8. Appendix for R Code

Table of Contents

- 1. Preprocessing 1
- 2. Exploratory Data Analysis 3
 - 3. Data Modelling 9
- 4. Model Selection using ROC Analysis 15
- 5. Analyze the Best Performing Model Boosting $17\,$

1. Preprocessing

```
# load the csv data
library(tidyverse)
HRdata <- read_csv("aug_train.csv")

# Check if there is any missing value (number of missing values = 20733)
sum(is.na(HRdata))

## [1] 20733

# Check nrows and ncols
dim(HRdata)

## [1] 19158 14</pre>
```

1.1 Handling Missing Values

```
# Function na.omit removes observation with missing values
HRdata <- na.omit(HRdata)
dim(HRdata)</pre>
```

[1] 8955 14

1.2 Drop enrollee_id and city

```
HRdata <- subset(HRdata, select = -c(enrollee_id, city))
dim(HRdata)</pre>
```

[1] 8955 12

1.3 Change predictor: experience to numeric

1.4 Define Baseline for Categorical Variables -> Factor Type

```
HRdata$gender <- factor(HRdata$gender)
HRdata$relevent_experience <- factor(HRdata$relevent_experience)
HRdata$enrolled_university <- factor(HRdata$enrolled_university)
HRdata$education_level <- factor(HRdata$education_level)
HRdata$major_discipline <- factor(HRdata$major_discipline)
HRdata$company_size <- factor(HRdata$company_size)
HRdata$company_type <- factor(HRdata$company_type)
HRdata$last_new_job <- factor(HRdata$last_new_job)

#HRdata$target <- factor(HRdata$target, levels=c(0, 1), labels=c("No", "Yes"))
HRdata$target <- factor(HRdata$target, levels=c(0, 1), labels=c("O","1"))

# Check the data type to see the changes
glimpse(HRdata)</pre>
```

```
## Rows: 8,955
## Columns: 12
## $ city development index <dbl> 0.776, 0.767, 0.762, 0.920, 0.920, 0.913, 0.926~
## $ gender
                           <fct> Male, Male, Male, Male, Male, Male, Male, ~
## $ relevent experience
                          <fct> No relevent experience, Has relevent experience~
## $ enrolled_university
                          <fct> no_enrollment, no_enrollment, no_enrollment, no~
## $ education level
                          <fct> Graduate, Masters, Graduate, Graduate, Graduate~
                          <fct> STEM, STEM, STEM, STEM, STEM, STEM, STEM, ~
## $ major discipline
## $ experience
                          <dbl> 15, 21, 13, 7, 5, 21, 16, 11, 11, 0, 18, 21, 19~
## $ company_size
                          <fct> 50-99, 50-99, <10, 50-99, 5000-9999, 1000-4999,~
## $ company_type
                          <fct> Pvt Ltd, Funded Startup, Pvt Ltd, Pvt Ltd, Pvt ~
                          <fct> >4, 4, >4, 1, 1, 3, >4, 1, 2, 1, 2, 3, >4, >4, ~
## $ last_new_job
                          <dbl> 47, 8, 18, 46, 108, 23, 18, 68, 50, 65, 68, 40,~
## $ training_hours
                           <fct> 0, 0, 1, 1, 0, 0, 0, 0, 0, 0, 1, 0, 0, 0, 0, ~
## $ target
```

