.first_name, e.last_name, s.salary_amount
295 ORDER BY attendance_rate DESC;
```

- Data Output:

employee_id	first_name	last_name	attendance_rate	salary_amount	
1	52	Frank	Miller	66.67	90000
2	23	John	Moore	63.33	70000
3	40	Alice	Wilson	60.00	70000
4	4	Bob	Miller	60.00	80000
5	46	Hannah	Doe	60.00	100000
6	55	Charlie	Wilson	60.00	100000
7	44	John	Johnson	56.67	60000
8	95	David	Wilson	56.67	60000
9	69	John	Lee	56.67	70000

Total rows: 60 Query complete 00:00:00.096 CRLF Ln 215, Col 31

Session 2 (Right):

- Query:

```
288
289 v SELECT e.employee_id, e.first_name, e.last_name,
290 ROUND(SUM(CASE WHEN a.attendance_status = 'Present' THEN 1 ELSE 0 END) * 100.0 / COUNT(a.attendance_status), 2) AS attend
291 s.salary_amount FROM employee e
292 JOIN attendance a ON e.employee_id = a.employee_id
293 join salary s on e.employee_id = s.employee_id
294 GROUP BY e.employee_id, e.first_name, e.last_name, s.salary_amount
295 ORDER BY attendance_rate DESC;
296
297
298 v SELECT e.employee_id, e.first_name, e.last_name,
299 (SUM(CASE WHEN a.attendance_status = 'Present' THEN 1 ELSE 0 END)*100) / COUNT(a.attendance_status) AS attendance_rate
300 s.salary_amount FROM employee e
301 JOIN attendance a ON e.employee_id = a.employee_id
302 join salary s on e.employee_id = s.employee_id
303 group by e.employee_id, e.first_name, e.last_name, s.salary_amount
304 ORDER BY attendance_rate DESC;
```

- Data Output:

employee_id	first_name	last_name	attendance_rate	salary_amount
1	52	Frank	66	90000
2	23	John	63	70000
3	40	Alice	60	70000
4	4	Bob	60	80000
5	46	Hannah	60	100000
6	55	Charlie	60	100000
7	44	John	56	60000
8	95	David	56	60000
9	69	John	56	70000

Total rows: 60 Query complete 00:00:00.084 CRLF Ln 224, Col 31

Which department has the highest total salary or average salary?

The image shows two instances of the pgAdmin 4 interface side-by-side, illustrating the execution of the same SQL query in two separate sessions.

Session 1 (Left):

- Object Explorer:** Shows the database schema with various objects like NextGen, Casts, Catalogs, Event Triggers, Extensions, Foreign Data Wrappers, Languages, Publications, Schemas, public, Aggregates, Collations, Domains, FTS Configurations, FTS Dictionaries, FTS Parsers, FTS Templates, Foreign Tables, Functions, Materialized Views, Operators, Procedures, Sequences, Tables, attendance, department, employee, performance, salary, turnover, Trigger Functions, Types, and Views.
- Query Editor:** Displays the following SQL code:

```
--Which department has the highest total salary or average salary
--department and salary
--sum and avg
--join

select department_name, sum(salary_amount) as highestsalary from salary s
join department d on s.department_id = d.department_id
group by department_name
order by sum(salary_amount) desc;

select department_name, round(avg(salary_amount)) as highestsalary from salary s
join department d on s.department_id = d.department_id
group by department_name
order by avg(salary_amount) desc;
```
- Data Output:** Shows the results of the first query:

department_name	highestsalary
Marketing	1840000
Engineering	1600000
HR	830000
Sales	580000
- Message Bar:** Shows "Total rows: 4 Query complete 00:00:00.096 CRLF Ln 236, Col 34".

Session 2 (Right):

- Object Explorer:** Shows the same database schema as Session 1.
- Query Editor:** Displays the identical SQL code as Session 1.
- Data Output:** Shows the results of the first query:

department_name	highestsalary
HR	83000.00
Sales	82857.14
Engineering	80000.00
Marketing	80000.00
- Message Bar:** Shows "Total rows: 4 Query complete 00:00:04.116 CRLF Ln 239, Col 51".

What are the performance scores of employee with the highest salary

pgAdmin 4

File Object Tools Edit View Window Help

Object Explorer Dashboard Properties SQL Statistics Dependencies Dependents Processes NextGen_db.sql*

Query History Scratch Pad

