HR Analytics Promotion Recommendation

Libraries Used

```
library (data.table)
library (dplyr)
## Attaching package: 'dplyr'
## The following objects are masked from 'package:data.table':
##
##
      between, first, last
## The following objects are masked from 'package:stats':
##
##
       filter, lag
## The following objects are masked from 'package:base':
##
##
      intersect, setdiff, setequal, union
library(caret)
## Loading required package: lattice
## Loading required package: ggplot2
library (ggplot2)
library (plyr)
## You have loaded plyr after dplyr - this is likely to cause problems.
## If you need functions from both plyr and dplyr, please load plyr first, then dplyr:
## library(plyr); library(dplyr)
## Attaching package: 'plyr'
## The following objects are masked from 'package:dplyr':
##
##
       arrange, count, desc, failwith, id, mutate, rename, summarise,
\# \#
      summarize
library (randomForest)
## randomForest 4.6-14
## Type rfNews() to see new features/changes/bug fixes.
## Attaching package: 'randomForest'
## The following object is masked from 'package:ggplot2':
##
##
       margin
```

```
## The following object is masked from 'package:dplyr':
##
       combine
\# \#
library(tree)
library (MASS)
## Attaching package: 'MASS'
## The following object is masked from 'package:dplyr':
##
       select
library (MVA)
## Loading required package: HSAUR2
## Loading required package: tools
library (htmltools)
library (base)
library (mlr)
## Loading required package: ParamHelpers
## Attaching package: 'mlr'
## The following object is masked from 'package:caret':
##
       train
library (FSelector)
library (ROSE)
## Loaded ROSE 0.0-3
library (rpart)
library(regclass)
## Loading required package: bestglm
## Loading required package: leaps
## Loading required package: VGAM
## Loading required package: stats4
## Loading required package: splines
## Attaching package: 'VGAM'
## The following object is masked from 'package:caret':
##
\# \#
      predictors
```

```
## Important regclass change from 1.3:
## All functions that had a . in the name now have an
## all.correlations -> all_correlations, cor.demo -> cor_demo, etc.
## Attaching package: 'regclass'
## The following object is masked from 'package:lattice':
##
##
library (e1071)
##
## Attaching package: 'e1071'
## The following object is masked from 'package:mlr':
##
##
      impute
library (pROC)
## Type 'citation("pROC")' for a citation.
## Attaching package: 'pROC'
## The following objects are masked from 'package:stats':
##
##
     cov, smooth, var
library (DMwR)
## Loading required package: grid
## Registered S3 method overwritten by 'xts':
              from
## method
##
   as.zoo.xts zoo
## Registered S3 method overwritten by 'quantmod':
## method
            from
    as.zoo.data.frame zoo
##
## Attaching package: 'DMwR'
\#\# The following object is masked from 'package:plyr':
##
##
     join
library (randomForest)
library (ggplot2)
library (plotly)
## Attaching package: 'plotly'
```

```
## The following object is masked from 'package:MASS':
##
##
       select
   The following objects are masked from 'package:plyr':
\# \#
##
##
       arrange, mutate, rename, summarise
## The following object is masked from 'package:ggplot2':
##
##
       last_plot
## The following object is masked from 'package:stats':
##
##
       filter
## The following object is masked from 'package:graphics':
##
##
       layout
```

Exploratory Data Analysis

Data Importing

```
setwd('C:/Users/harsh/Desktop/MITA/Fall 2019 Sem 2/DAV/Datasets/')
hr_analytics= read.csv("HR Analytics.csv", stringsAsFactors=FALSE, header=T, na.strings=c(""))
```

There are 14 attributes in the data set and 54808 observations

Categorical Variables

- 1. employee_id
- 2. department
- 3. region
- 4. education
- 5. gender
- 6. recruitment_channel
- 7. no_of_trainings
- 8. age
- 9. previous_year_rating 10.KPIs_met >80% 11.awards_won?

Quantitative Variables

- 1. length_of_service
- 2. avg_training_score

Target Variables

1. is_promoted

Converting dataframe into data table for flexibility

```
setDT(hr_analytics)
```

Checking for NA Values in the data set, column 9 which is previous_year_rating is having NA values

```
grep('NA', hr_analytics)

## [1] 4 9
```

Addressing NA's

length of service where previous year rating is NA, seems like since person is joined recently previous year rating is not available

```
relation<-hr_analytics[is.na(previous_year_rating),.(length_of_service,previous_year_rating)]
unique(relation$length_of_service)
```

```
## [1] 1
```

Replacing NA values in previous year rating with zeros

```
hr_analytics[is.na(previous_year_rating),previous_year_rating:=0]

unique(hr_analytics$previous_year_rating)

## [1] 5 3 1 4 0 2

str(hr_analytics)
```

```
## Classes 'data.table' and 'data.frame': 54808 obs. of 14 variables:
## $ employee_id : int 65438 65141 7513 2542 48945 58896 20379 16290 73202 28911 ...
## $ department
                        chr "Sales & Marketing" "Operations" "Sales & Marketing" "Sales & Marketing" .
## $ region
                        : chr "region_7" "region_22" "region_19" "region_23" ...
## $ education
                       : chr "Master's & above" "Bachelor's" "Bachelor's" ...
## $ gender
                        : chr "f" "m" "m" "m" ...
## $ recruitment_channel : chr "sourcing" "other" "sourcing" "other" ...
## $ no_of_trainings : int 1 1 1 2 1 2 1 1 1 1 ...
                        : int 35 30 34 39 45 31 31 33 28 32 ...
## $ age
## $ previous_year_rating: int 5 5 3 1 3 3 3 3 4 5 ...
   $ length_of_service : int 8 4 7 10 2 7 5 6 5 5 ...
   $ KPIs_met..80. : int 1 0 0 0 0 0 0 0 0 1 ... $ awards_won. : int 0 0 0 0 0 0 0 0 0 0 ...
                               1 0 0 0 0 0 0 0 0 1 ...
##
## $ avg_training_score : int 49 60 50 50 73 85 59 63 83 54 ...
## $ is_promoted : int 0 0 0 0 0 0 0 0 0 ...
## - attr(*, ".internal.selfref") = <externalptr>
```

Converting categorical columns into factors for better analysis

```
hr_analytics[,employee_id:=factor(employee_id)]
hr_analytics[,department:=factor(department)]
hr_analytics[,region:=factor(region)]
hr_analytics[,gender:=factor(gender,levels=c('m','f'),labels=c(0,1))]
hr_analytics[,recruitment_channel:=factor(recruitment_channel)]
hr_analytics[,KPIs_met..80.:=factor(KPIs_met..80.)]
hr_analytics[,awards_won.:=factor(awards_won.)]
hr_analytics[,previous_year_rating:=factor(previous_year_rating)]
```

```
str(hr_analytics$age)
```

```
## int [1:54808] 35 30 34 39 45 31 31 33 28 32 ...
```

*** Converting education into factor and adding NA as a level for better analysis ***

```
hr_analytics$education<-addNA(hr_analytics$education)
```

```
levels(hr_analytics$education)
```

```
## [1] "Bachelor's" "Below Secondary" "Master's & above" ## [4] NA
```

EDA for categorical variables

Set Column Classes

```
factcols<-c(1:7,9,11,12,14)
numcols<-setdiff(1:14,factcols)</pre>
```

```
hr_analytics[,(factcols):=lapply(.SD,factor),.SDcols=factcols]
hr_analytics[,(numcols):=lapply(.SD,as.numeric),.SDcols=numcols]
```

str(hr_analytics)

```
## Classes 'data.table' and 'data.frame': 54808 obs. of 14 variables:
                        : Factor w/ 54808 levels "1","2","4","5",..: 45806 45594 5248 1773 34271 41227 14
## $ employee id
220 11403 51235 20135 ...
                           : Factor w/ 9 levels "Analytics", "Finance", ..: 8 5 8 8 9 1 5 5 1 8 ...
## $ department
## $ region
                           : Factor w/ 34 levels "region_1", "region_10",...: 32 15 11 16 19 12 13 28 13 1 ...
## $ education
                          : Factor w/ 3 levels "Bachelor's", "Below Secondary", ..: 3 1 1 1 1 1 1 3 1 3 ...
## $ gender
                          : Factor w/ 2 levels "0","1": 2 1 1 1 1 1 2 1 1 1 ...
## $ recruitment channel : Factor w/ 3 levels "other", "referred",..: 3 1 3 1 1 3 1 3 1 3 ...
## $ no_of_trainings : Factor w/ 10 levels "1","2","3","4",..: 1 1 1 2 1 2 1 1 1 1 ... ## $ age : num 35 30 34 39 45 31 31 33 28 32 ...
## $ previous year rating: Factor w/ 6 levels "0","1","2","3",..: 6 6 4 2 4 4 4 4 5 6 ...
## $ length_of_service : num 8 4 7 10 2 7 5 6 5 5 ...
## $ KPIs_met..80. : Factor w/ 2 levels "0","1": 2 1 1 1 1 1 1 1 1 2 ...
## $ awards_won. : Factor w/ 2 levels "0","1": 1 1 1 1 1 1 1 1 1 1 ...
## $ avg_training_score : num 49 60 50 50 73 85 59 63 83 54 ...
## $ is promoted : Factor w/ 2 levels "0","1": 1 1 1 1 1 1 1 1 1 1 ...
   - attr(*, ".internal.selfref") = <externalptr>
```