2. Exploratory Data Analysis

```
# Generate summary statistics
summary(HRdata)
```

```
city_development_index
                            gender
                                                    relevent_experience
## Min.
         :0.4480
                         Female: 804
                                       Has relevent experience: 7851
## 1st Qu.:0.7940
                         Male :8073
                                       No relevent experience :1104
## Median :0.9100
                         Other: 78
## Mean
         :0.8446
## 3rd Qu.:0.9200
## Max.
         :0.9490
##
##
         enrolled_university education_level
                                                   major_discipline
## Full time course: 832
                            Graduate:6252
                                                           : 129
                                            Arts
                   :7594
                            Masters :2449
##
  no_enrollment
                                            Business Degree: 170
  Part time course: 529
                            Phd
                                 : 254
                                            Humanities
                                                          : 378
##
                                                          : 112
                                            No Major
##
                                            Other
                                                           : 177
##
                                            STEM
                                                           :7989
##
##
     experience
                      company_size
                                                company_type last_new_job
##
  Min. : 0.00
                 50-99
                            :1986
                                   Early Stage Startup: 385
                                                             >4
                                                                  :1965
                 100-500 :1814
##
  1st Qu.: 6.00
                                   Funded Startup
                                                                  :3838
                                                     : 784
                                                             1
## Median :10.00
                 10000+
                           :1449
                                   NGO
                                                      : 356
                                                             2
                                                                  :1570
## Mean :11.64
                   10/49
                            : 951
                                   Other
                                                      : 72
                                                             3
                                                                  : 610
                                   Public Sector
## 3rd Qu.:18.00
                   1000-4999: 930
                                                    : 564
                                                             4
                                                                  : 599
## Max. :21.00
                   <10
                          : 840
                                   Pvt Ltd
                                                     :6794
                                                             never: 373
##
                   (Other) : 985
## training_hours
                   target
## Min. : 1.00
                    0:7472
## 1st Qu.: 23.00
                    1:1483
## Median: 47.00
## Mean : 65.07
## 3rd Qu.: 88.00
## Max.
          :336.00
##
```

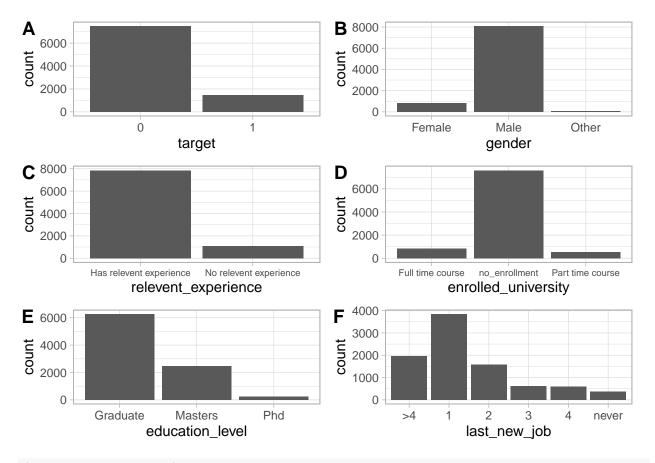
2.1 Categorical Variable Distributions

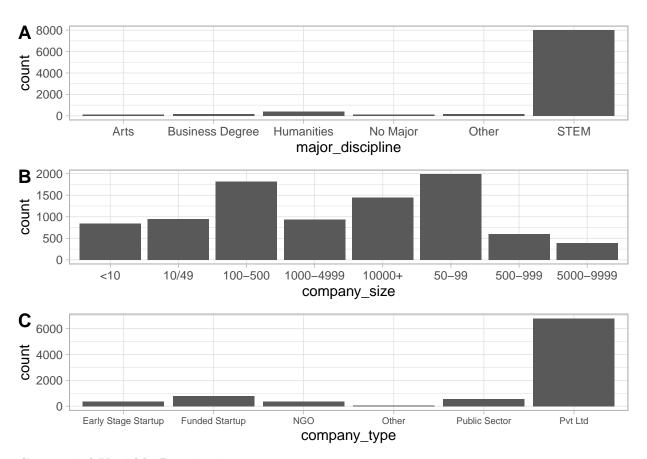
```
# target
target <- HRdata %>%
    ggplot(aes(x = target)) + geom_bar() + theme_light()

# gender
gender <- HRdata %>%
    ggplot(aes(x = gender)) + geom_bar() + theme_light()

# relevent_experience
relevent_experience <- HRdata %>%
    ggplot(aes(x = relevent_experience)) + geom_bar() + theme_light() +
```

```
theme(axis.text.x = element_text(size = 7))
# enrolled_university
enrolled_university <- HRdata %>%
  ggplot(aes(x = enrolled_university)) + geom_bar() + theme_light() +
  theme(axis.text.x = element_text(size = 7))
# education level
education_level <- HRdata %>%
  ggplot(aes(x = education_level)) + geom_bar() + theme_light()
# major_discipline
major_discipline <- HRdata %>%
  ggplot(aes(x = major_discipline)) + geom_bar() + theme_light()
# company_size
company_size <- HRdata %>%
  ggplot(aes(x = company_size)) + geom_bar() + theme_light()
# company_type
company_type <- HRdata %>%
  ggplot(aes(x = company_type)) + geom_bar() + theme_light() +
  theme(axis.text.x = element_text(size = 7))
# last new job
last_new_job <- HRdata %>%
  ggplot(aes(x = last_new_job)) + geom_bar() + theme_light()
# library allows clear labels and save plot as pdf
suppressMessages(library(cowplot))
(p_cat_1 <- plot_grid(target, gender, relevent_experience, enrolled_university,
                      education_level,last_new_job, labels = "AUTO", ncol=2,
                      rel_widths=20, rel_heights=50))
```





