# Project-6

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November 22, 2022

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We consider a human resource data set concerning employee retention from one Kaggle data analytics competition. The data set contains 14,999 observations and 10 variables. The binary target left indicates whether a employee left the company.

# 1 Data Preparation

Bring in the data D and name it as, say, hr. Change the categorical variable salary in the data set to ordinal:

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hr\$salary <- factor(hr\$salary, levels=c("low", "medium", "high"), ordered=TRUE) Change the column name for variable sales to department. Make sure that the target variable left is categorical, i.e., factor in R. Inspect if there is any missing values and, if so, handle them with imputation.

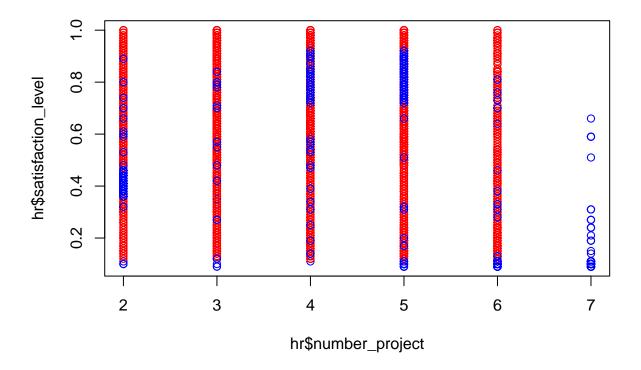
```
setwd("C:/Users/chitr/OneDrive - University of Texas at El Paso/data_science/semesters/sem3-fa
hr = read.csv(file = "HR_comma_sep.csv")
str(hr)
## 'data.frame':
                  14999 obs. of 10 variables:
## $ satisfaction_level
                         : num 0.38 0.8 0.11 0.72 0.37 0.41 0.1 0.92 0.89 0.42 ...
## $ last_evaluation
                         : num 0.53 0.86 0.88 0.87 0.52 0.5 0.77 0.85 1 0.53 ...
## $ number_project
                         : int 2575226552...
## $ average_montly_hours : int 157 262 272 223 159 153 247 259 224 142 ...
## $ time_spend_company : int 3 6 4 5 3 3 4 5 5 3 ...
## $ Work_accident
                         : int 0000000000...
## $ left
                         : int 1 1 1 1 1 1 1 1 1 1 ...
## $ promotion_last_5years: int 0 0 0 0 0 0 0 0 0 0 ...
## $ sales
                       : chr "sales" "sales" "sales" "sales" ...
                         : chr "low" "medium" "medium" "low" ...
## $ salary
# sales to department
names(hr)[which(names(hr)=="sales")] = "department"
# salary to ordinal
hr$salary <- factor(hr$salary, levels=c("low", "medium",</pre>
"high"), ordered=TRUE)
#hr$salary = as.numeric(hr$salary)
# missing values
sum(is.na(hr))
## [1] 0
str(hr)
## 'data.frame':
                  14999 obs. of 10 variables:
## $ satisfaction_level
                         : num 0.38 0.8 0.11 0.72 0.37 0.41 0.1 0.92 0.89 0.42 ...
## $ last_evaluation
                         : num 0.53 0.86 0.88 0.87 0.52 0.5 0.77 0.85 1 0.53 ...
## $ number_project
                         : int 2575226552...
## $ average_montly_hours : int 157 262 272 223 159 153 247 259 224 142 ...
## $ time_spend_company
                         : int 3645334553 ...
## $ Work_accident
                         : int 0000000000...
## $ left
                         : int 1 1 1 1 1 1 1 1 1 1 ...
## $ promotion_last_5years: int 0 0 0 0 0 0 0 0 0 0 ...
## $ department
                         : chr "sales" "sales" "sales" ...
## $ salary
                         : Ord.factor w/ 3 levels "low"<"medium"<..: 1 2 2 1 1 1 1 1 1 1 ...
```

No missing values in the data set hr.

# 2 Exploratory Data Analysis (EDA)

Explore the data with EDA. If you type the key word 'Human Resources Analytics + Kaggle' On Google, you can find many R/Python examples posted by other experts with different EDA and supervised learning methods. Please study their approach and feel free to reproduce some of the results in this project. Nevertheless, make sure that you understand what you are doing and interpret the results appropriately. In particular,

- (a) Make a scatterplot of satisfaction level versus number project and color the points differently according to the target variable left. Interpret the results.
- (b) Optionally, you may compute and visualize the correlation matrix among the variables. This is part of the reason that we make sure that salary is ordinal. Since the data contain different types of variables, Pearson correlation may not be a good choice. Besides the above, present at least THREE more interesting findings from your EDA.