Seperating categorical and numerical columns for further analysis

```
cat_hr_analytics<-hr_analytics[,factcols,with=FALSE]
str(cat_hr_analytics)</pre>
```

```
## Classes 'data.table' and 'data.frame': 54808 obs. of 11 variables:
## $ employee_id : Factor w/ 54808 levels "1","2","4","5",..: 45806 45594 5248 1773 34271 41227 14
220 11403 51235 20135 ...
\#\# $ department : Factor w/ 9 levels "Analytics", "Finance",..: 8 5 8 8 9 1 5 5 1 8 ...
                         : Factor w/ 34 levels "region_1", "region_10",..: 32 15 11 16 19 12 13 28 13 1 ...
## $ region
                         : Factor w/ 3 levels "Bachelor's", "Below Secondary", ...: 3 1 1 1 1 1 1 3 1 3 ...
## $ education
                          : Factor w/ 2 levels "0", "1": 2 1 1 1 1 1 2 1 1 1 ...
## $ gender
## $ recruitment channel : Factor w/ 3 levels "other", "referred",..: 3 1 3 1 1 3 1 3 1 3 ...
## $ no_of_trainings : Factor w/ 10 levels "1","2","3","4",..: 1 1 1 2 1 2 1 1 1 1 ...
## $ previous_year_rating: Factor w/ 6 levels "0","1","2","3",..: 6 6 4 2 4 4 4 4 5 6 ...
## $ KPIs_met..80. : Factor w/ 2 levels "0","1": 2 1 1 1 1 1 1 1 2 ...
## $ awards_won. : Factor w/ 2 levels "0","1": 1 1 1 1 1 1 1 1 1 1 1 ... ## $ is_promoted : Factor w/ 2 levels "0","1": 1 1 1 1 1 1 1 1 1 1 ...
## - attr(*, ".internal.selfref") = <externalptr>
```

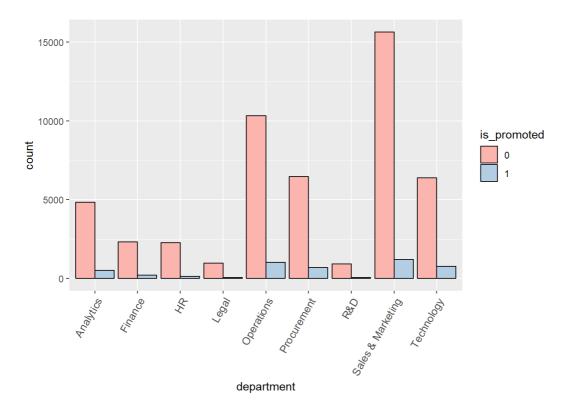
```
num_hr_analytics<-hr_analytics[,numcols,with=FALSE]
```

Analyzing Categorical Variables

Department:

#####We observe that even though Sales & Marketing department is big, employees recommended are very few, in other departments like Analytics, Operations, Technology, Procurement employee recommendation is relatively good

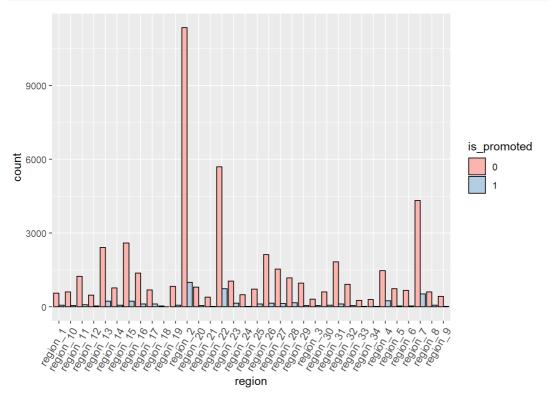
```
ggplot(cat_hr_analytics,aes(x=department,fill=is_promoted))+
  geom_bar(position = "dodge", color="black")+
  scale_fill_brewer(palette = "Pastel1")+
  theme(axis.text.x =element_text(angle = 60,hjust = 1,size=10))
```



Region:

Region 7,22,19 have high recommendation for promotions

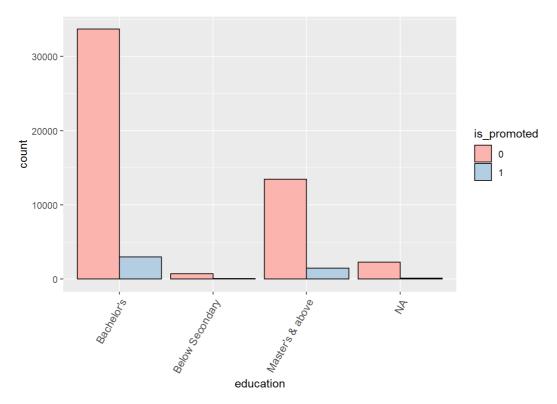
```
ggplot(cat_hr_analytics, aes(x=region, fill=is_promoted))+
  geom_bar(position = "dodge", color="black")+
  scale_fill_brewer(palette = "Pastel1")+
  theme(axis.text.x = element_text(angle = 60, hjust = 1, size=10))
```



Education:

People who are recommended for promotion mostly hold a Bachelor's Degree

```
ggplot(cat_hr_analytics, aes(x=education, fill=is_promoted))+
  geom_bar(position = "dodge", color="black")+
  scale_fill_brewer(palette = "Pastel1")+
  theme(axis.text.x =element_text(angle = 60, hjust = 1, size=10))
```



Gender:

0

0

gender

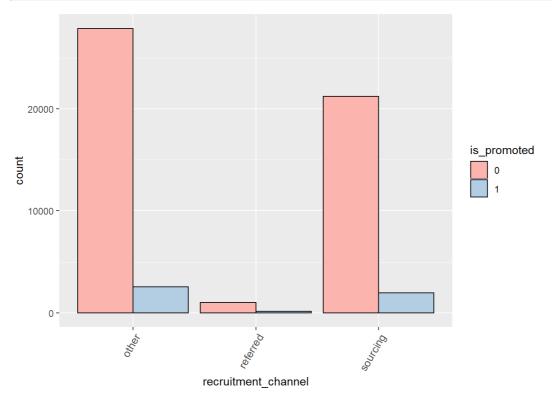
Female data is more but rate of recommendation is less. Male data is less and rate of recommendation is high comparitively

```
prop.table(table(hr_analytics$gender,hr_analytics$is_promoted))
##
##
                0
##
    0 0.64397533 0.05840388
     1 0.27085462 0.02676617
ggplot(cat_hr_analytics,aes(x=gender,fill=is_promoted))+
  geom_bar(position = "dodge", color="black")+
  scale_fill_brewer(palette = "Pastel1")+
  theme(axis.text.x =element_text(angle = 60,hjust = 1,size=10))
 30000 -
                                                                          is_promoted
 20000 -
                                                                              0
 10000 -
```

Recruitment Channel:

Employees recruited from other channel have higher probability of being recommended for promotion