Categorical Variable Description:

- target: 0 Not looking for job change, 1 Looking for a job change
- gender: Gender of candidate
- relevent experience: Relevant experience of candidate
- enrolled_university: Type of University course enrolled if any
- education level: Education level of candidate
- lastnewjob: Difference in years between previous job and current job
- major discipline :Education major discipline of candidate
- company size: No of employees in current employer's company
- company_type : Type of current employer

2.2 Continuous Variable Distributions

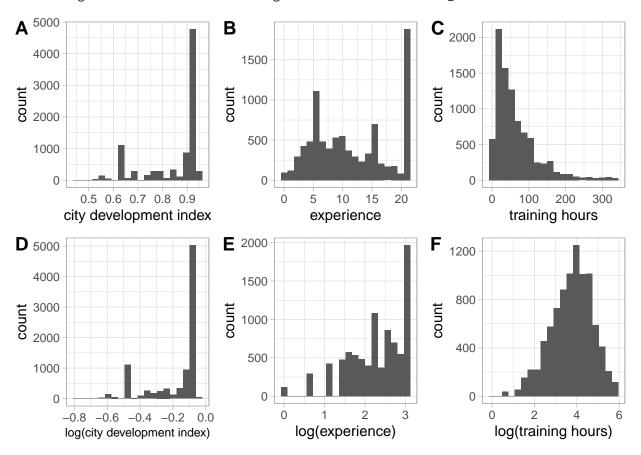
```
# city_development_index
city_development_index <- HRdata %>%
    ggplot(aes(x = city_development_index)) + geom_histogram(bins=20) +
    labs(x = "city development index") + theme_light()

# experience
experience <- HRdata %>%
    ggplot(aes(x = experience)) + geom_histogram(bins=20) + labs(x = "experience") +
    theme_light()

# training_hours
```

```
training_hours <- HRdata %>%
  ggplot(aes(x = training_hours)) + geom_histogram(bins=20) + labs(x = "training_hours") +
  theme_light()
# Distributions are skewed -> Taking the log
# city_development_index
log_city_development_index <- HRdata %>%
  ggplot(aes(x = log(city_development_index))) + geom_histogram(bins=20) +
  labs(x = "log(city development index)") + theme_light() +
  theme(axis.title.x = element_text(size = 9))
# experience
log_experience <- HRdata %>%
  ggplot(aes(x = log(experience))) + geom_histogram(bins=20) +
  labs(x = "log(experience)") + theme_light()
# training_hours
log_training_hours <- HRdata %>%
  ggplot(aes(x = log(training_hours))) + geom_histogram(bins=20) +
  labs(x = "log(training hours)") + theme_light()
(p_con_1 <- plot_grid(city_development_index, experience, training_hours,
                    log_city_development_index, log_experience, log_training_hours,
                    labels = "AUTO", ncol=3))
```

Warning: Removed 97 rows containing non-finite values (stat_bin).