For project number 7, all left the company, it make sense because people will have low satisfaction with heavy amout or work.

```
str(hr)
```

```
## 'data.frame':
                   14999 obs. of 10 variables:
   $ satisfaction_level
                           : num 0.38 0.8 0.11 0.72 0.37 0.41 0.1 0.92 0.89 0.42 ...
##
   $ last_evaluation
                           : num 0.53 0.86 0.88 0.87 0.52 0.5 0.77 0.85 1 0.53 ...
##
##
  $ number_project
                           : int
                                 2 5 7 5 2 2 6 5 5 2 ...
## $ average_montly_hours : int
                                 157 262 272 223 159 153 247 259 224 142 ...
   $ time_spend_company
                                 3 6 4 5 3 3 4 5 5 3 ...
                           : int
##
   $ Work accident
                           : int
                                 0 0 0 0 0 0 0 0 0 0 ...
   $ left
##
                           : int
                                 1 1 1 1 1 1 1 1 1 1 ...
   $ promotion_last_5years: int
                                 0 0 0 0 0 0 0 0 0 0 ...
   $ department
                                 "sales" "sales" "sales" ...
##
                           : chr
   $ salary
                           : Ord.factor w/ 3 levels "low"<"medium"<..: 1 2 2 1 1 1 1 1 1 1 ...
cor = cor(hr[,-c(9,10)])
```





left is negatively correlated with satisfaction level. More people tend to leave if satisfacation is less. Also evaluation is high for people we do more projects and will have more average working hours.

# 3 Data Partitioning

Randomly split the data D into the training set D1 and the test set D2 with a ratio of approximately 2:1 on the sample size. Always use set.seed() in order to have reproducible results. In the steps to follow, we will train several classifiers with D1 and then apply each trained model on D2 to predict whether an employee will quit his/her current position or its likelihood. For each approach, obtain the ROC curve and the corresponding AUC based on the prediction on D2.

```
set.seed(123)
D1.index = sample(1:nrow(hr), size = (2/3)*nrow(hr))
D1 = hr[D1.index,]
D2 = hr[-D1.index,]
```

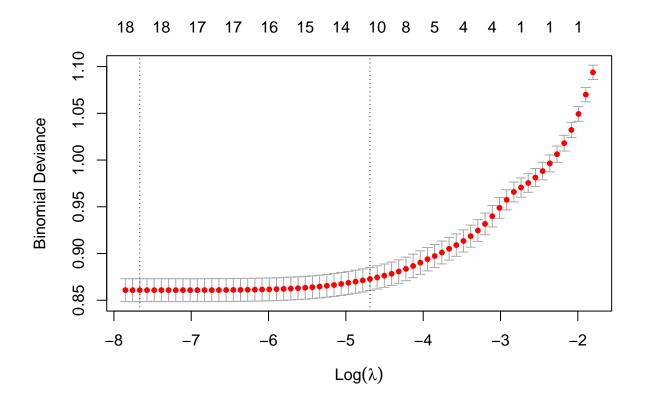
### 4 Logistic Regression

Fit a regularized logistic regression model as one baseline classifier for comparison. You may use either LASSO or SCAD or any other penalty function of your choice. Explain how you determine the optimal tuning parameter. Remember that logistic regression model is highly interpretable; present your final model and interpret the results.

```
#install.packages("glmnet")
suppressPackageStartupMessages(library(glmnet))
```