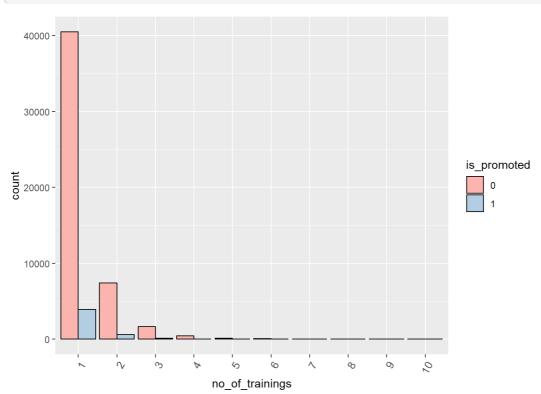
```
ggplot(cat_hr_analytics,aes(x=recruitment_channel,fill=is_promoted))+
  geom_bar(position = "dodge", color="black")+
  scale_fill_brewer(palette = "Pastel1")+
  theme(axis.text.x =element_text(angle = 60,hjust = 1,size=10))
```



Number of trainings:

It doesn't seem to add much value to the recommendation

```
ggplot(cat_hr_analytics,aes(x=no_of_trainings,fill=is_promoted))+
  geom_bar(position = "dodge", color="black")+
  scale_fill_brewer(palette = "Pastel1")+
  theme(axis.text.x = element_text(angle = 60, hjust = 1, size=10))
```



Binned age variable 20-30 31-40 41-50 51-60

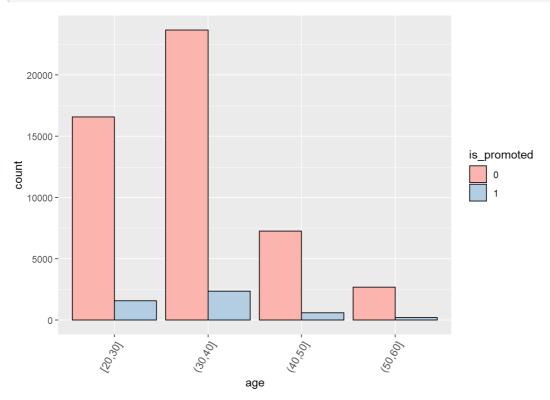
```
#num_hr_analytics[,age:=hr_analytics$age]
#str(num_hr_analytics)
num_hr_analytics[,age:=cut(x=age,breaks=c(20,30,40,50,60),include.lowest = TRUE)]
num_hr_analytics[,age:=factor(age)]
unique(num_hr_analytics$age)

## [1] (30,40] [20,30] (40,50] (50,60]
```

```
## [1] (30,40] [20,30] (40,50] (50,60]
## Levels: [20,30] (30,40] (40,50] (50,60]
```

```
num_hr_analytics$is_promoted<-hr_analytics$is_promoted</pre>
```

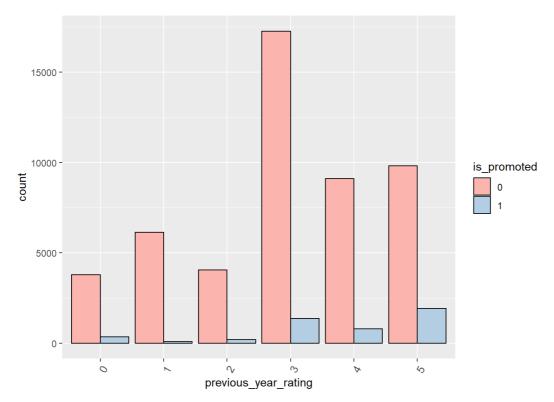
```
ggplot(num_hr_analytics,aes(x=age,fill=is_promoted))+
geom_bar(position = "dodge", color="black")+
scale_fill_brewer(palette = "Pastel1")+
theme(axis.text.x =element_text(angle = 60,hjust = 1,size=10))
```



Previous Year Rating:

Employees with previous year rating of 5 have fair amount of chance of being recommended for promotion

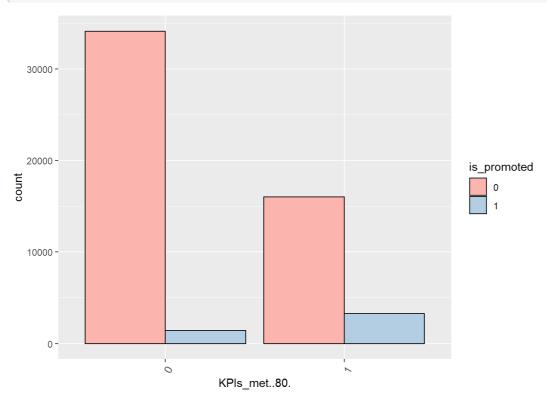
```
ggplot(cat_hr_analytics, aes(x=previous_year_rating, fill=is_promoted))+
  geom_bar(position = "dodge", color="black")+
  scale_fill_brewer(palette = "Pastel1")+
  theme(axis.text.x =element_text(angle = 60, hjust = 1, size=10))
```



KPI's met >80%:

Employees who have KPI's greater than 80 have higher chances of being recommended for promotion

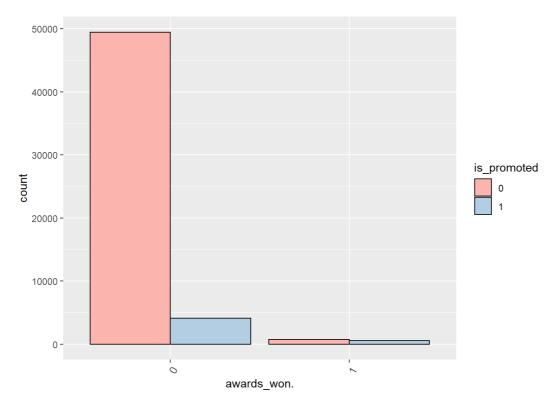
```
ggplot(cat_hr_analytics, aes(x=KPIs_met..80., fill=is_promoted))+
  geom_bar(position = "dodge", color="black")+
  scale_fill_brewer(palette = "Pastel1")+
  theme(axis.text.x =element_text(angle = 60, hjust = 1, size=10))
```



Awards Won:

People who have not won more awards are not likely to be recommended for promotion

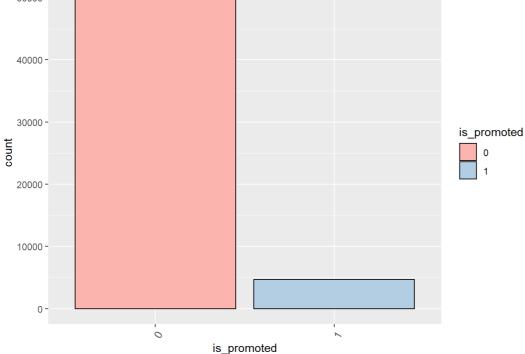
```
ggplot(cat_hr_analytics, aes(x=awards_won., fill=is_promoted))+
  geom_bar(position = "dodge", color="black")+
  scale_fill_brewer(palette = "Pastel1")+
  theme(axis.text.x = element_text(angle = 60, hjust = 1, size=10))
```



is_promoted:

This indicates an huge imbalance in the target variable for classification. This issue needs to be addressed before modeling.

```
ggplot(cat_hr_analytics,aes(x=is_promoted,fill=is_promoted))+
  geom_bar(position = "dodge", color="black")+
  scale_fill_brewer(palette = "Pastel1")+
  theme(axis.text.x =element_text(angle = 60,hjust = 1,size=10))
50000-
```



```
prop.table(table(cat_hr_analytics$is_promoted))

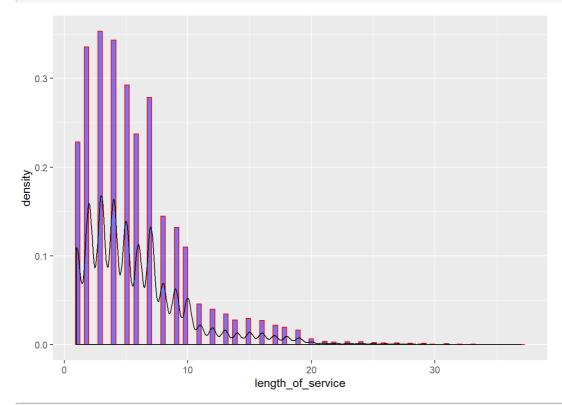
##
## 0 1
## 0.91482995 0.08517005
```

Exploring Numerical Variables

Length_of_Service:

Distribution shows a right skewness

```
ggplot(data = num_hr_analytics, aes(x= length_of_service, y=..density..)) +
geom_histogram(fill="blue",color="red",alpha = 0.5,bins =100) +
geom_density()
```

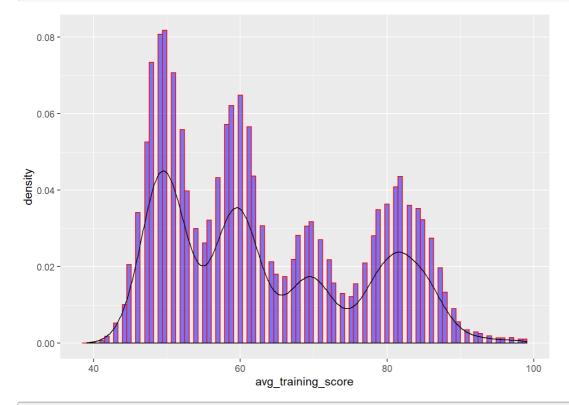


ggplotly()

Avg Training Score:

Skewness is not evident in the distribution

```
ggplot(data = num_hr_analytics, aes(x= avg_training_score, y=..density..)) +
geom_histogram(fill="blue",color="red",alpha = 0.5,bins =100) +
geom_density()
```



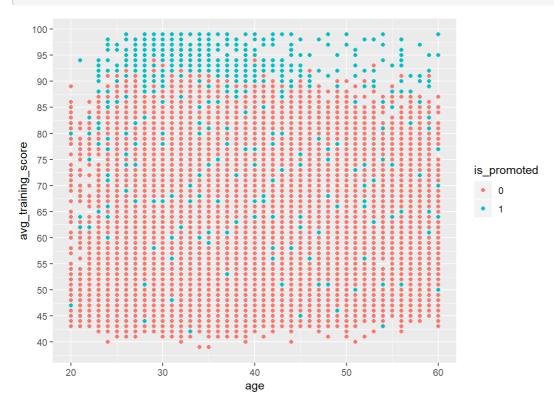
ggplotly()

Avg_training_score vs Age:

Higher the average score across all ages, are highly recommended for promotion

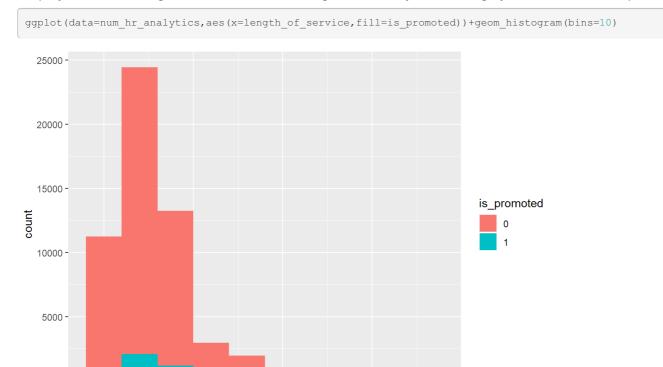
```
num_hr_analytics[,age:=NULL]
num_hr_analytics[,age:=hr_analytics$age]
```

create scatter plot
ggplot(data=num_hr_analytics,aes(x=age,y=avg_training_score))+geom_point(aes(colour=is_promoted))+scale_y_co
ntinuous("avg_training_score",breaks = seq(0,100,5))



Length of Services vs Recommendation:

Employees whose length of service is in the range of 1 to 10 years are highly recommended for promotion



Length of Service vs Avg Training Score:

10

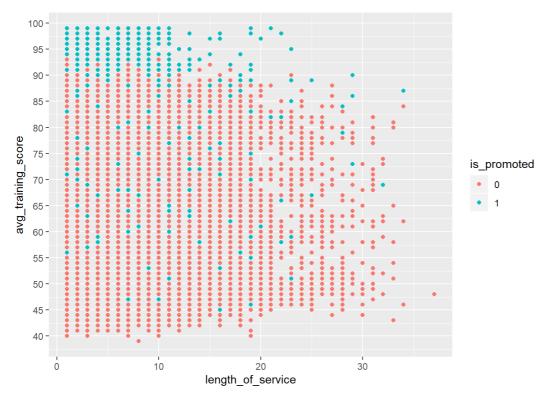
Employees with length of service of 1 to 11 years along with high average training scores are highly recommended for promotion

30

20

length_of_service

```
# create scatter plot
ggplot(data=num_hr_analytics, aes(x=length_of_service, y=avg_training_score))+geom_point(aes(colour=is_promote
d))+scale_y_continuous("avg_training_score", breaks = seq(0,100,5))
```



Removing reduntant is_promoted and age from numerical data

```
num_hr_analytics[,age:=NULL]
num_hr_analytics[,is_promoted:=NULL]
```

```
str(num_hr_analytics)
```

```
## Classes 'data.table' and 'data.frame': 54808 obs. of 2 variables:
## $ length_of_service : num 8 4 7 10 2 7 5 6 5 5 ...
## $ avg_training_score: num 49 60 50 50 73 85 59 63 83 54 ...
## - attr(*, ".internal.selfref") = <externalptr>
```

Adding age back to categorical data

```
cat_hr_analytics[,age:=hr_analytics$age]
cat_hr_analytics[,age:=cut(x=age,breaks=c(20,30,40,50,60),include.lowest = TRUE)]
cat_hr_analytics[,age:=factor(age)]
unique(cat_hr_analytics$age)
```

```
## [1] (30,40] [20,30] (40,50] (50,60]
## Levels: [20,30] (30,40] (40,50] (50,60]
```

```
cat_hr_analytics[,no_of_trainings:=NULL]
num_hr_analytics[,no_of_trainings:=as.numeric(hr_analytics$no_of_trainings)]
```

```
str(cat_hr_analytics)
```

```
## Classes 'data.table' and 'data.frame': 54808 obs. of 11 variables:
## $ employee id
                        : Factor w/ 54808 levels "1","2","4","5",..: 45806 45594 5248 1773 34271 41227 14
220 11403 51235 20135 ...
                     : Factor w/ 9 levels "Analytics", "Finance", ... 8 5 8 8 9 1 5 5 1 8 ...
## $ department
## $ region
                        : Factor w/ 34 levels "region_1", "region_10",...: 32 15 11 16 19 12 13 28 13 1 ...
                        : Factor w/ 3 levels "Bachelor's", "Below Secondary",..: 3 1 1 1 1 1 1 3 1 3 ...
## $ education
                       : Factor w/ 2 levels "0","1": 2 1 1 1 1 2 1 1 1 ...
## $ gender
## $ recruitment_channel : Factor w/ 3 levels "other", "referred",..: 3 1 3 1 1 3 1 3 1 3 ...
## $ previous_year_rating: Factor w/ 6 levels "0","1","2","3",..: 6 6 4 2 4 4 4 4 5 6 ...
## $ KPIs_met..80. : Factor w/ 2 levels "0","1": 2 1 1 1 1 1 1 1 1 2 ...
                       : Factor w/ 2 levels "0","1": 1 1 1 1 1 1 1 1 1 1 ...
## $ awards_won.
                        : Factor w/ 2 levels "0","1": 1 1 1 1 1 1 1 1 1 1 ...
## $ is_promoted
## $ age
                        : Factor w/ 4 levels "[20,30]","(30,40]",..: 2 1 2 2 3 2 2 2 1 2 ...
   - attr(*, ".internal.selfref") = <externalptr>
```

Replacing NA's with 'Unavailable' before applying Models

```
# Convert to characters
cat_hr_analytics<-cat_hr_analytics[,names(cat_hr_analytics):=lapply(.SD,as.character),.SDcols=names(cat_hr_a
nalytics)]
for( i in names(cat_hr_analytics))
{
    if(length(which(is.na(cat_hr_analytics[[i]]))>0))
    {
       cat_hr_analytics[[i]][is.na(cat_hr_analytics[[i]])]<-'Unavailable'
    }
}
# convert back to factors
cat_hr_analytics<-cat_hr_analytics[,names(cat_hr_analytics):=lapply(.SD,factor),.SDcols=names(cat_hr_analytics)]
grep('NA',cat_hr_analytics)</pre>
```

```
## integer(0)
```

```
str(num_hr_analytics)
```

```
## Classes 'data.table' and 'data.frame': 54808 obs. of 3 variables:
## $ length_of_service : num 8 4 7 10 2 7 5 6 5 5 ...
## $ avg_training_score: num 49 60 50 50 73 85 59 63 83 54 ...
## $ no_of_trainings : num 1 1 1 2 1 2 1 1 1 1 ...
## - attr(*, ".internal.selfref")=<externalptr>
```