Continuous Variable Description:

- city_ development _index : Development index of the city (scaled)
- experience: Candidate total experience in years
- training_hours: training hours completed

Insights from above transformation:

- We can see that only the **training hours** has significant effect (approximately follow normal distribution) after taking the log.
- We can use log(training hours) instead of training hours in our model.

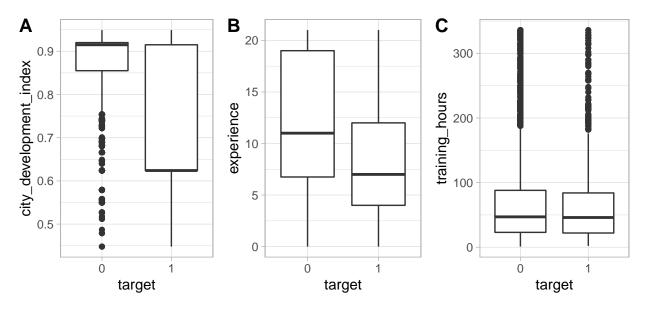
2.3 2D plot

```
# city_development_index and target
box1 <- HRdata %>%
    ggplot(aes(x=target, y=city_development_index)) + geom_boxplot() + theme_light()

# experience and target
box2 <- HRdata %>%
    ggplot(aes(x=target, y=experience)) + geom_boxplot() + theme_light()

# training_hours and target
box3 <- HRdata %>%
    ggplot(aes(x=target, y=training_hours)) + geom_boxplot() + theme_light()

plot_grid(box1, box2, box3, labels = "AUTO", ncol=3)
```



3. Data Modelling

3.1 Data Spliting

```
# Let's first split the data into training and test data (80/20)
library(caret)
set.seed(414)
idx_tr <- createDataPartition(HRdata$target, p=0.8, list=FALSE)
# Define training and test data
train <- HRdata[idx_tr,]</pre>
test <- HRdata[-idx tr,]</pre>
nrow(train)
## [1] 7165
nrow(test)
## [1] 1790
# proportion of target = 1 in whole dataset
summary(HRdata$target)[2]/sum(summary(HRdata$target))
## 0.1656058
# proportion of target = 1 in train dataset
summary(train$target)[2]/sum(summary(train$target))
##
           1
## 0.1656664
# proportion of target = 1 in test dataset
summary(test$target)[2]/sum(summary(test$target))
## 0.1653631
```

• The distribution of target variable stay the same in training and testing datasets.

3.2 Model1: Logistic Regression

Using all the 11 features

```
model1_LR <- glm(target ~ ., family=binomial, data=train)
# GOF (Hosmer-Lemeshow) -> p-value < 0.05, lack of fit
suppressMessages(library(ResourceSelection))
hoslem.test(model1_LR$y,fitted(model1_LR),g=10)</pre>
```

```
##
## Hosmer and Lemeshow goodness of fit (GOF) test
##
## data: model1_LR$y, fitted(model1_LR)
## X-squared = 34, df = 8, p-value = 4.062e-05
```