## Warning: package 'glmnet' was built under R version 4.2.2

```
x = model.matrix(left~.,data = D1)
y = D1[,7]
set.seed(123)
lasso.cv = cv.glmnet(x = x,y = y,alpha = 1,family = "binomial")
plot(lasso.cv)
```



```
#min lambda
lambda_min = lasso.cv$lambda.min
#1se lambda
lambda_1se = lasso.cv$lambda.1se
#regression coefficients
coef(lasso.cv,s=lambda_min)
```

```
## 20 x 1 sparse Matrix of class "dgCMatrix"
##
                                   s1
## (Intercept)
                         -0.275868415
## (Intercept)
## satisfaction_level
                         -4.087998993
## last_evaluation
                          0.684734644
## number_project
                         -0.310007917
## average_montly_hours
                          0.004243868
## time_spend_company
                          0.268414821
## Work_accident
                         -1.533569699
## promotion_last_5years -1.439107258
## departmenthr
                          0.227625396
## departmentIT
                         -0.171936794
## departmentmanagement
                         -0.375624877
## departmentmarketing
                         -0.063642754
```

```
## departmentproduct_mng -0.201428210
## departmentRandD
                         -0.544944238
## departmentsales
                         -0.025334925
## departmentsupport
                        0.032444315
## departmenttechnical
                        0.076813758
## salary.L
                         -1.249040275
## salary.Q
                         -0.317075355
coef(lasso.cv, s=lambda_1se) # lets use this one for the model fitting as this
## 20 x 1 sparse Matrix of class "dgCMatrix"
##
## (Intercept)
                          0.110706508
## (Intercept)
## satisfaction_level
                         -3.591710511
## last_evaluation
                         0.124191177
## number_project
                         -0.162086355
## average_montly_hours   0.002284828
## time_spend_company
                          0.197362604
## Work_accident
                         -1.171910614
## promotion_last_5years -0.589377619
## departmenthr
                          0.018763458
## departmentIT
## departmentmanagement -0.096682743
## departmentmarketing
## departmentproduct_mng
## departmentRandD
                         -0.200772866
## departmentsales
## departmentsupport
## departmenttechnical
## salary.L
                         -0.735886040
## salary.Q
# less number of variables.
x_test = model.matrix(left~.,data = D2)
# fitting the moded with lambda_1se
lasso.model = glmnet(x = x,y=y,alpha = 1,family = "binomial",
                     lambda = lambda 1se)
# prediction
lasso_pred = predict(lasso.model,newx = x_test,s=lambda_1se,type = "response")
```

The lasso regression was used. The tuning parameter lambda was obtained via cross validation and with 1.se. The dummy variables were created for the categorical variable like department. If

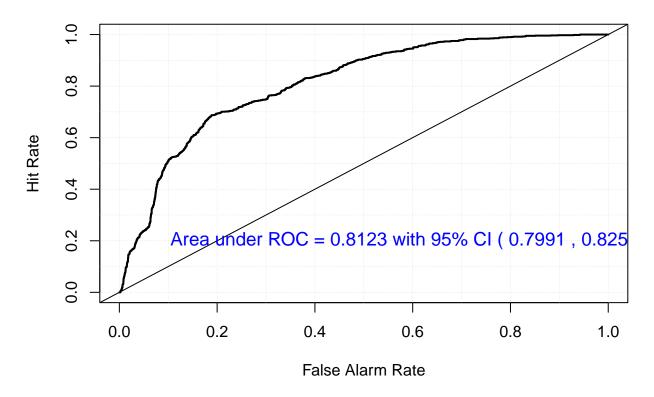
we look at the regression coefficients with lambda minimum and lambda 1se, lambda 1se has move coefficients knocked out to zero.

```
suppressPackageStartupMessages(library(cvAUC))
AUC <- ci.cvAUC(predictions=lasso_pred, labels=D2[,7], confidence=0.95)
auc.ci <- round(AUC$ci, digits=4)
suppressPackageStartupMessages(library(verification))
mod.glm <- verify(obs=D2[,7], pred=lasso_pred)</pre>
```

## If baseline is not included, baseline values will be calculated from the sample obs.

```
roc.plot(mod.glm, plot.thres = NULL)
```

