Abstract

Management of a fictional company have provided me with a dataset for the statistics of their employees. They have commissioned me to identify the top factors that lead to employee attrition and evidence provided by analysis to back them up. They are also interested in trends within the dataset, as well as machine learning models to predict attrition and monthly income of their employees.

Things we have found include but are not limited to:

- · Numerical and categorical correlations within the dataset
- · Top factors that negatively influence attrition
- · Top factors that negatively influence monthly income

To close off the analysis, I will provide 2 models that I believe rank amongst the best when predicting employee attitrion and mothnly income that anyone can use for their organizations.

Click here for presentation! https://youtu.be/uuPV2oC6M5s (https://youtu.be/uuPV2oC6M5s)

Import Data

```
getwd()

## [1] "C:/Users/dnguy/Desktop/2 Doing Data Science/Unit 14 & 15 Case Study 2/src"

df = read.csv("CaseStudy2-data.csv")
df_no_attrition = read.csv("CaseStudy2CompSet-No-Attrition.csv")
df_no_salary = read.csv("CaseStudy2CompSet-No-Salary.csv")
```

Missing Values

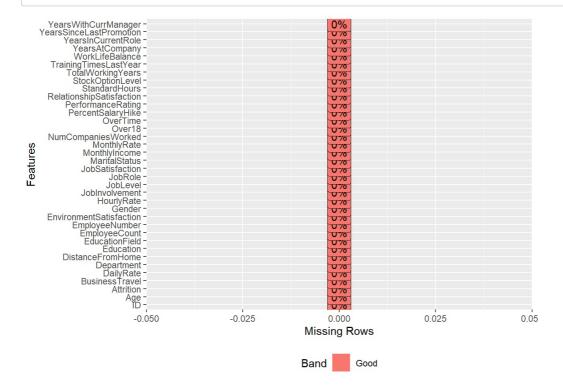
str(df)

```
## 'data.frame': 870 obs. of 36 variables:
                   : int 12345678910...
## $ ID
                           : int 32 40 35 32 24 27 41 37 34 34 ...
##
   $ Age
                                  "No" "No" "No" "No" ...
##
   $ Attrition
## $ BusinessTravel
                           : chr "Travel_Rarely" "Travel_Rarely" "Travel_Frequently" "Travel_Rarely" ...
                           : int 117 1308 200 801 567 294 1283 309 1333 653 ...
## $ DailvRate
                          : chr "Sales" "Research & Development" "Research & Development" "Sales" ...
## $ Department
## $ DistanceFromHome
                          : int 13 14 18 1 2 10 5 10 10 10 ...
                           : int 4324125444...
##
   $ Education
##
   $ EducationField
                           : chr
                                  "Life Sciences" "Medical" "Life Sciences" "Marketing" ...
   $ EmployeeNumber
##
                           : int 111111111...
                           : int 859 1128 1412 2016 1646 733 1448 1105 1055 1597 ...
##
##
  $ EnvironmentSatisfaction : int 2 3 3 3 1 4 2 4 3 4 ...
                          : chr "Male" "Male" "Female" ...
##
   $ HourlyRate
                           : int 73 44 60 48 32 32 90 88 87 92 ...
##
                           : int 3 2 3 3 3 3 4 2 3 2 ...
   $ JobInvolvement
   $ JobLevel
##
                           : int
                                  2533131212...
                           : chr "Sales Executive" "Research Director" "Manufacturing Director" "Sales Execut
## $ JobRole
ive" ...
## $ JobSatisfaction
                        : int 4344413433...
## $ MaritalStatus
## $ MonthlyIncome
                         : chr "Divorced" "Single" "Single" "Married" ...
                          : int 4403 19626 9362 10422 3760 8793 2127 6694 2220 5063 ...
                          : int 9250 17544 19944 24032 17218 4809 5561 24223 18410 15332 ...
##
   $ MonthlyRate
   $ NumCompaniesWorked
                           : int 2 1 2 1 1 1 2 2 1 1 ...
##
                           : chr "Y" "Y" "Y" "Y" ...
##
  $ 0ver18
                           : chr "No" "No" "No" "No"
##
  $ OverTime
## $ PercentSalaryHike : int 11 14 11 19 13 21 12 14 19 14 ...
## $ PerformanceRating : int 3 3 3 3 3 4 3 3 3 3 ...
   \ Relationship
Satisfaction: int \ 3 1 3 3 3 3 1 3 4 2 ...
##
   $ StockOptionLevel : int
##
                                  80 80 80 80 80 80 80 80 80 80 ...
##
                           : int 1002020311...
   $ TotalWorkingYears : int 8 21 10 14 6 9 7 8 1 8 ...
##
## $ TrainingTimesLastYear : int 3 2 2 3 2 4 5 5 2 3 ...
## $ WorkLifeBalance
                          : int 2433322332...
                          : int 5 20 2 14 6 9 4 1 1 8 ...
##
   $ YearsAtCompany
   $ YearsInCurrentRole
                           : int 27210372012...
   $ YearsSinceLastPromotion : int 0 4 2 5 1 1 0 0 0 7 ...
   $ YearsWithCurrManager : int 3 9 2 7 3 7 3 0 0 7 ...
```

```
table(is.na(df))
```

```
##
## FALSE
## 31320
```

```
plot missing(df)
```