Feature selection using AIC

```
suppressMessages(library(faraway))
# Feature selection using AIC
model1_LR_small <- step(model1_LR, trace=0)
sumary(model1_LR_small)</pre>
```

```
##
                                               Estimate Std. Error z value
                                             5.07220180 0.27659360 18.3381
## (Intercept)
## city_development_index
                                            -7.90843974 0.28303647 -27.9414
## relevent_experienceNo relevent experience 0.22758258 0.10482851 2.1710
## enrolled universityno enrollment -0.34307101 0.10611573 -3.2330
                                           -0.53907907 0.17320185 -3.1124
## enrolled_universityPart time course
## experience
                                            -0.03173049 0.00642043 -4.9421
## company_size10/49
                                             0.26131118  0.15850507  1.6486
## company_size100-500
                                             0.09322330 0.14964724 0.6230
                                             0.26282677 0.17159843 1.5316
## company size1000-4999
                                             0.43859155 0.15324665 2.8620
## company_size10000+
## company_size50-99
                                             0.08985473 0.14449178 0.6219
## company_size500-999
                                             0.03347894 0.19219371 0.1742
                                             0.24302615 0.21570564 1.1267
## company_size5000-9999
                                             0.16814256 0.20949170 0.8026
## company_typeFunded Startup
## company_typeNGO
                                             0.18636766 0.25507380 0.7306
## company_typeOther
                                             1.08451663 0.38128408
                                                                     2.8444
## company_typePublic Sector
                                             0.44302151 0.22563213
                                                                     1.9635
## company_typePvt Ltd
                                             0.17298040 0.17707036 0.9769
## training_hours
                                            -0.00107045 0.00060317 -1.7747
##
                                            Pr(>|z|)
## (Intercept)
                                            < 2.2e-16
## city_development_index
                                            < 2.2e-16
## relevent_experienceNo relevent experience 0.029931
## enrolled_universityno_enrollment
                                             0.001225
## enrolled_universityPart time course
                                             0.001856
## experience
                                            7.728e-07
## company_size10/49
                                             0.099230
## company_size100-500
                                             0.533315
## company_size1000-4999
                                             0.125612
## company_size10000+
                                             0.004210
## company_size50-99
                                             0.534029
## company_size500-999
                                             0.861713
## company_size5000-9999
                                             0.259888
## company_typeFunded Startup
                                             0.422193
## company_typeNGO
                                             0.464998
## company_typeOther
                                             0.004450
## company_typePublic Sector
                                             0.049592
## company typePvt Ltd
                                             0.328618
## training_hours
                                             0.075948
```

```
##
## n = 7165 p = 19
## Deviance = 5219.29583 Null Deviance = 6433.42182 (Difference = 1214.12598)
# GOF: p-value < 0.05, lack of fit
hoslem.test(model1 LR small$v,fitted(model1 LR small),g=10)
##
##
   Hosmer and Lemeshow goodness of fit (GOF) test
##
## data: model1_LR_small$y, fitted(model1_LR_small)
## X-squared = 37.5, df = 8, p-value = 9.31e-06
```

Likelihood Ratio Test: compare smaller and larger model

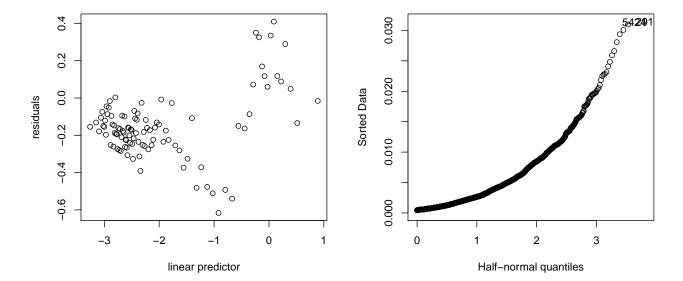
 H_0 : Smaller model selected by AIC is adequate vs. H_a : Larger model is adequate

```
anova(model1_LR_small, model1_LR, test = "Chi")
## Analysis of Deviance Table
##
## Model 1: target ~ city_development_index + relevent_experience + enrolled_university +
       experience + company_size + company_type + training_hours
## Model 2: target ~ city_development_index + gender + relevent_experience +
       enrolled_university + education_level + major_discipline +
       experience + company_size + company_type + last_new_job +
##
##
       training_hours
##
    Resid. Df Resid. Dev Df Deviance Pr(>Chi)
          7146
                   5219.3
## 1
## 2
          7132
                   5201.3 14
                               18.004
                                       0.2066
```

- LRT: Deviance = 18.004, follow χ_{14}^2
- The p-value is 0.2066, which is larger than 0.05, we fail to reject the null hypothesis. Thus, we prefer the smaller model selected by AIC.