```
--What are the performance scores of employee with the highest salary
--performance and salary
--join
--group BY
--order BY

select performance_score, max(salary_amount) as highestsalary from salary s
join performance p on s.employee_id = p.employee_id
group by performance_score
order by performance_score desc;
```

Data Output Messages Notifications

	performance_score numeric (2,1)	highestsalary integer
1	5.0	100000
2	4.9	100000
3	4.8	100000
4	4.7	100000
5	4.6	100000
6	4.5	100000
7	4.4	100000
8	4.3	100000
9	4.2	100000

Total rows: 21 Query complete 00:00:00.504

CRLF Ln 258, Col 1

Which 5 employees have the highest salary

pgAdmin 4

File Object Tools Edit View Window Help

Object Explorer Dashboard Properties SQL Statistics Dependencies Dependents Processes NextGen_db(1).sql*

NextGen/postgres@PostgreSQL17

Query History Scratch Pad

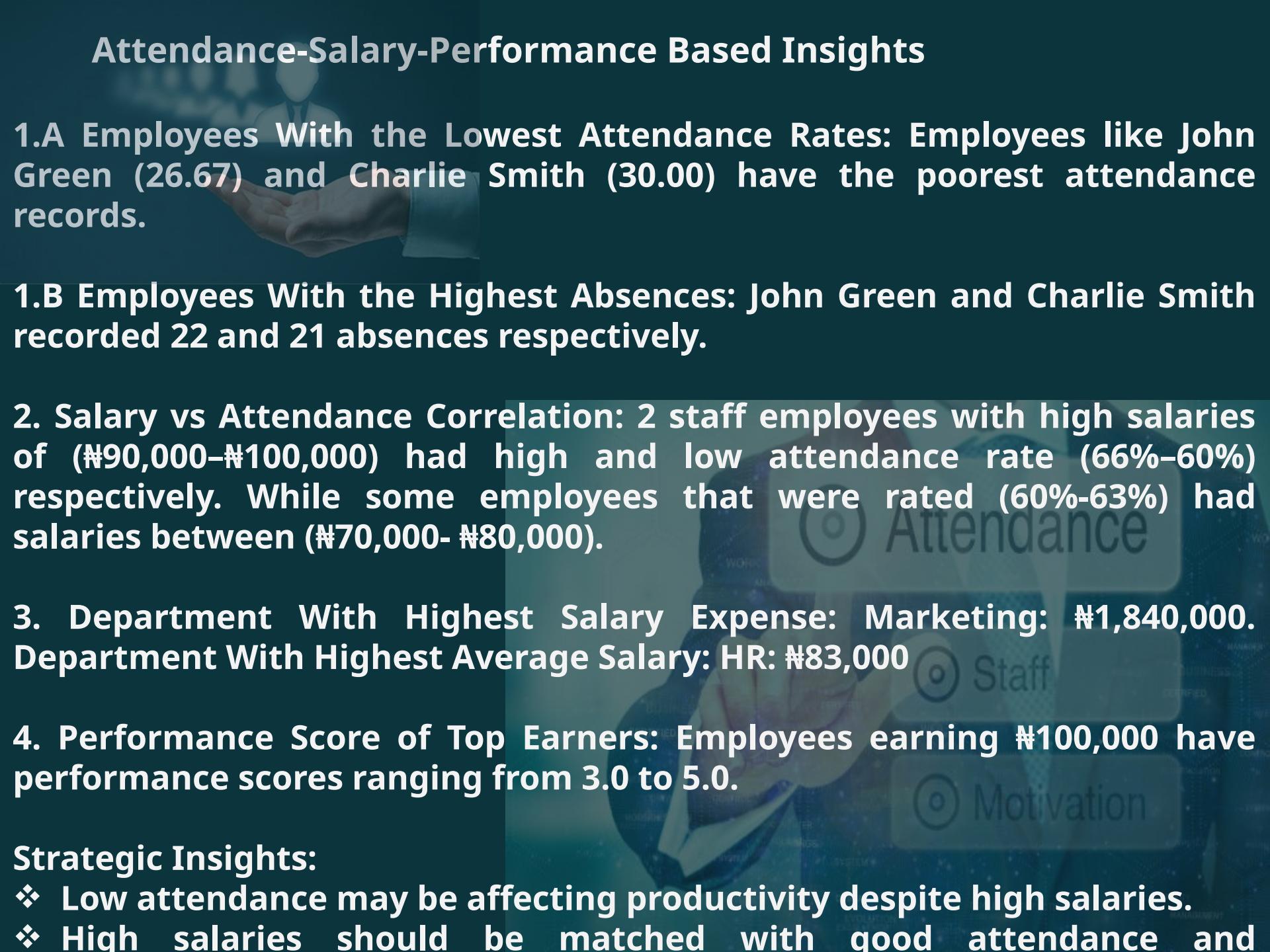
```
--Which 5 employees have the highest salary  
--employee and salary  
--join  
--order by  
  