Inspect the Attrition column

```
prop.table(table(df$Attrition, useNA = "ifany"))
```

```
##
## No Yes
## 0.8390805 0.1609195
```

```
df_Attrition = data.frame(Attrition = table(df$Attrition, useNA = "ifany"))
df_Attrition
```

```
## Attrition.Var1 Attrition.Freq
## 1 No 730
## 2 Yes 140
```

Zero Variance

```
# Identify the names of zero variance columns
zero_var_col_names = nearZeroVar(df, names = TRUE)
zero_var_col_names
```

```
## [1] "EmployeeCount" "Over18" "StandardHours"
```

```
# Remove all zero variance columns
df = drop_columns(df, zero_var_col_names)

# Remove "identification" columns that are not useful for analysis
df = df %>% select(-ID, -EmployeeNumber)
```

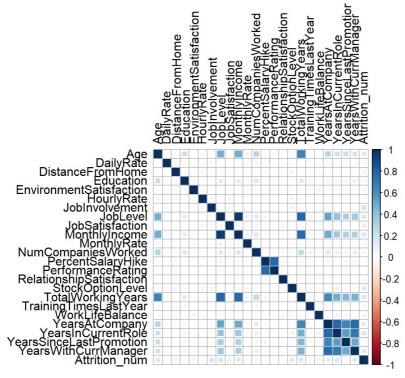
Correlation Plot

```
attritionData <- df
str(attritionData$Attrition)
```

```
attritionData$Attrition[attritionData$Attrition == "Yes"] = 0
attritionData$Attrition[attritionData$Attrition == "No"] = 1
attritionData$Attrition_num <- as.numeric(as.character(attritionData$Attrition))
str(select_if(attritionData, is.numeric))</pre>
```

```
870 obs. of 24 variables:
##
  'data.frame':
##
   $ Age
                          : int 32 40 35 32 24 27 41 37 34 34 ...
##
   $ DailyRate
                                 117 1308 200 801 567 294 1283 309 1333 653 ...
                          : int 13 14 18 1 2 10 5 10 10 10 ...
##
   $ DistanceFromHome
                          : int 4324125444...
   $ EnvironmentSatisfaction : int 2 3 3 3 1 4 2 4 3 4 ...
                          : int 73 44 60 48 32 32 90 88 87 92 ...
##
   $ HourlyRate
                          : int 3 2 3 3 3 3 4 2 3 2 ...
##
   $ JobInvolvement
   $ JobLevel
                          : int
                                 2 5 3 3 1 3 1 2 1 2 ...
##
   $ JobSatisfaction
                           : int 4344413433...
                          : int 4403 19626 9362 10422 3760 8793 2127 6694 2220 5063 ...
##
   $ MonthlyIncome
   $ MonthlyRate
                          : int 9250 17544 19944 24032 17218 4809 5561 24223 18410 15332 ...
##
   $ NumCompaniesWorked
                          : int 2 1 2 1 1 1 2 2 1 1 ...
##
   $ PercentSalaryHike : int 11 14 11 19 13 21 12 14 19 14 ...
##
   $ PerformanceRating
                          : int
                                 3 3 3 3 3 4 3 3 3 3 ...
##
   $ RelationshipSatisfaction: int
                                 3 1 3 3 3 3 1 3 4 2 ...
##
   $ StockOptionLevel
                          : int
                                 1002020311...
##
   $ TotalWorkingYears
                          : int 8 21 10 14 6 9 7 8 1 8 ...
   $ TrainingTimesLastYear : int 3 2 2 3 2 4 5 5 2 3 ...
##
   $ WorkLifeBalance
                          : int 2 4 3 3 3 2 2 3 3 2 ...
##
                          : int 5 20 2 14 6 9 4 1 1 8 ...
   $ YearsAtCompany
   $ YearsInCurrentRole
                          : int
                                 2 7 2 10 3 7 2 0 1 2 ...
##
   $ YearsSinceLastPromotion : int
                                 0 4 2 5 1 1 0 0 0 7 ...
   ##
                           : num 111111111...
   $ Attrition num
   - attr(*, ".internal.selfref")=<externalptr>
```

```
corrplot(cor(select_if(attritionData, is.numeric)), method = "square", tl.col = 'black')
```