Model Diagnostics

```
# Deviance Residuals plot
par(mfrow = c(1, 2))
train_assumption <- mutate(train, residuals=residuals(model1_LR_small),</pre>
                            linpred=predict(model1_LR_small))
gdf <- group_by(train_assumption, cut(linpred,</pre>
                                        breaks=c(min(linpred),
                                                 unique(quantile(linpred, (1:100)/101)),
                                                 max(linpred)),include.lowest = TRUE))
diagdf <- summarise(gdf, residuals=mean(residuals), linpred=mean(linpred), .groups = 'drop')</pre>
plot(residuals ~ linpred, diagdf, xlab="linear predictor")
# half-normal plot
halfnorm(hatvalues(model1 LR small))
```



3.3 Model2: LDA

use the 7 features selected by AIC in Model 1 with log(training_hours)

3.4 Model3: QDA

use the 7 features selected by AIC in Model 1 with log(training_hours)

3.5 Model4: Classification Tree

```
suppressMessages(library(tree))
set.seed(108)
model4_tree <- tree(target ~ ., data=train)
plot(model4_tree); text(model4_tree, pretty=0)</pre>
```

```
city_development_index < 0.6245
```

```
##
## Classification tree:
## tree(formula = target ~ ., data = train)
## Variables actually used in tree construction:
## [1] "city_development_index"
## Number of terminal nodes: 2
## Residual mean deviance: 0.7127 = 5105 / 7163
## Misclassification error rate: 0.1369 = 981 / 7165
# no need to prune the tree
3.6 Model5: Bagging
suppressMessages(library(randomForest))
set.seed(108)
model5_bagging <- randomForest(target ~ ., data=train, ntree=500,</pre>
                        mtry=11, importance=TRUE)
model5_bagging
##
## Call:
   randomForest(formula = target ~ ., data = train, ntree = 500,
                                                                       mtry = 11, importance = TRUE)
                  Type of random forest: classification
                        Number of trees: 500
## No. of variables tried at each split: 11
##
           OOB estimate of error rate: 14.7%
##
## Confusion matrix:
       0 1 class.error
## 0 5656 322 0.05386417
## 1 731 456 0.61583825
3.7 Model6: Random Forest
set.seed(108)
model6_rf <- randomForest(target ~ ., data=train, ntree=500,</pre>
                        mtry=sqrt(11), importance=TRUE)
model6_rf
##
## randomForest(formula = target ~ ., data = train, ntree = 500,
                                                                       mtry = sqrt(11), importance = TR
##
                  Type of random forest: classification
                        Number of trees: 500
## No. of variables tried at each split: 3
##
```

summary(model4_tree)

```
## 00B estimate of error rate: 14.36%

## Confusion matrix:

## 0 1 class.error

## 0 5667 311 0.05202409

## 1 718 469 0.60488627
```

