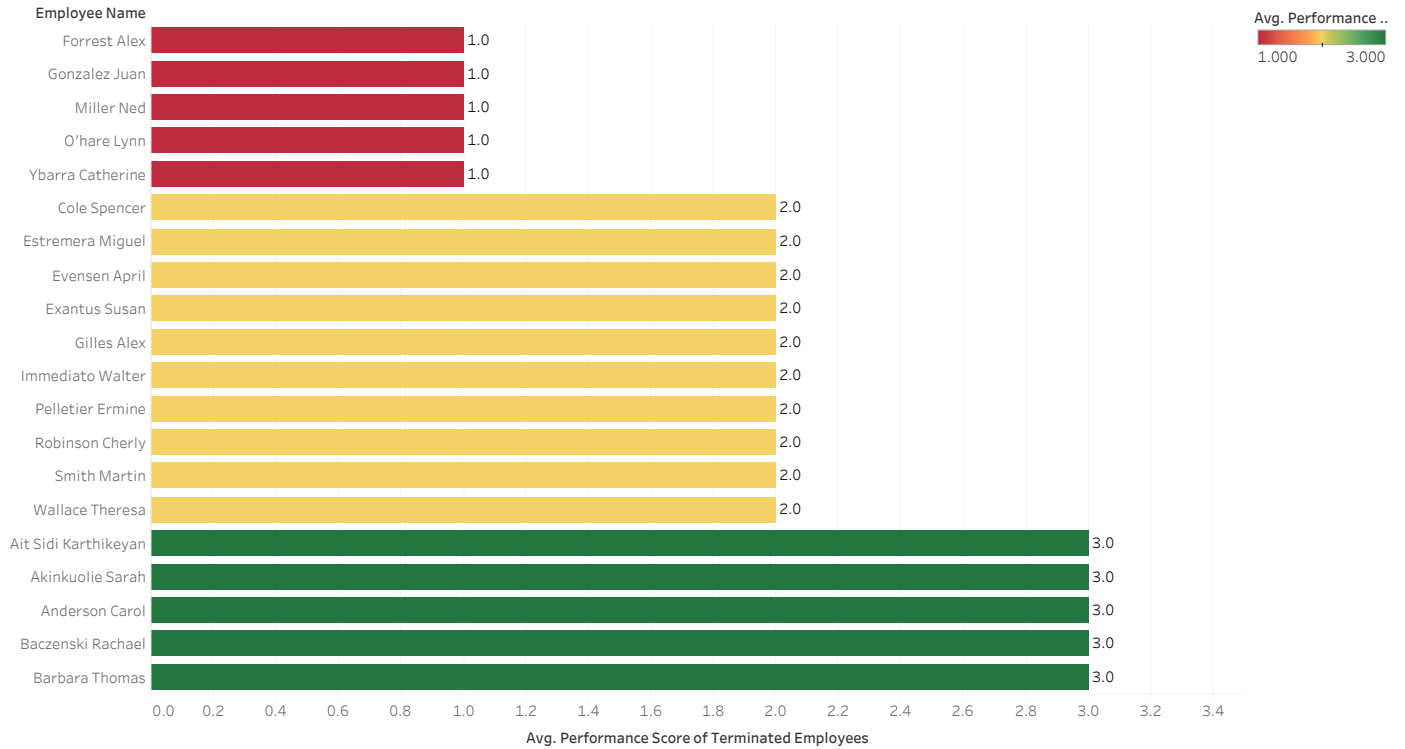
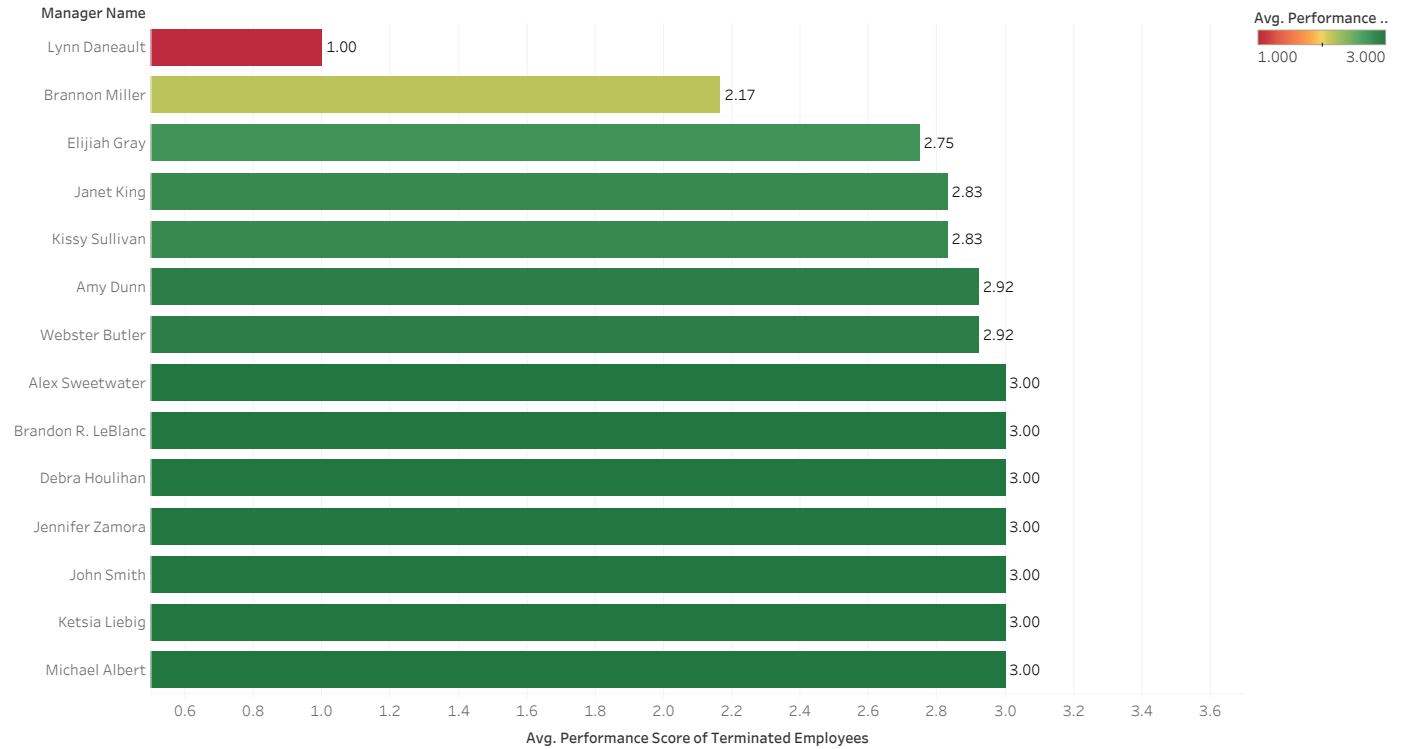