select e.first_name, e.last_name, s.salary_amount as highestsalary from salary s  
join employee e on s.employee_id = e.employee_id  
order by s.salary_amount desc  
limit 5;
```

Data Output Messages Notifications

	first_name character varying (30)	last_name character varying (30)	highestsalary integer
1	Jane	Lee	100000
2	John	Davis	100000
3	Frank	Johnson	100000
4	Frank	Green	100000
5	John	Green	100000

Total rows: 5 Query complete 00:00:00.079 CRLF Ln 273, Col 3

Attendance-Salary-Performance Based Insights

- 
- 1.A Employees With the Lowest Attendance Rates: Employees like John Green (26.67) and Charlie Smith (30.00) have the poorest attendance records.
- 1.B Employees With the Highest Absences: John Green and Charlie Smith recorded 22 and 21 absences respectively.
2. Salary vs Attendance Correlation: 2 staff employees with high salaries of (₦90,000–₦100,000) had high and low attendance rate (66%-60%) respectively. While some employees that were rated (60%-63%) had salaries between (₦70,000- ₦80,000).
3. Department With Highest Salary Expense: Marketing: ₦1,840,000. Department With Highest Average Salary: HR: ₦83,000
4. Performance Score of Top Earners: Employees earning ₦100,000 have performance scores ranging from 3.0 to 5.0.

Strategic Insights:

- ❖ Low attendance may be affecting productivity despite high salaries.
- ❖ High salaries should be matched with good attendance and

Conclusion & HR Recommendations

- ❖ Link salary to performance and contributions.
- ❖ Improve retention with career planning and engagement.
- ❖ Automate performance & salary monitoring with SQL dashboards.

Conclusion & HR Recommendations

- ❖ Strengthen onboarding and engagement strategies inspired by successful 2015 practices. Offer stock options, recognition awards, sponsored certifications or training programs, opportunities to attend conferences or seminars, and access to mentorship initiatives as strategic incentives to enhance and promote employee retention.
- ❖ Conduct targeted stay interviews to understand what motivates high-performing employees to remain with the organization, identify potential retention risks- where staff are leaving or unsatisfied, and tailor engagement strategies accordingly.
- ❖ and offer career path clarity in high-turnover departments.
- ❖ Deploy personalized coaching or initiate structured PIP (Performance Improvement Plans) for underperformers.
- ❖ Introduce career development tracks and flexible work options.

Conclusion & HR Recommendations

- ❖ Reward high performers and consistency such as (Employee of the Month Awards, Performance Bonuses, Profit-Sharing or Stock Options, Sponsored Certifications or Training, extra Paid Time Off (PTO), Flexible Work Arrangements, Office Perks [Reserved parking, upgraded equipment, better workspace], Team Lunch, and Leadership Development Programs).
- ❖ HR should collaborate with department heads to understand performance challenges at the team level.
- ❖ Standardize performance KPIs and appraisal metrics across all departments. (introduce performance-based raises).
- ❖ Implement departmental coaching by introducing structured, team-specific support programs that address performance gaps, build leadership skills, and foster a culture of continuous improvement. For example, Appoint experienced or performance-based team leads.

Conclusion & HR Recommendations



- ❖ Implement attendance-based incentives or recognition systems.
- ❖ Track attendance trends and tie them to performance reviews.
- ❖ Support employees with consistent absences through wellness and work-life balance programs.
- ❖ Introduce performance-based salary increments.
- ❖ Conduct salary audits to ensure fairness and motivation alignment.
- ❖ Develop a performance-linked bonus structure to