3.8 Model7: Boosting

4. Model Selection using ROC Analysis

```
suppressMessages(library(pROC))
# Create matrix to store the evaluation metrics for each model
eva metrics = matrix(0, nrow=7, ncol=5)
# phat
phat1 <- predict(model1_LR_small, newdata=test, type="response")</pre>
phat2 <- predict(model2_LDA, newdata=test)$posterior[,2]</pre>
phat3 <- predict(model3_QDA, newdata=test)$posterior[,2]</pre>
phat4 <- predict(model4_tree, newdata=test)[,2]</pre>
phat5 <- predict(model5_bagging, newdata=test, type="prob")[,2]</pre>
phat6 <- predict(model6_rf, newdata=test, type="prob")[,2]</pre>
phat7 <- predict(model7_boosting, newdata=test_boost, type="response")</pre>
# create roc object
roc obj1 <- roc(response=test$target, predictor=phat1)</pre>
roc obj2 <- roc(response=test$target, predictor=phat2)</pre>
roc_obj3 <- roc(response=test$target, predictor=phat3)</pre>
roc_obj4 <- roc(response=test$target, predictor=phat4)</pre>
roc_obj5 <- roc(response=test$target, predictor=phat5)</pre>
roc obj6 <- roc(response=test$target, predictor=phat6)</pre>
roc_obj7 <- roc(response=test$target, predictor=phat7)</pre>
# calculate AUC
AUC1 <- auc(roc_obj1)
AUC2 <- auc(roc_obj2)
AUC3 <- auc(roc_obj3)
AUC4 <- auc(roc_obj4)
AUC5 <- auc(roc_obj5)
AUC6 <- auc(roc_obj6)
AUC7 <- auc(roc_obj7)
# show the performance matric
roc_1 <- c(coords(roc_obj1, "b", ret=c("threshold", "se", "sp", "accuracy"),</pre>
                           best.method="youden", transpose=TRUE), AUC1)
eva_metrics[1,] <- t(roc_1)</pre>
roc_2 <- c(coords(roc_obj2, "b", ret=c("threshold", "se", "sp", "accuracy"),</pre>
                           best.method="youden", transpose=TRUE), AUC2)
eva_metrics[2,] <- t(roc_2)</pre>
roc_3 <- c(coords(roc_obj3, "b", ret=c("threshold", "se", "sp", "accuracy"),</pre>
                           best.method="youden", transpose=TRUE), AUC3)
eva_metrics[3,] <- t(roc_3)</pre>
roc_4 <- c(coords(roc_obj4, "b", ret=c("threshold", "se", "sp", "accuracy"),</pre>
                           best.method="youden", transpose=TRUE), AUC4)
eva_metrics[4,] <- t(roc_4)</pre>
roc_5 <- c(coords(roc_obj5, "b", ret=c("threshold", "se", "sp", "accuracy"),</pre>
                           best.method="youden", transpose=TRUE), AUC5)
```

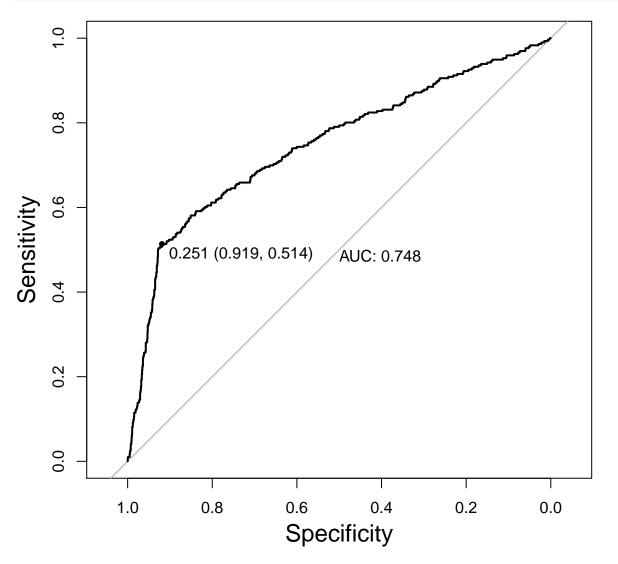
```
eva_metrics[5,] <- t(roc_5)</pre>
roc_6 <- c(coords(roc_obj6, "b", ret=c("threshold", "se", "sp", "accuracy"),</pre>
                 best.method="youden", transpose=TRUE), AUC6)
eva_metrics[6,] <- t(roc_6)</pre>
roc_7 <- c(coords(roc_obj7, "b", ret=c("threshold", "se", "sp", "accuracy"),</pre>
                best.method="youden", transpose=TRUE), AUC7)
eva_metrics[7,] <- t(roc_7)</pre>
# Create metrics df
metrics <- as.data.frame(eva_metrics)</pre>
colnames(metrics) = c("Threshold", "Sensitivity", "Specificity", "Accuracy", "AUC")
rownames(metrics) = c("Logistic Regression","LDA","QDA","Tree","Bagging","RF","Boosting")
metrics
               Threshold Sensitivity Specificity Accuracy
##
                                                 AUC
## LDA
## QDA
               ## Tree
               ## Bagging
               ## RF
               0.2670000
                       ## Boosting
```

• The best model based on the highest AUC is Boosting, the AUC = 0.7479411.