Machine Learning

```
rm(hr_analytics)
```

Combine numerical and categorical data

```
hr_analytics<-cbind(cat_hr_analytics,num_hr_analytics)
```

```
unique(hr_analytics$is_promoted)
```

```
## [1] 0 1
## Levels: 0 1
```

```
str(hr_analytics)
```

```
## Classes 'data.table' and 'data.frame': 54808 obs. of 14 variables:
## $ employee id
                        : Factor w/ 54808 levels "1","10","100",...: 43141 42907 50654 11929 30338 38057 8
054 4923 49174 14624 ...
## $ department : Factor w/ 9 levels "Analytics", "Finance",..: 8 5 8 8 9 1 5 5 1 8 ...
## $ region
                        : Factor w/ 34 levels "region_1", "region_10",..: 32 15 11 16 19 12 13 28 13 1 ...
                        : Factor w/ 4 levels "Bachelor's", "Below Secondary",..: 3 1 1 1 1 1 1 3 1 3 ...
## $ education
                  : Factor w/ 2 levels "0","1": 2 1 1 1 1 2 1 1 1 ...
## $ gender
## $ recruitment_channel : Factor w/ 3 levels "other", "referred",..: 3 1 3 1 1 3 1 3 1 3 ...
## $ previous_year_rating: Factor w/ 6 levels "0","1","2","3",..: 6 6 4 2 4 4 4 4 5 6 ...
## $ KPIs_met..80. : Factor w/ 2 levels "0","1": 2 1 1 1 1 1 1 1 2 ...
                        : Factor w/ 2 levels "0","1": 1 1 1 1 1 1 1 1 1 1 ...
## $ awards_won.
                        : Factor w/ 2 levels "0","1": 1 1 1 1 1 1 1 1 1 1 ...
## $ is_promoted
                        : Factor w/ 4 levels "(30,40]","(40,50]",..: 1 4 1 1 2 1 1 1 4 1 ...
## $ age
## $ length_of_service : num 8 4 7 10 2 7 5 6 5 5 ...
## $ avg_training_score : num 49 60 50 50 73 85 59 63 83 54 ...
## $ no_of_trainings
                         : num 1 1 1 2 1 2 1 1 1 1 ...
## - attr(*, ".internal.selfref") = < externalptr>
```

Making train and test data

```
# Random sample indexes
train_index = sample(1:nrow(hr_analytics), 0.75 * nrow(hr_analytics))
test_index= setdiff(1:nrow(hr_analytics), train_index)
# Build train and test sets
train_set = hr_analytics[train_index, ]
test_set = hr_analytics[test_index, ]
setDF(train_set)
setDF(test_set)
```

```
str(train_set)
```

```
## 'data.frame': 41106 obs. of 14 variables:
## $ employee id
                         : Factor w/ 54808 levels "1","10","100",...: 36791 48166 4995 5462 7254 34039 4856
2 44052 28456 7669 ...
## $ department
                        : Factor w/ 9 levels "Analytics", "Finance", ..: 8 8 6 8 8 3 8 5 5 6 ...
## $ region
                        : Factor w/ 34 levels "region 1", "region 10",...: 12 12 6 8 1 12 3 31 13 8 ...
## $ education
                        : Factor w/ 4 levels "Bachelor's", "Below Secondary", ..: 3 3 3 3 1 2 1 1 1 1 ...
                        : Factor w/ 2 levels "0","1": 2 1 1 1 1 2 1 1 2 2 ...
## $ gender
## $ recruitment_channel : Factor w/ 3 levels "other", "referred",..: 1 1 3 1 3 3 3 3 3 3 ...
## $ previous_year_rating: Factor w/ 6 levels "0","1","2","3",..: 6 6 6 4 4 1 6 4 5 4 ...
## $ KPIs_met..80. : Factor w/ 2 levels "0","1": 2 2 1 1 2 1 1 1 1 1 ...
                        : Factor w/ 2 levels "0","1": 1 2 1 1 1 1 1 1 1 1 1 ...
: Factor w/ 2 levels "0","1": 1 2 1 1 1 1 1 1 1 1 ...
   $ awards won.
## $ is promoted
## $ age
                         : Factor w/ 4 levels "(30,40]","(40,50]",..: 1 1 1 2 4 4 4 4 4 4 ...
## $ length of service : num 6 5 8 7 3 1 3 3 6 8 ...
## $ avg_training_score : num 49 97 69 49 47 49 45 56 62 69 ...
## $ no of trainings
                        : num 1 1 1 1 1 1 2 1 1 1 ...
```

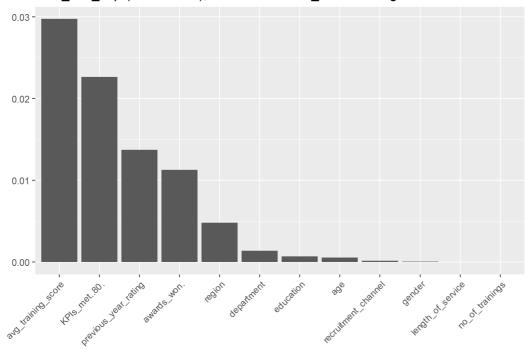
```
train_feat_imp<-train_set[,-1]
setDF(train_feat_imp)
test_feat_imp<-test_set[,-1]
setDF(test_feat_imp)
train.task <- makeClassifTask(data = train_feat_imp,target = "is_promoted")
test.task <- makeClassifTask(data=test_feat_imp,target = "is_promoted")
levels(test_feat_imp$no_of_trainings)</pre>
```

```
## NULL
```

Variable Importance Chart before applying models on the data

```
# get variable importance chart
var_imp<-generateFilterValuesData(train.task,method=c('FSelector_information.gain'))
plotFilterValues(var_imp,feat.type.cols=FALSE)</pre>
```

train_feat_imp (12 features), filter = FSelector_information.gain



Handling Imbalanced Data

ROSE: Over-Sampling increases the number of instances in the minority class by randomly replicating them in order to present a higher representation of the minority class in the sample.

```
data.rose<-ROSE(is_promoted~.,data=train_feat_imp,seed=1)$data
table(data.rose$is_promoted)

##
## 0 1
## 20602 20504</pre>
```

Recursive Partitioning(rpart) with ROSE data

```
tree.both<-rpart(is_promoted~.,data=data.rose)

pred.tree.rose<-predict(tree.both,newdata=test_feat_imp,type='class')

confmat.tree.rose<-table(pred.tree.rose,test_feat_imp$is_promoted)</pre>
```

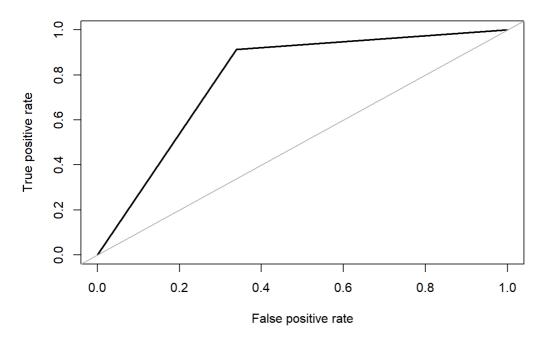
Accuracy of the Recursive partioning of ROSE data

```
accuracy.tree.rose<-sum(diag(confmat.tree.rose))/sum(confmat.tree.rose)
```

AUC of the predicted data

```
roc.curve(test_feat_imp$is_promoted,pred.tree.rose)
```

ROC curve



```
## Area under the curve (AUC): 0.787
```

Random Forest using ROSE

```
rfrose<-randomForest(is_promoted ~., data=data.rose,importance=TRUE)
```

Fine tuning parameters of Random Forest model

```
rfrosetunel<-randomForest(is_promoted ~., data=data.rose,ntree=500,mtry=6,importance=TRUE)
```

```
# Predicting on train set
predTrain.rose<-predict(rfrosetune1, data.rose, type='class')
# Checking classification accuracy
table(predTrain.rose, data.rose$\$is_promoted)</pre>
```

```
# Predicting on validation set
predValid.rose<-predict(rfrosetune1, test_feat_imp, type='class')
# Checking classification accuracy
table(predValid.rose, test_feat_imp$is_promoted)</pre>
```

```
## ## predValid.rose 0 1 ## 0 10352 275 ## 1 2224 851
```