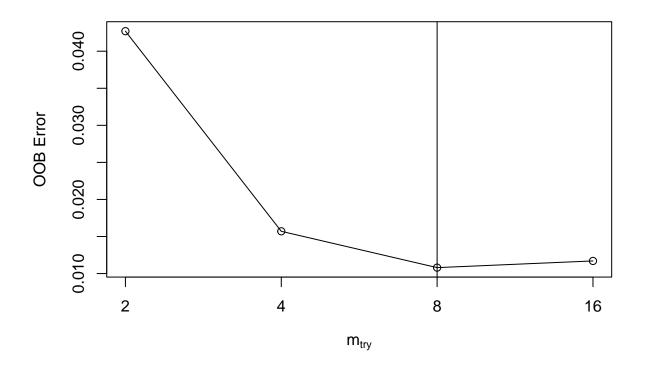
### **ROC Curve**



### 5 RF

Fit random forests as another baseline for comparison. RF is one top performer. Also, obtain partial dependence plots and variable importance ranking from RF; these results should be interpreted as well.

```
suppressPackageStartupMessages(library("randomForest"))
set.seed(123)
tuneRF(x=x,y=as.factor(y))
## mtry = 4 00B error = 1.57%
## Searching left ...
## mtry = 2
                00B error = 4.27\%
## -1.719745 0.05
## Searching right ...
## mtry = 8
                00B error = 1.08%
## 0.3121019 0.05
## mtry = 16
                00B error = 1.17\%
## -0.08333333 0.05
##
          mtry
                 00BError
## 2.00B
             2 0.04270427
## 4.00B
             4 0.01570157
## 8.00B
             8 0.01080108
## 16.00B
            16 0.01170117
abline(v=8)
```



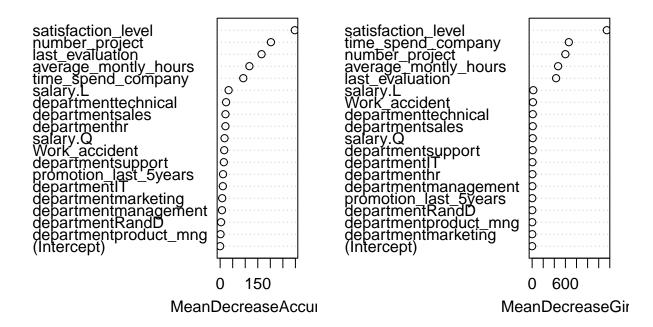
```
# fitting random forest model with mtry=8
fr.model = randomForest(x=x,y=as.factor(y),importance=T,mtry=8)
# which.min(fr.model$err.rate[,3])
# plot(fr.model)
rf.model.pred = predict(fr.model,newdata = x_test,type = "prob")
importance(fr.model)
```

##		0	1	MeanDecreaseAccuracy
##	(Intercept)	0.0000000	0.000000	0.000000
##	satisfaction_level	91.2991703	319.827878	297.595349
##	last_evaluation	28.8244794	168.173070	165.010782
##	number_project	48.3397355	210.280522	202.382487
##	average_montly_hours	63.6863271	104.518182	116.627051
##	time_spend_company	60.4981994	84.814980	92.260232
##	Work_accident	7.4632865	16.680426	16.244915
##	<pre>promotion_last_5years</pre>	4.0639339	11.678535	11.640105
##	departmenthr	0.3676654	39.089293	21.161876
##	departmentIT	5.3059174	12.636912	10.848377
##	departmentmanagement	3.0396140	9.689375	7.459884
##	departmentmarketing	1.8329557	11.827591	8.260137
##	departmentproduct_mng	0.1389113	3.031081	1.543339
##	departmentRandD	-1.8274952	10.539413	3.697032

##	departmentsales	3.0656592	34.259038	21.384931	
##	${\tt department support}$	3.0029451	24.536569	14.783145	
##	${\tt departmenttechnical}$	1.7909788	40.329525	23.776540	
##	salary.L	16.2754985	33.344749	33.736027	
##	salary.Q	5.9225409	21.286998	17.532073	
##		eGini			
##	(Intercept)	0.000000			
##	satisfaction_level	1346.3	51239		
##	last_evaluation	432.1			
##	number_project	599.1			
##	average_montly_hours	467.9	33504		
##	time_spend_company	661.4	41969		
##	Work_accident	14.2	91361		
##	${\tt promotion\_last\_5years}$	2.6	33916		
##	departmenthr	5.0	97804		
##	departmentIT	5.5	14650		
##	departmentmanagement	3.4	80322		
##	${\tt departmentmarketing}$	2.0	52349		
##	${\tt departmentproduct\_mng}$	2.2	79616		
##	${\tt departmentRandD}$	2.5	78635		
##	departmentsales	10.9	49253		
##	${\tt department support}$	9.7	23005		
##	${\tt departmenttechnical}$	11.3	05711		
##	salary.L	20.7	64849		
##	salary.Q	10.4	27139		

varImpPlot(fr.model)