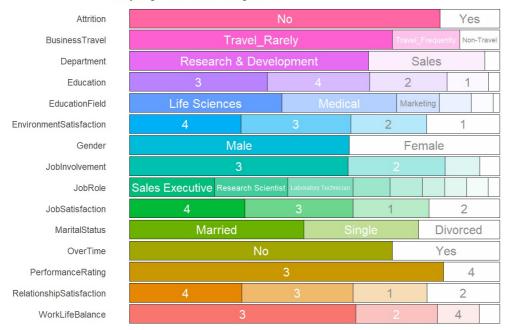
We are giving our model the significant variables seen from the plot above.

```
##
   'data.frame':
                    870 obs. of 31 variables:
##
    $ Age
                              : int 32 40 35 32 24 27 41 37 34 34 ...
                              : Factor w/ 2 levels "No", "Yes": 1 1 1 1 1 1 1 1 1 1 ...
##
    $ Attrition
##
   $ BusinessTravel
                              : Factor w/ 3 levels "Non-Travel", "Travel Frequently", ...: 3 3 2 3 2 2 3 3 3 2 ...
                              : int 117 1308 200 801 567 294 1283 309 1333 653 ...
##
    $ DailyRate
##
    $ Department
                              : Factor w/ 3 levels "Human Resources",..: 3 2 2 3 2 2 2 3 3 2 ...
                              : int 13 14 18 1 2 10 5 10 10 10 ...
##
    $ DistanceFromHome
##
    $ Education
                              : Factor w/ 5 levels "1","2","3","4",...: 4 3 2 4 1 2 5 4 4 4 ...
                              : Factor w/ 6 levels "Human Resources",...: 2 4 2 3 6 2 4 2 2 6 ...
##
    $ EducationField
    \$ EnvironmentSatisfaction : Factor w/ 4 levels "1", "2", "3", "4": 2 3 3 3 1 4 2 4 3 4 ...
##
##
    $ Gender
                              : Factor w/ 2 levels "Female", "Male": 2 2 2 1 1 2 2 1 1 2 ...
##
    $ HourlyRate
                              : int 73 44 60 48 32 32 90 88 87 92 ...
##
    $ JobInvolvement
                              : Factor w/ 4 levels "1", "2", "3", "4": 3 2 3 3 3 3 4 2 3 2 ...
##
    $ JobLevel
                              : int 2533131212...
    $ JobRole
                              : Factor w/ 9 levels "Healthcare Representative",..: 8 6 5 8 7 5 7 8 9 1 ...
##
                              : Factor w/ 4 levels "1", "2", "3", "4": 4 3 4 4 4 1 3 4 3 3 ...
##
    $ JobSatisfaction
                              : Factor w/ 3 levels "Divorced", "Married", ...: 1 3 3 2 3 1 2 1 2 2 ....
##
    $ MaritalStatus
                              : int 4403 19626 9362 10422 3760 8793 2127 6694 2220 5063 ...
##
    $ MonthlyIncome
##
    $ MonthlyRate
                              : int 9250 17544 19944 24032 17218 4809 5561 24223 18410 15332 ...
##
    $ NumCompaniesWorked
                              : int 2 1 2 1 1 1 2 2 1 1 ...
##
    $ OverTime
                              : Factor w/ 2 levels "No", "Yes": 1 1 1 1 2 1 2 2 2 1 ...
##
    $ PercentSalaryHike
                              : int 11 14 11 19 13 21 12 14 19 14 ...
                              : Factor w/ 2 levels "3", "4": 1 1 1 1 1 2 1 1 1 1 ...
##
    $ PerformanceRating
   $ RelationshipSatisfaction: Factor w/ 4 levels "1","2","3","4": 3 1 3 3 3 1 3 4 2 ...
##
##
    $ StockOptionLevel
                              : int 1002020311..
##
    $ TotalWorkingYears
                              : int 8 21 10 14 6 9 7 8 1 8 ...
##
    $ TrainingTimesLastYear
                              : int 3 2 2 3 2 4 5 5 2 3 ...
    $ WorkLifeBalance
                              : Factor w/ 4 levels "1", "2", "3", "4": 2 4 3 3 3 2 2 3 3 2 ...
##
##
    $ YearsAtCompany
                              : int 5 20 2 14 6 9 4 1 1 8 ...
                                     2 7 2 10 3 7 2 0 1 2 ...
##
   $ YearsInCurrentRole
                              : int
   $ YearsSinceLastPromotion : int 0 4 2 5 1 1 0 0 0 7 ...
##
    $ YearsWithCurrManager
                              : int 3 9 2 7 3 7 3 0 0 7 ...
    - attr(*, ".internal.selfref")=<externalptr>
##
```