Accuracy of the Random Forest for ROSE data

```
mean(predValid.rose==test_feat_imp$is_promoted)
```

```
## [1] 0.8176179
```

Confusion Matrix

```
confmat.rf.rose<-table(predValid.rose,test_feat_imp$is_promoted)</pre>
```

Important variables obtained after applying Random forest

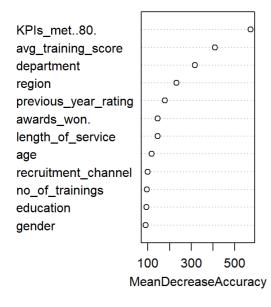
importance(rfrosetune1)

```
0
                                      1 MeanDecreaseAccuracy
## department
                    247.40855 93.09987
                                                  316.11418
                      76.71298 230.35020
## region
                                                  231.18114
                      19.82315 94.30782
                                                   94.40395
## education
                      28.08425 88.01132
                                                   89.16483
## gender
## recruitment_channel 34.35670 100.12472
                                                   100.01415
## previous_year_rating 173.90658 141.25385
                                                   177.79359
## KPIs_met..80. 353.06340 447.53236
## awards_won. 129.28654 103.00253
                                                   572.82743
                                                   145.73126
                      23.27560 116.04304
                                                  117.69499
## age
## length_of_service 41.84487 143.93381
                                                  145.22317
## avg_training_score 304.28998 208.81698
                                                  409.70370
## no_of_trainings
                     30.13959 98.47853
                                                   95.06337
##
                     MeanDecreaseGini
## department
                           2310.2197
## region
                           2107.1767
## education
                            392.3694
                            294.1740
## gender
## recruitment_channel
                             425.1816
                         1733.5208
## previous_year_rating
## KPIs_met..80.
                            2928.8100
## awards_won.
                             663.6238
                            518.8520
## age
## length_of_service
                          2130.7469
## avg_training_score
                           5020.2257
## no_of_trainings
                           2006.4979
```

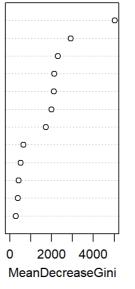
Variable Importance plot

varImpPlot(rfrosetune1)

rfrosetune1



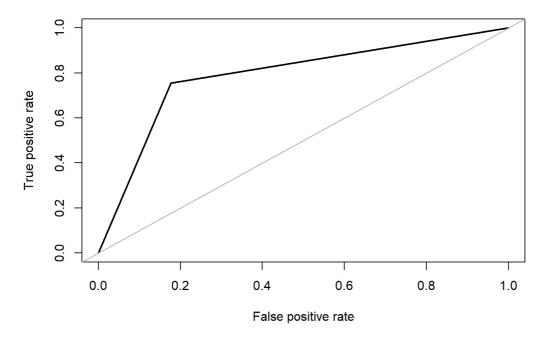
avg_training_score
KPIs_met..80.
department
length_of_service
region
no_of_trainings
previous_year_rating
awards_won.
age
recruitment_channel
education
gender



AUC for Random Forest

roc.curve(test feat imp\$is promoted,predValid.rose)

ROC curve



```
## Area under the curve (AUC): 0.789
```

Logistic Regression using ROSE

```
logistic_regres <- glm( is_promoted ~. ,data=data.rose, family="binomial")
summary(logistic_regres)</pre>
```

```
## glm(formula = is_promoted ~ ., family = "binomial", data = data.rose)
## Deviance Residuals:
    Min 1Q Median
                               3Q
## -3.0934 -0.6831 -0.1132 0.7933
## Coefficients:
##
                             Estimate Std. Error z value Pr(>|z|)
                            -14.782248 0.251768 -58.714 < 2e-16 ***
## (Intercept)
                             3.421054
                                       0.089321 38.301 < 2e-16 ***
## departmentFinance
## departmentHR
                             4.732339 0.110408 42.862 < 2e-16 ***
                             2.945706 0.123149 23.920 < 2e-16 ***
## departmentLegal
## departmentOperations
                             3.611650 0.073894 48.876 < 2e-16 ***
## departmentProcurement
                             2.069565 0.063005 32.847 < 2e-16 ***
                             -0.711493 0.107829 -6.598 4.16e-11 ***
## departmentR&D
## departmentSales & Marketing 5.281118 0.092171 57.297 < 2e-16 ***
                            0.934929 0.054140 17.269 < 2e-16 ***
## departmentTechnology
                                                 0.443 0.657778
## regionregion 10
                             0.073187
                                        0.165215
                                        0.148715 -2.253 0.024274 *
                             -0.335020
## regionregion 11
## regionregion_12
                             -0.904219
                                        0.203752 -4.438 9.09e-06 ***
                                       0.133024 -0.071 0.943613
## regionregion 13
                             -0.009409
                             0.121172 0.161176 0.752 0.452174
## regionregion_14
                             0.032255 0.133314 0.242 0.808824
## regionregion_15
## regionregion 16
                             -0.089937 0.144668 -0.622 0.534153
## regionregion 17
                             0.413849 0.152866 2.707 0.006784 **
## regionregion 18
                             ## regionregion_19
                             -0.285929 0.159180 -1.796 0.072453 .
                             0.134312
                                       0.124261 1.081 0.279751
## regionregion 2
                             -0.285844
                                       0.164933 -1.733 0.083079 .
## regionregion 20
## regionregion 21
                             -0.490360
                                        0.213359 -2.298 0.021545 *
## regionregion 22
                              0.513502
                                        0.125751
                                                  4.083 4.44e-05 ***
                                                 1.785 0.074317
## regionregion 23
                             0.259205
                                        0.145241
## regionregion 24
                              0.116953
                                        0.187952
                                                  0.622 0.533777
                                                 3.770 0.000164 ***
                                       0.152554
                             0.575054
## regionregion 25
```

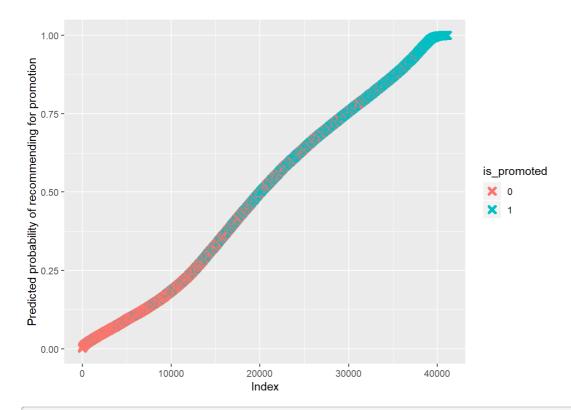
```
## regionregion 26
                        ## regionregion_27
                        -0.135019 0.142477 -0.948 0.343305
## regionregion_28
                        ## regionregion_29
                       -0.566281 0.164669 -3.439 0.000584 ***
                        -0.080001 0.205587 -0.389 0.697175
## regionregion 3
                        0.192616 0.164394 1.172 0.241329
## regionregion 30
## regionregion 31
                       ## regionregion_32
                       -0.478016 0.247735 -1.930 0.053664 .
## regionregion 33
## regionregion_34
                       -1.499384 0.305783 -4.903 9.42e-07 ***
## regionregion_4
                        0.810250 0.134939 6.005 1.92e-09 ***
## regionregion_5
                                  0.174792 -2.975 0.002932 **
                        -0.519974
## regionregion_6
                       ## regionregion_7
                        -0.270966 0.170976 -1.585 0.113008
## regionregion_8
## regionregion_9
                        -1.486924 0.251059 -5.923 3.17e-09 ***
## educationBelow Secondary -0.111051 0.102680 -1.082 0.279462
## educationMaster's & above 0.134022 0.032092 4.176 2.96e-05 ***
                        -0.571850 0.074376 -7.689 1.49e-14 ***
## educationUnavailable
                       ## recruitment channelreferred -0.123282 0.080835 -1.525 0.127232
## recruitment_channelsourcing -0.024828 0.025950 -0.957 0.338689
## previous_year_rating1 -1.698904 0.084980 -19.992 < 2e-16 ***
2.105241 0.028943 72.738 < 2e-16 ***
## KPIs_met..80.1
                        1.925614 0.074155 25.968 < 2e-16 ***
## awards won.1
                       -0.315081 0.041941 -7.512 5.80e-14 ***
## age(40,50]
                       -0.698930 0.071649 -9.755 < 2e-16 ***
## age(50,60]
## age[20,30]
                        ## length_of_service
                        0.026941 0.003825 7.043 1.88e-12 ***
## avg training score
                        ## no of trainings
                        -0.199907 0.023217 -8.610 < 2e-16 ***
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1
##
## (Dispersion parameter for binomial family taken to be 1)
##
    Null deviance: 56985 on 41105 degrees of freedom
## Residual deviance: 38130 on 41045 degrees of freedom
## AIC: 38252
##
## Number of Fisher Scoring iterations: 5
#probablity pred
predicted.rose<-data.frame(probability.of.recommended=logistic_regres$fitted.values,is_promoted=data.rose$is
promoted)
predicted.rose <- predicted.rose[order(predicted.rose$probability.of.recommended, decreasing=FALSE),]</pre>
predicted.rose$rank <- 1:nrow(predicted.rose)</pre>
```