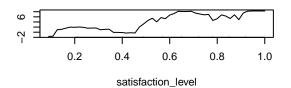
### fr.model



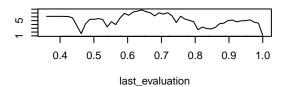
From tuning mtry we observed that mtry = 8 produces minimum out of bag error. Form the graphs, its observed that the continuous variables like satisfication level, last \_evaluation, number\_project, average\_monthly\_hrs, time\_spend\_company are more important in predicting the response variable.

```
par(mfrow=c(3,2))
partialPlot(fr.model,x,satisfaction_level)
partialPlot(fr.model,x,last_evaluation)
partialPlot(fr.model,x,number_project)
partialPlot(fr.model,x,average_montly_hours)
partialPlot(fr.model,x,time_spend_company)
```

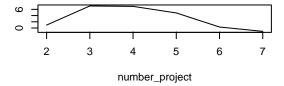
#### Partial Dependence on satisfaction\_level



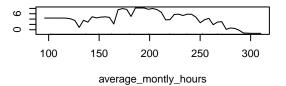
#### Partial Dependence on last\_evaluation



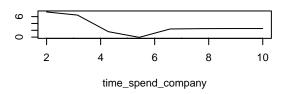
#### Partial Dependence on number\_project



#### Partial Dependence on average montly hours



#### Partial Dependence on time\_spend\_company

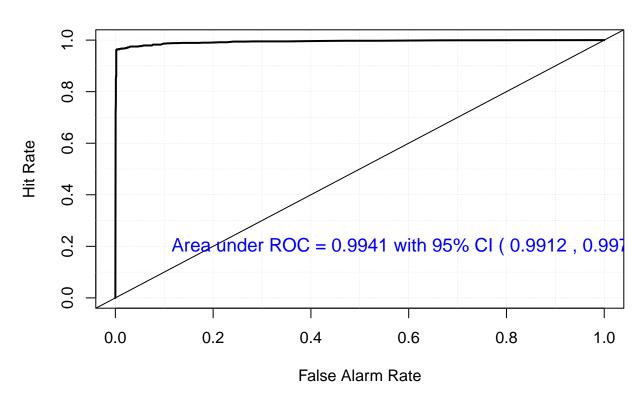


The partial plots for continuous variables are plotted above. If the curve goes up for increasing variables then there is high probability of left and ,if curve goes down, the probability of left is low.

```
AUC <- ci.cvAUC(predictions=rf.model.pred[,2], labels=D2[,7], confidence=0.95)
auc.ci <- round(AUC$ci, digits=4)
mod.rf <- verify(obs=D2[,7], pred=rf.model.pred[,2])
```

```
roc.plot(mod.rf, plot.thres = NULL)
text(x=0.6, y=0.2, paste("Area under ROC =", round(AUC$cvAUC, digits=4),
    "with 95% CI (", auc.ci[1], ",", auc.ci[2], ").",
    sep=" "), col="blue", cex=1.2)
```