5. Analyze the Best Performing Model - Boosting

5.1 Boosting ROC Analysis

```
# produce ROC Curve
plot(roc_obj7,legacy.axes=F,print.auc=T,print.thres=T,cex.lab=1.5)
```



5.2 Boosting Confusion Matrix using Best Threshold

```
# make prediction cutoff=0.2514782
# Obtain Y_hat values for the data observation (cutoff=0.2514782)
proba_hat <- predict(model7_boosting, newdata=test_boost, type="response")

n = nrow(test); y_hat = rep(0,n)
cutoff = 0.2514782; idx = which(proba_hat > cutoff)
y_hat[idx] = 1
```

```
# confusion matrix at cutoff=0.2514782
(conf_mat = table(predicted = y_hat, actual = test$target))
##
           actual
## predicted 0
                    1
          0 1373 144
##
          1 121 152
# sensitivity/recall
conf_mat[2, 2] / sum(conf_mat[, 2])
## [1] 0.5135135
# precision/positive predictive value
conf_mat[2, 2] / sum(conf_mat[2, ])
## [1] 0.5567766
# specificity
conf_mat[1, 1] / sum(conf_mat[, 1])
```

[1] 0.9190094

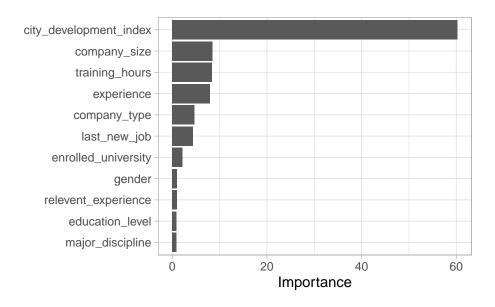
| | Summary Metrics for Boosting |
|-------------------------------------|------------------------------|
| Sensitivity/Recall | 0.5135135 |
| Precision/Positive Predictive Value | 0.5567766 |
| Specificity | 0.9190094 |
| Accuracy | 0.8519553 |
| AUC | 0.7479411 |

5.3 Boosting Summary and Feature Importance

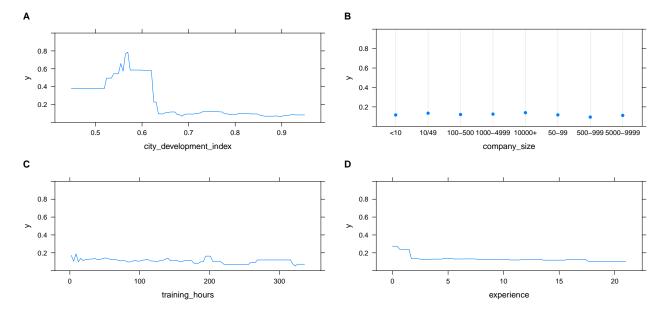
```
summary(model7_boosting, las=1, plotit=F)
```

```
##
                                                   rel.inf
                                            var
## city_development_index city_development_index 60.2531637
## company_size
                                   company_size 8.4526089
## training_hours
                                 training_hours 8.3464673
                                     experience 7.9438939
## experience
## company_type
                                   company_type 4.7450783
## last_new_job
                                   last_new_job 4.3622290
## enrolled_university
                           enrolled_university 2.1210473
## gender
                                         gender 1.0072945
## relevent_experience
                            relevent_experience 1.0043377
## education_level
                                education_level 0.9018400
## major_discipline
                               major_discipline 0.8620393
```





Probability of Success vs the Top 4 Most Important Feature - Same Scale



Probability of Success vs the Top 4 Most Important Feature - Different Scale