Inspect the categorical variables with a cool plot show_plot(inspect_cat(df))

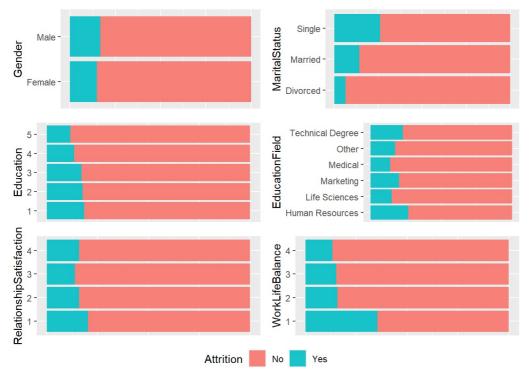
Frequency of categorical levels in df::df

Gray segments are missing values



```
##
    [1] "BusinessTravel"
                                    "Department"
    [3] "Education"
                                    "EducationField"
                                    "Gender"
    [5] "EnvironmentSatisfaction"
##
    [7] "JobInvolvement"
                                    "JobRole"
    [9] "JobSatisfaction"
                                    "MaritalStatus"
  [11] "OverTime"
##
                                    "PerformanceRating"
   [13] "RelationshipSatisfaction" "WorkLifeBalance"
```

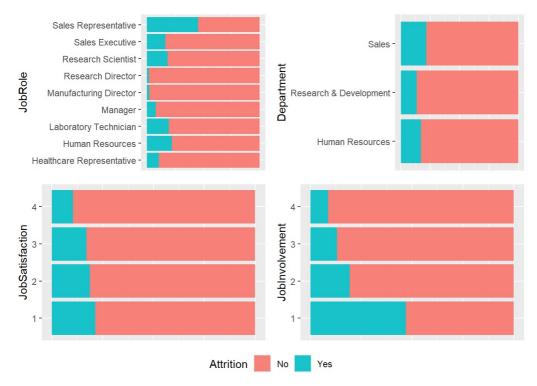
Personal Categorical Metrics



Attrition:

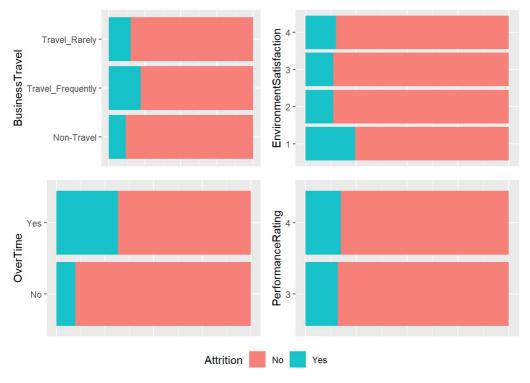
- 1. Is slighty higher with male employees compared to female employees.
- 2. Is the highest for single people, and lowest for divorced people.
- 3. Decreases gradually as employees are more educated.
- 4. Is lowest amongst employees in the Medical and Life Sciences fields.
- 5. Has an extremely negative influence to an employee's work life balance.

Work Categorical Metrics



Attrition:

- 1. Is highest with employees in Sales, and lowest in director/manager roles.
- 2. Has an extremely negative influence with an employee's involvement with his/her job, and decreases gradually as she/he is more satisfied with their job.



Attrition:

- 1. Is highest with employees who travels frequently.
- 2. Has a highly negative influence with an employee's work environment
- 3. Is high in overtime employees as expected.

Numeric Variables: Visuallizing Correlations to Attrition

numerical_variables_names = df %>% select_if(is.numeric) %>% names()
numerical_variables_names

```
[1] "Age"
##
                                   "DailyRate"
   [3] "DistanceFromHome"
                                   "HourlyRate"
##
   [5] "JobLevel"
                                   "MonthlyIncome"
##
   [7] "MonthlyRate"
##
                                   "NumCompaniesWorked"
   [9] "PercentSalaryHike"
##
                                   "StockOptionLevel"
## [11] "TotalWorkingYears"
                                   "TrainingTimesLastYear"
## [13] "YearsAtCompany"
                                   "YearsInCurrentRole"
## [15] "YearsSinceLastPromotion" "YearsWithCurrManager"
```