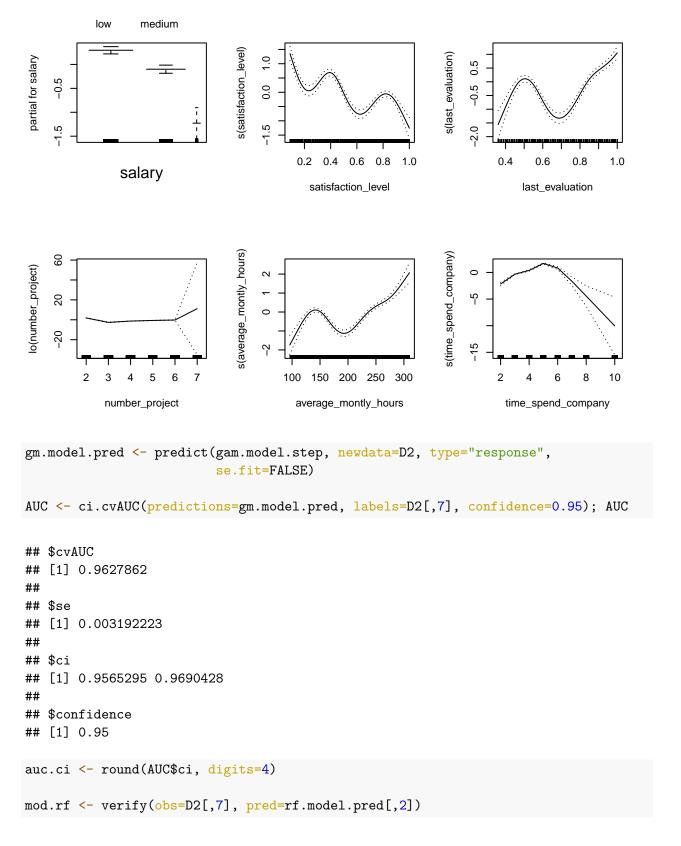
#### 6 GAM

##

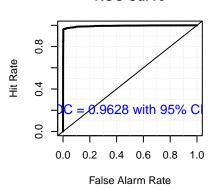
Fit a generalized additive model. Explain how you determine the smoothing parameters and variable/model selection involved in fitting GAM. Present your final model. Plots the (nonlinear) functional forms for continuous predictors and comment on the adequacy of the (linear) logistic regression in Part 4.

## Call: gam(formula = left ~ salary + s(satisfaction\_level) + s(last\_evaluation) +

```
##
       lo(number_project) + s(average_montly_hours) + s(time_spend_company),
##
       family = binomial, data = D1, control = gam.control(epsilon = 1e-04,
           bf.epsilon = 1e-04, maxit = 50, bf.maxit = 50), trace = FALSE)
##
## Deviance Residuals:
##
        Min
                    10
                          Median
                                        3Q
                                                 Max
## -3.048461 -0.315705 -0.128497 -0.004693 3.628274
## (Dispersion Parameter for binomial family taken to be 1)
##
       Null Deviance: 10946.72 on 9998 degrees of freedom
##
## Residual Deviance: 4086.844 on 9975.001 degrees of freedom
## AIC: 4134.841
##
## Number of Local Scoring Iterations: 1
##
## Anova for Parametric Effects
##
                             Df
                                 Sum Sq Mean Sq F value
                                                           Pr(>F)
## salary
                              2
                                   73.1
                                          36.53 34.277 1.461e-15 ***
## s(satisfaction_level)
                                   29.6
                                          29.60 27.775 1.391e-07 ***
                              1
## s(last evaluation)
                              1
                                   47.3 47.28 44.359 2.877e-11 ***
## lo(number_project)
                              1
                                  128.5 128.46 120.523 < 2.2e-16 ***
## s(average_montly_hours)
                                   67.1
                                          67.10 62.958 2.339e-15 ***
                              1
## s(time_spend_company)
                              1
                                  351.1 351.14 329.440 < 2.2e-16 ***
## Residuals
                           9975 10632.0
                                           1.07
## ---
## Signif. codes: 0 '*** 0.001 '** 0.01 '* 0.05 '.' 0.1 ' ' 1
## Anova for Nonparametric Effects
                           Npar Df Npar Chisq
                                                 P(Chi)
##
## (Intercept)
## salary
## s(satisfaction_level)
                                 3
                                       505.23 < 2.2e-16 ***
## s(last_evaluation)
                                 3
                                       362.87 < 2.2e-16 ***
## lo(number_project)
                                 4
                                       715.94 < 2.2e-16 ***
## s(average montly hours)
                                       351.28 < 2.2e-16 ***
                                 3
## s(time_spend_company)
                                       287.74 < 2.2e-16 ***
                                 3
## ---
## Signif. codes: 0 '*** 0.001 '** 0.01 '* 0.05 '.' 0.1 ' ' 1
par(mfrow=c(2,3))
plot(gam.model.step,se=T)
```



#### **ROC Curve**



Stepwise selection was used to obtain best fitting model for GAM. local and smoothing splines were used for smooting. From summary table its observed that satisfication\_level, last\_evaluation, average\_monthly\_hours,time\_spend\_company have smoothing splines and number\_project has localy weighted smpothing as optimum

### 7 MARS

Train a multivariate adaptive regression splines model. Present the final model if possible. Obtain variable importance ranking and partial dependence plots (for continuous predictors.

```
suppressPackageStartupMessages(library(earth))
```

```
## Warning: package 'earth' was built under R version 4.2.2
## Warning: package 'plotmo' was built under R version 4.2.2
```