qqplot(data=predicted.rose, aes(x=rank, y=probability.of.recommended)) +

geom point(aes(color=is promoted), alpha=1, shape=4, stroke=2) +

ylab("Predicted probability of recommending for promotion")

xlab("Index") +



confusion_matrix(logistic_regres)

```
## Predicted 0 Predicted 1 Total
## Actual 0 15562 5040 20602
## Actual 1 4489 16015 20504
## Total 20051 21055 41106
```

```
pdata <- predict(logistic_regres,newdata=test_feat_imp,type="response")
data.rose$is_promoted=as.factor(data.rose$is_promoted)
test_feat_imp$is_promoted=as.factor(test_feat_imp$is_promoted)
pdataF<- as.factor(ifelse(test=as.numeric(pdata>0.54)==0,yes=0,no=1))
```

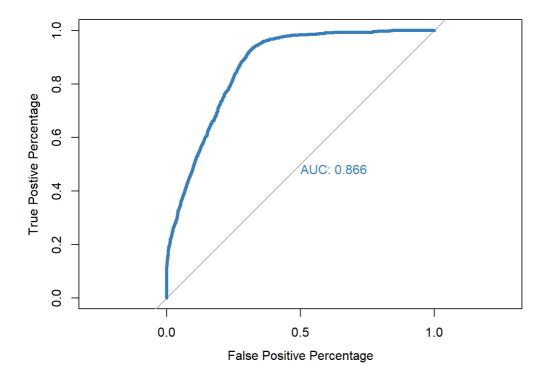
Confusion Matrix and AUC for Logostic Regression using ROSE

```
confusionMatrix(pdataF,test_feat_imp$is_promoted)
```

```
## Confusion Matrix and Statistics
##
##
             Reference
## Prediction 0 1
           0 9694 248
##
            1 2882 878
##
##
##
                  Accuracy : 0.7716
##
                    95% CI : (0.7644, 0.7786)
     No Information Rate : 0.9178
\# \#
      P-Value [Acc > NIR] : 1
##
##
##
                     Kappa : 0.2666
##
##
   Mcnemar's Test P-Value : <2e-16
##
               Sensitivity : 0.7708
\#\,\#
##
               Specificity: 0.7798
            Pos Pred Value : 0.9751
##
##
            Neg Pred Value : 0.2335
##
                Prevalence: 0.9178
##
            Detection Rate : 0.7075
\# \#
     Detection Prevalence : 0.7256
\#\,\#
         Balanced Accuracy : 0.7753
##
##
          'Positive' Class : 0
##
```

roc(test_feat_imp\$is_promoted,pdata,plot=TRUE, legacy.axes=TRUE, xlab="False Positive Percentage", ylab="Tru
e Postive Percentage", col="#377eb8", lwd=4,print.auc= TRUE)

```
## Setting levels: control = 0, case = 1
## Setting direction: controls < cases</pre>
```



Stepwise variable selection using BIC didn't make any change to the accuracy

Stepwise variable selection using AIC didn't make any change to the accuracy

Handling Imbalance using SMOTE

```
balanced.data <- SMOTE(is_promoted ~., train_feat_imp)
table(balanced.data$is_promoted)

##
## 0 1
## 14168 10626</pre>
```

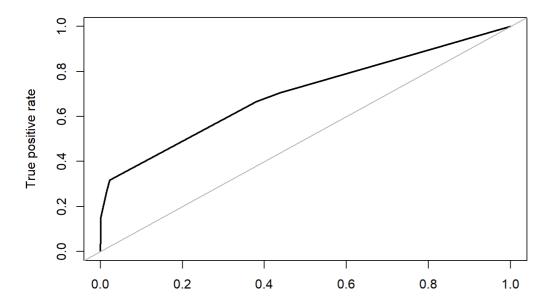
Recursive Partitioning(rpart) with SMOTE data

```
tree.smote<-rpart(is_promoted~.,data=balanced.data)

pred.tree.smote<-predict(tree.smote,newdata=test_feat_imp,type='prob')
pdataF<- as.factor(ifelse(test=as.numeric(pred.tree.smote[,1]>0.54)==0,no=0,yes=1))
data.frame(pdataF)
```

Confusion Matrix and AUC for Decision tree of SMOTE data

```
confmat.tree.smote<-confusionMatrix(pdataF, test_feat_imp$is_promoted)
roc.curve(test_feat_imp$is_promoted,pred.tree.smote[,2])</pre>
```



False positive rate

ROC curve

```
## Area under the curve (AUC): 0.700
```

Random Forest using SMOTE

```
rfsmote<-randomForest(is_promoted ~., data=balanced.data,importance=TRUE)
```

Fine tuning parameters of Random Forest model

```
rfsmotetune1<-randomForest(is_promoted ~., data=balanced.data,ntree=500,mtry=10,importance=TRUE)
```

```
# Predicting on train set
predTrain.smote<-predict(rfrosetune1,balanced.data,type='class')
# Checking classification accuracy
table(predTrain.smote,balanced.data$is_promoted)</pre>
```

```
# Predicting on validation set
predValid.smote<-predict(rfsmotetune1, test_feat_imp, type='class')
# Checking classification accuracy
table(predValid.smote, test_feat_imp$is_promoted)</pre>
```

```
##
## predValid.smote 0 1
## 0 11112 434
## 1 1464 692
```

Accuracy of the Random forest (SMOTE)

```
mean(predValid.smote==test_feat_imp$is_promoted)
```

```
## [1] 0.8614801
```

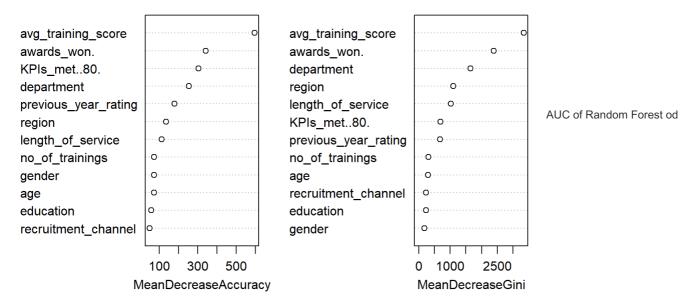
Important Variables obtained from applying random forest

```
importance(rfsmotetunel)
```

```
0 1 MeanDecreaseAccuracy
                268.04929 -126.677703 253.77120
## department
                    148.12493 24.174184
                                                  135.54397
## region
## education 62.2966/ 0.001
                                                   58.57007
                                                   73.64229
## recruitment_channel 57.41746 -3.008043
                                                   49.78499
## previous_year_rating 186.65951 35.330936
                                                  180.34204
## KPIs_met..80. 270.76057 131.416118
                                                  304.35751
## awards_won.
                                                  342.72830
                    331.21523 127.256519
                     77.53427 -12.869780
## age
                                                    73.27413
## length_of_service 109.81578 29.971277
                                                   113,16546
## avg_training_score 478.82856 11.391747
## no_of_trainings 70.40247 39.811463
                                                  595.50795
                                                    74.34137
                     MeanDecreaseGini
##
## department
                         1644.8899
                           1094.8908
## region
## education
                           229.3065
## gender
                           186.2247
## recruitment_channel 230.0641
## previous_year_rating 683.6114
## KPIs_met..80.
                            697.1368
## awards_won.
                          2390.0559
                            297.5732
## age
## length_of_service
                          1018.8471
                          3333.4610
## avg_training_score
## no_of_trainings
                            313.0075
```

```
varImpPlot(rfsmotetune1)
```