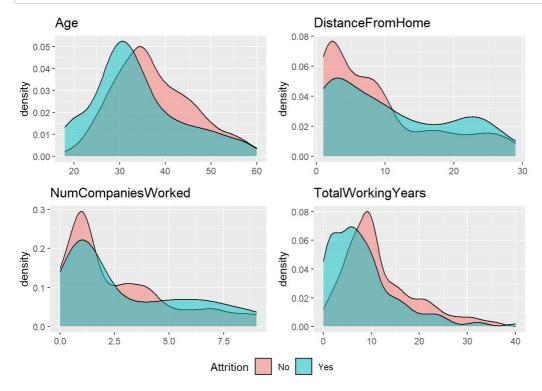
```
p1 <- df %>% ggplot(aes(x = Age, fill = Attrition)) +
  geom density(alpha = 0.5) +
  theme(axis.title.x=element_blank()) +
  ggtitle("Age")
p2 <- df %>% ggplot(aes(x = DailyRate, fill = Attrition)) +
  geom\ density(alpha = 0.5) +
  theme(axis.title.x=element blank()) +
  ggtitle("DailyRate")
p3 <- df %>% ggplot(aes(x = DistanceFromHome, fill = Attrition)) +
  geom density(alpha = 0.5) +
  theme(axis.title.x=element_blank()) +
  ggtitle("DistanceFromHome")
p4 <- df %>% ggplot(aes(x = HourlyRate, fill = Attrition)) +
  geom_density(alpha = 0.5) +
  theme(axis.title.x=element blank()) +
  ggtitle("HourlyRate")
p5 <- df %>% ggplot(aes(x = JobLevel, fill = Attrition)) +
  geom density(alpha = 0.5) +
  theme(axis.title.x=element_blank()) +
  ggtitle("JobLevel")
p6 <- df %>% ggplot(aes(x = MonthlyIncome, fill = Attrition)) +
  geom_density(alpha = 0.5) +
  theme(axis.title.x=element blank()) +
  ggtitle("MonthlyIncome")
p7 <- df %>% ggplot(aes(x = MonthlyRate, fill = Attrition)) +
  geom density(alpha = 0.5) +
  theme(axis.title.x=element_blank()) +
  ggtitle("MonthlyRate")
p8 \leftarrow df \gg ggplot(aes(x = NumCompaniesWorked, fill = Attrition)) +
  geom_density(alpha = 0.5) +
  theme(axis.title.x=element blank()) +
  ggtitle("NumCompaniesWorked")
p9 <- df %>% ggplot(aes(x = PercentSalaryHike, fill = Attrition)) +
  geom_density(alpha = 0.5) +
  theme(axis.title.x=element blank()) +
  ggtitle("PercentSalaryHike")
p10 <- df %>% ggplot(aes(x = StockOptionLevel, fill = Attrition)) +
  geom density(alpha = 0.5) +
  theme(axis.title.x=element blank()) +
  ggtitle("StockOptionLevel")
p11 <- df %>% ggplot(aes(x = TotalWorkingYears, fill = Attrition)) +
  geom_density(alpha = 0.5) +
  theme(axis.title.x=element_blank()) +
  ggtitle("TotalWorkingYears")
p12 <- df %>% ggplot(aes(x = TrainingTimesLastYear, fill = Attrition)) +
  geom\ density(alpha = 0.5) +
  theme(axis.title.x=element blank()) +
  ggtitle("TrainingTimesLastYear")
p13 <- df %>% ggplot(aes(x = YearsAtCompany, fill = Attrition)) +
  geom\ density(alpha = 0.5) +
  theme(axis.title.x=element_blank()) +
  ggtitle("YearsAtCompany")
p14 <- df %>% ggplot(aes(x = YearsInCurrentRole, fill = Attrition)) +
  geom\ density(alpha = 0.5) +
  theme(axis.title.x=element blank()) +
```

```
ggtitle("YearsInCurrentRole")

p15 <- df %>% ggplot(aes(x = YearsSinceLastPromotion, fill = Attrition)) +
    geom_density(alpha = 0.5) +
    theme(axis.title.x=element_blank()) +
    ggtitle("YearsSinceLastPromotion")

p16 <- df %>% ggplot(aes(x = YearsWithCurrManager, fill = Attrition)) +
    geom_density(alpha = 0.5) +
    theme(axis.title.x=element_blank()) +
    ggtitle("YearsWithCurrManager")
```

Personal Numerical Metrics



Attrition:

- 1. Is less likely with employees who has worked in more companies.
- 2. Is the lowest in employees who are closer to work, and reasonably higher with employees who are farther.
- 3. Is much likely with employees who have around 10 years of experience.

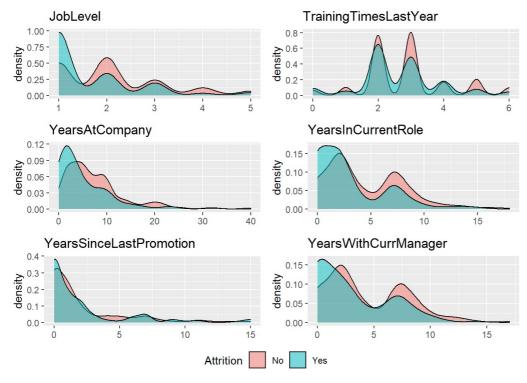
Compensation Numerical Metrics



Attrition:

- 1. Is extremely influential to a monthly income of around \$2500.
- 2. Is extremely unlikely amongst employees with stock options.

Work Numerical Metrics



Attrition:

- 1. Is extremely likely with 1st level employees, and gradually decreases as job level increases.
- 2. Is highest with employees of around 1 or 2 years in the company, as well as in their current role.
- 3. Has a noticeable gap between yes and no for all training times last year except for 4 times.