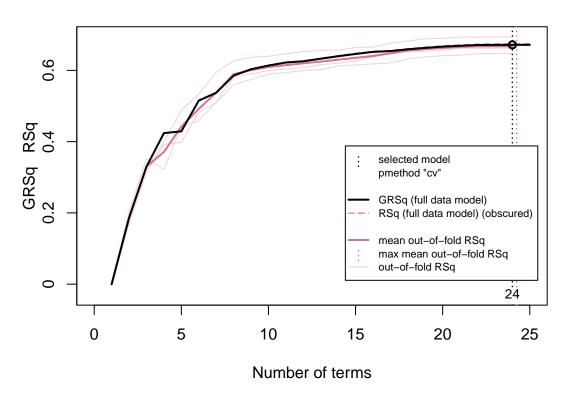
```
## Warning: package 'TeachingDemos' was built under R version 4.2.2
suppressPackageStartupMessages(library("tidyverse"))
# FITTING MARS
mars.model <- earth(factor(left) ~ ., data = D1, degree=1,</pre>
   glm=list(family=binomial(link = "logit")),
   pmethod="cv", nfold=3)
## Warning: glm.fit: fitted probabilities numerically 0 or 1 occurred
## Warning: glm.fit: fitted probabilities numerically 0 or 1 occurred
## Warning: glm.fit: fitted probabilities numerically 0 or 1 occurred
## Warning: glm.fit: fitted probabilities numerically 0 or 1 occurred
## Warning: glm.fit: fitted probabilities numerically 0 or 1 occurred
print(mars.model)
## GLM (family binomial, link logit):
                                  devratio
## nulldev
             df
                       dev
                             df
                                               AIC iters converged
## 10946.7 9998
                   3002.25 9975
                                     0.726
                                              3050
                                                      18
                                                                 1
##
## Earth selected 24 of 25 terms, and 6 of 18 predictors (pmethod="cv")
## Termination condition: Reached nk 37
## Importance: number_project, satisfaction_level, time_spend_company, ...
## Number of terms at each degree of interaction: 1 23 (additive model)
## Earth GRSq 0.6717126 RSq 0.6747265 mean.oof.RSq 0.667659 (sd 0.0236)
##
## pmethod="backward" would have selected the same model:
       24 terms 6 preds, GRSq 0.6717126 RSq 0.6747265 mean.oof.RSq 0.667659
summary(mars.model) %>% .$coefficients %>% head(10)
##
## (Intercept)
                                2.91303346
## h(number_project-3)
                                0.03211808
## h(3-number_project)
                                0.30360936
## h(time_spend_company-5)
                               -0.51806939
## h(5-time_spend_company)
                               -0.03804961
## h(0.24-satisfaction_level)
                                1.52422582
## h(satisfaction_level-0.38) -13.25593391
## h(satisfaction_level-0.51)
                               7.55419753
## h(last_evaluation-0.99)
                               24.78733405
```

-4.15125997

## h(0.99-last\_evaluation)

```
# MODEL SELECTION
par(mfrow=c(1, 1), mar=rep(4,4))
plot(mars.model, which = 1)
```

# **Model Selection**



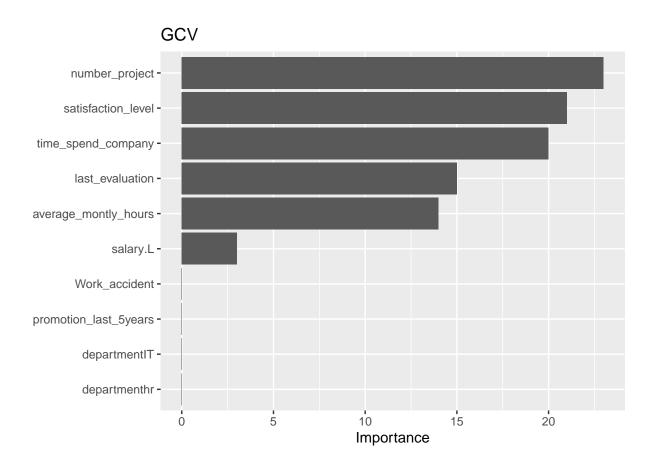
```
# VARIABLE IMPORTANCE PLOT
library("vip")

## Warning: package 'vip' was built under R version 4.2.2

##
## Attaching package: 'vip'

## The following object is masked from 'package:utils':
##
## vi

vip(mars.model) + ggtitle("GCV")
```