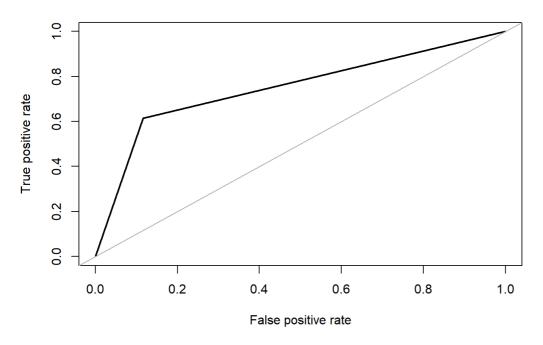
rfsmotetune1



SMOTE data

roc.curve(test feat imp\$is promoted,predValid.smote)

ROC curve



Area under the curve (AUC): 0.749

Logistic Regression with SMOTE data

logistic_smote <- glm(is_promoted ~. ,data=balanced.data,na.action = na.omit,family="binomial")
summary(logistic smote)</pre>

```
##
## Call:
## glm(formula = is_promoted ~ ., family = "binomial", data = balanced.data,
## na.action = na.omit)
##
```

```
## Deviance Residuals:
 ## Min 1Q Median 3Q
 ## -3.2263 -0.6344 -0.2881 0.3967 3.8303
##
## Coefficients:
                                                 Estimate Std. Error z value Pr(>|z|)
## (Intercept)
## departmentFinance
                                           5.769005 0.163736 35.234 < 2e-16 ***
## departmentHR
## departmentLegal
## departmentLegal 3.669768 0.186966 19.628 < 2e-16 ***
## departmentOperations 4.286117 0.107787 39.765 < 2e-16 ***
## departmentProcurement 2.579754 0.086942 29.672 < 2e-16 ***
## departmentR&D -0.566742 0.141300 -4.011 6.05e-05 ***
## regionregion_2
## regionregion_20
## regionregion_21
## regionregion_22
## regionregion_23
## regionregion_24
## regionregion_25
## regionregion_26
## regionregion_27
## regionregion_27
## regionregion_29
## regionregion_3
## regionregion_3
## regionregion_31
## regionregion_32
## regionregion_32
## regionregion_33
## regionregion_34
## regionregion_4
## regionregion_4
## regionregion_5
## educationMaster's & above 0.413470 0.042151 9.809 < 2e-16 ***
                                                                                  0.824 0.409903
## educationUnavailable 0.082292 0.099861
## gender1 0.395039 0.039019
## gender1 0.082292 0.099861 0.824 0.409903  
## gender1 0.395039 0.039019 10.124 < 2e-16 ***

## recruitment_channelreferred 0.104466 0.108554 0.962 0.335878  
## recruitment_channelsourcing 0.143827 0.036822 3.906 9.38e-05 ***

## previous_year_rating1 -1.507196 0.124707 -12.086 < 2e-16 ***

## previous_year_rating2 -0.140489 0.100115 -1.403 0.160535  
## previous_year_rating3 -0.049113 0.077736 -0.632 0.527522  
## previous_year_rating4 -0.223561 0.082983 -2.694 0.007059 **

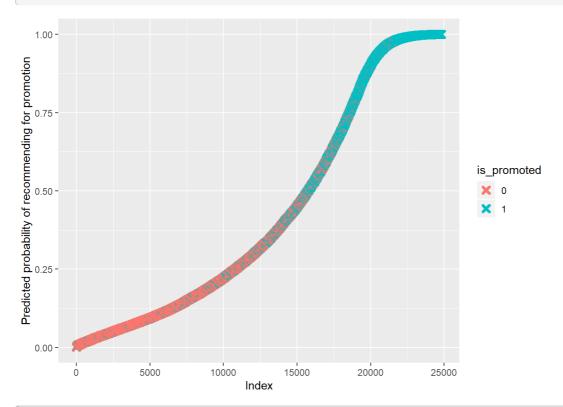
## previous_year_rating5 0.430842 0.078725 5.473 4.43e-08 ***

## KPIs_met..80.1 1.213696 0.038436 31 577 < 20-16 ***
## KPIs_met..80.1
## awards_won.1
                                                1.213696 0.038436 31.577 < 2e-16 ***
                                                3.832121 0.091160 42.037 < 2e-16 ***
 ## age(40,50]
                                                0.053772 0.056290 0.955 0.339442
                                            -0.230823 0.096405 -2.394 0.016652 *
 ## age(50,60]
## age[20,30]
## length_of_service
 ## age[20,30]
                                                0.207174 0.047001 4.408 1.04e-05 ***
                                       ## avg_training_score
## no_of_trainings
 ## ---
 ## Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1
 ##
 ## (Dispersion parameter for binomial family taken to be 1)
           Null deviance: 33864 on 24793 degrees of freedom
```

```
## Residual deviance: 19181 on 24733 degrees of freedom
## AIC: 19303
##
## Number of Fisher Scoring iterations: 6
```

```
#probablity_pred
predicted.smote<-data.frame(probability.of.recommended=logistic_smote$fitted.values,is_promoted=balanced.dat
a$is_promoted)
predicted.smote <- predicted.smote[order(predicted.smote$probability.of.recommended, decreasing=FALSE),]
predicted.smote$rank <- 1:nrow(predicted.smote)</pre>
```

```
ggplot(data=predicted.smote, aes(x=rank, y=probability.of.recommended)) +
geom_point(aes(color=is_promoted), alpha=1, shape=4, stroke=2) +
xlab("Index") +
ylab("Predicted probability of recommending for promotion")
```



confusion_matrix(logistic_smote)

```
## Predicted 0 Predicted 1 Total
## Actual 0 12801 1367 14168
## Actual 1 2935 7691 10626
## Total 15736 9058 24794
```

```
psmote <- predict(logistic_smote, newdata=test_feat_imp, type="response")
balanced.data$is_promoted=as.factor(balanced.data$is_promoted)
test_feat_imp$is_promoted=as.factor(test_feat_imp$is_promoted)
smotedataF<- as.factor(ifelse(test=as.numeric(psmote>0.54)==0, yes=0, no=1))
```

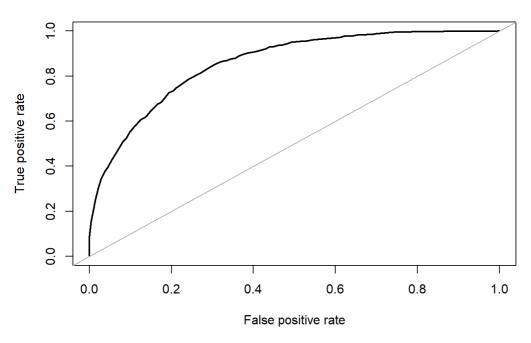
Confusion Matrix and AUC of Logistic Regression (SMOTE)

```
confusionMatrix(smotedataF,test_feat_imp$is_promoted)
```

```
## Confusion Matrix and Statistics
##
##
            Reference
## Prediction 0 1
          0 11635 574
##
           1 941 552
##
##
##
                 Accuracy: 0.8894
                   95% CI : (0.8841, 0.8946)
##
     No Information Rate : 0.9178
##
      P-Value [Acc > NIR] : 1
##
##
##
                    Kappa : 0.3617
##
##
   Mcnemar's Test P-Value : <2e-16
##
##
              Sensitivity : 0.9252
##
              Specificity: 0.4902
           Pos Pred Value : 0.9530
##
##
           Neg Pred Value : 0.3697
##
              Prevalence: 0.9178
##
           Detection Rate : 0.8491
##
     Detection Prevalence : 0.8910
\#\,\#
        Balanced Accuracy: 0.7077
##
##
         'Positive' Class : 0
##
```

roc.curve(test_feat_imp\$is_promoted,psmote)





Area under the curve (AUC): 0.857