Split The Data

70% of our data is used for training the model, and 30% is for testing the model and validate actual values vs predicted values.

```
# Convert character variables into categorical variables
df = mutate if(df, is.character, as.factor)
# Convert
df = mutate_if(df, is.integer, as.factor)
train\_indices = createDataPartition(df$Attrition, p = 0.7, list = FALSE)
train = df[train_indices,]
test = df[-train_indices,]
```

Predicting Attrition: KNN versus Naive Bayes

```
dim(train)
## [1] 609 31
# k-Nearest Neightbors (k-NN)
train_control = trainControl(method = "repeatedcv", number = 10, repeats = 3)
KNN_model = train(train[,model_formula],
                  as.factor(train$Attrition),
                  method = "knn",
                  trControl = train_control,
                  #preProcess = c("center", "scale"),
                  tuneLength = 20)
KNN_CM = confusionMatrix(table(predict(KNN_model, train[,model_formula]),
                               as.factor(train$Attrition)))
KNN_CM$overall["Accuracy"]
## Accuracy
## 0.8456486
KNN_CM$byClass["Sensitivity"]
## Sensitivity
    0.9921722
KNN CM$byClass["Specificity"]
## Specificity
## 0.08163265
# Naive Bayes
naiveBayes_model = naiveBayes(train[,model_formula],
                              as.factor(train$Attrition),
                              laplace = 1)
naiveBayes_CM = confusionMatrix(table(predict(naiveBayes_model, train[,model_formula]),
                                      as.factor(train$Attrition)))
naiveBayes_CM$overall["Accuracy"]
## Accuracy
## 0.9392447
naiveBayes_CM$byClass["Sensitivity"]
## Sensitivity
    0.9530333
naiveBayes_CM$byClass["Specificity"]
## Specificity
##
    0.8673469
```

```
# Wrangling competition set
df_no_attrition = mutate_if(df_no_attrition, is.character, as.factor)
df_no_attrition = mutate_if(df_no_attrition, is.integer, as.factor)

df_no_attrition_predict <- predict(naiveBayes_model, df_no_attrition)

myout = cbind.data.frame(df_no_attrition$ID, df_no_attrition_predict)
colnames(myout) <- c("ID", "Attrition")
write.csv(myout, file = "Case2PredictionsNguyen Attrition.csv", row.names = FALSE)</pre>
```

Our Naive Bayes model represents the original data with 93.92% accuracy, 95.30% sensitivity, and 86.73% specificity, which is greater than the desired minimum of 60% sensitivity and specificity. We believe this model is among the best at classifying employee attrition at Fritolay.

It contains the following variables:

- 1. Age
- 2. DailyRate
- 3. Education
- 4. EnvironmentSatisfaction
- 5. Joblnvolvement
- 6. JobLevel
- 7. JobSatisfaction
- 8. MonthlyIncome
- 9. MonthlyRate
- 10. RelationshipSatisfaction
- 11. StockOptionLevel
- 12. TotalWorkingYears
- 13. TrainingTimesLastYear
- 14. WorkLifeBalance
- 15. YearsAtCompany
- 16. YearsInCurrentRole
- 17. YearsWithCurrManager

Predicting MonthlyIncome: Linear Regression

```
summary(fit)$r.squared
```

```
## [1] 0.9114983
```

```
predictions = predict(fit, test)
RMSE(test$MonthlyIncome, predictions)
```

```
## [1] 1432.709
```

```
SalaryPred <- predict(fit, df_no_salary)
myout=cbind.data.frame(df_no_salary$ID,SalaryPred)
colnames(myout) = c("ID","MonthlyIncome")
write.csv(myout, file ="Case2PredictionsNguyen Salary.csv", row.names = FALSE)</pre>
```

Our linear regression model is 91.15% effective at representing the original data, with a prediction error of \$1432.709 which is below our desired maximum of \$3000.

We believe this model is among the best at classifying employee attrition at Fritolay.

It contains the following variables:

- 1. Age
- 2. Education
- JobLevel
- 4. MonthlyRate
- 5. NumCompaniesWorked

- 6. TotalWorkingYears
- 7. YearsAtCompany
- 8. YearsInCurrentRole
- 9. YearsSinceLastPromotion
- 10. YearsWithCurrManager