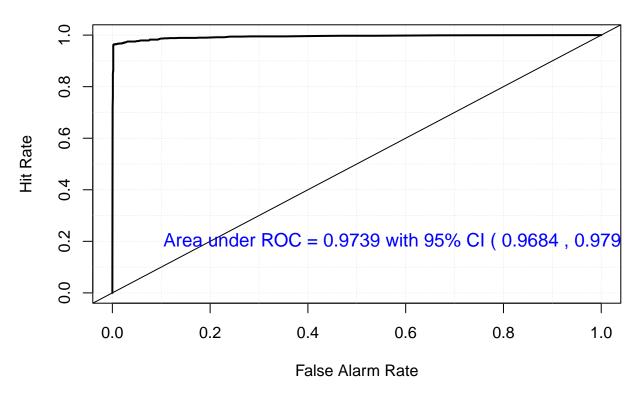


```
# PREDICTION
mars.model.pred <- predict(mars.model, newdata=D2, type="response")

AUC <- ci.cvAUC(predictions=mars.model.pred, labels=D2[,7], confidence=0.95);
auc.ci <- round(AUC$ci, digits=4)

mod.rf <- verify(obs=D2[,7], pred=rf.model.pred[,2])</pre>
```

### **ROC Curve**



Again the continuous variables are seems to have more importance in predicting the response variable as mention above in RF modeling.

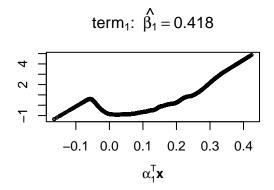
### 8 PPR

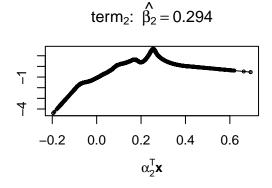
##

Train a project pursuit regression model. This model is hard to interpret. Focus on its predictive performance only.

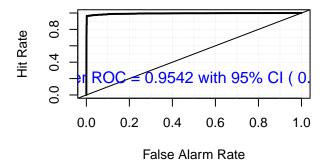
```
## Projection direction vectors ('alpha'):
##
                        term 1
                                     term 2
## satisfaction_level
                        ## last_evaluation
                        0.1631150644 -0.1089804947
## number_project
                        0.0601324293 -0.0693109992
## average_montly_hours 0.0006602845 -0.0004679684
## time_spend_company
                        -0.0121570925 0.0591716118
## Work_accident
                        -0.0048577149 -0.0053560984
## promotion_last_5years -0.0167695287 0.0025279375
## departmentaccounting -0.3089246081 0.3111976660
## departmenthr
                        -0.3108493721 0.3160725093
## departmentIT
                        -0.3096466399 0.3110238502
## departmentmanagement -0.3122557567 0.3133533671
## departmentmarketing
                       -0.3133167994 0.3129470082
## departmentproduct_mng -0.3109508605 0.3082001608
## departmentRandD
                      -0.3127309548 0.3102706446
## departmentsales
                       -0.3116481212   0.3125320643
## departmentsupport -0.3108336686 0.3144674614
## departmenttechnical -0.3114571736 0.3137751389
## salary.L
                        -0.0068014590 -0.0047169008
## salary.Q
                        -0.0024991430 -0.0022425432
##
## Coefficients of ridge terms ('beta'):
     term 1
               term 2
## 0.4180385 0.2943300
par(mfrow=c(2, 2))
plot(ppr.model0)
ppr.model0.pred <- predict(ppr.model0, newdata = D2)</pre>
AUC <- ci.cvAUC(predictions=ppr.model0.pred, labels=D2[,7], confidence=0.95)
auc.ci <- round(AUC$ci, digits=4)</pre>
mod.rf <- verify(obs=D2[,7], pred=rf.model.pred[,2])</pre>
```

```
roc.plot(mod.rf, plot.thres = NULL)
text(x=0.6, y=0.2, paste("Area under ROC =", round(AUC$cvAUC, digits=4),
    "with 95% CI (", auc.ci[1], ",", auc.ci[2], ").",
    sep=" "), col="blue", cex=1.2)
```









# 9 Summary

Summarize the results and compare the above five supervised learning approaches in terms of their pros and cons within this application context of employee retention.

For the comparision of AUC, we observed that the lasso regression has the least AUC and Random Forest has the greatest. So, the winner based on the AUC criteria is Random Forest.