Average Performance Score of Terminated Employees



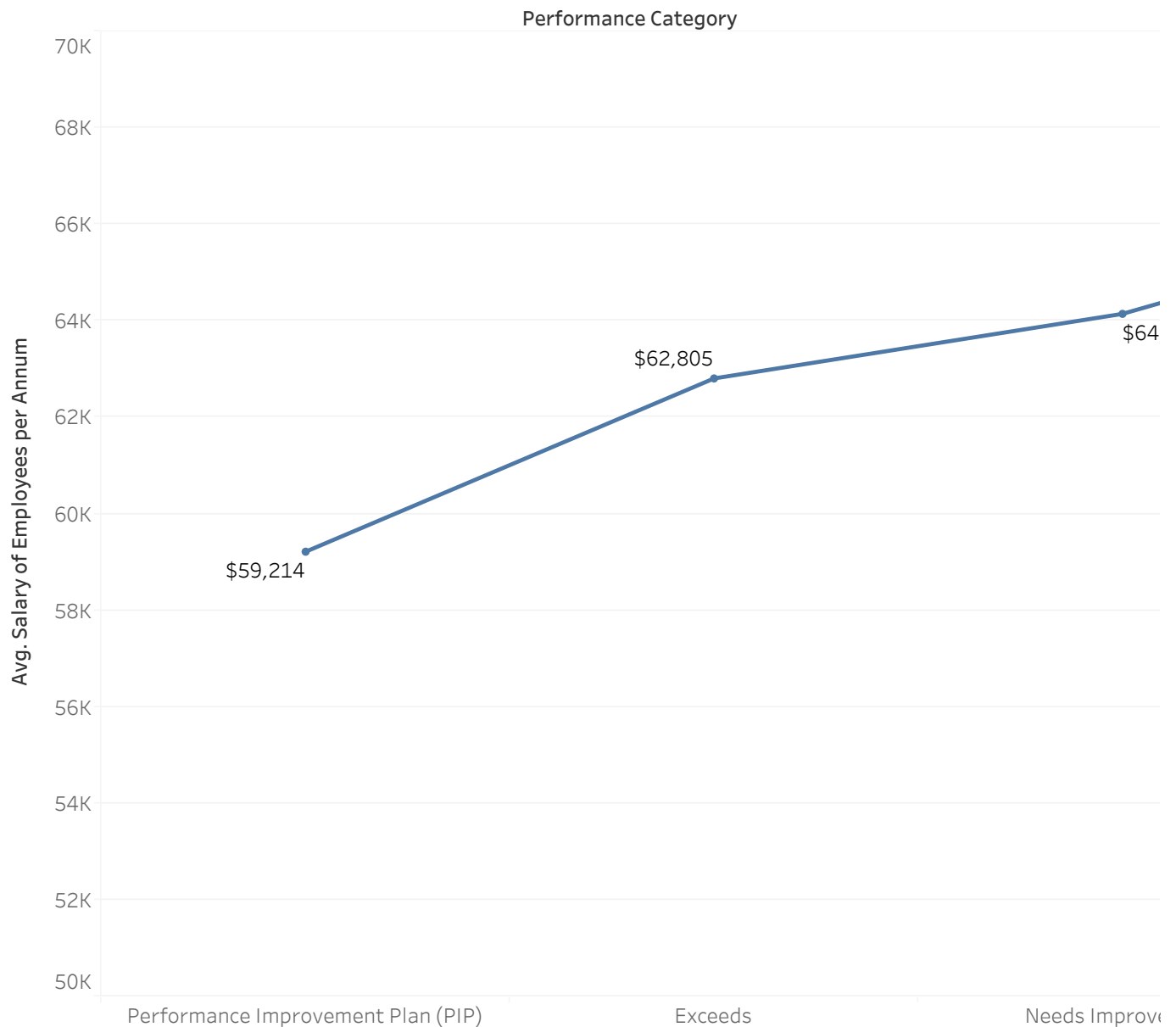
Average of Performance Score for each Employee Name. Color shows average of Performance Score. The marks are labeled by average of Performance Score. The data is filtered on Term Reason, which excludes N/A-StillEmployed. The view is filtered on Employee Name and average of Performance Score. The Employee Name filter keeps 20 of 311 members. The average of Performance Score filter ranges from 1.000 to 3.167 and keeps Null values.

Average Performance Score of Terminated Employees by Manager



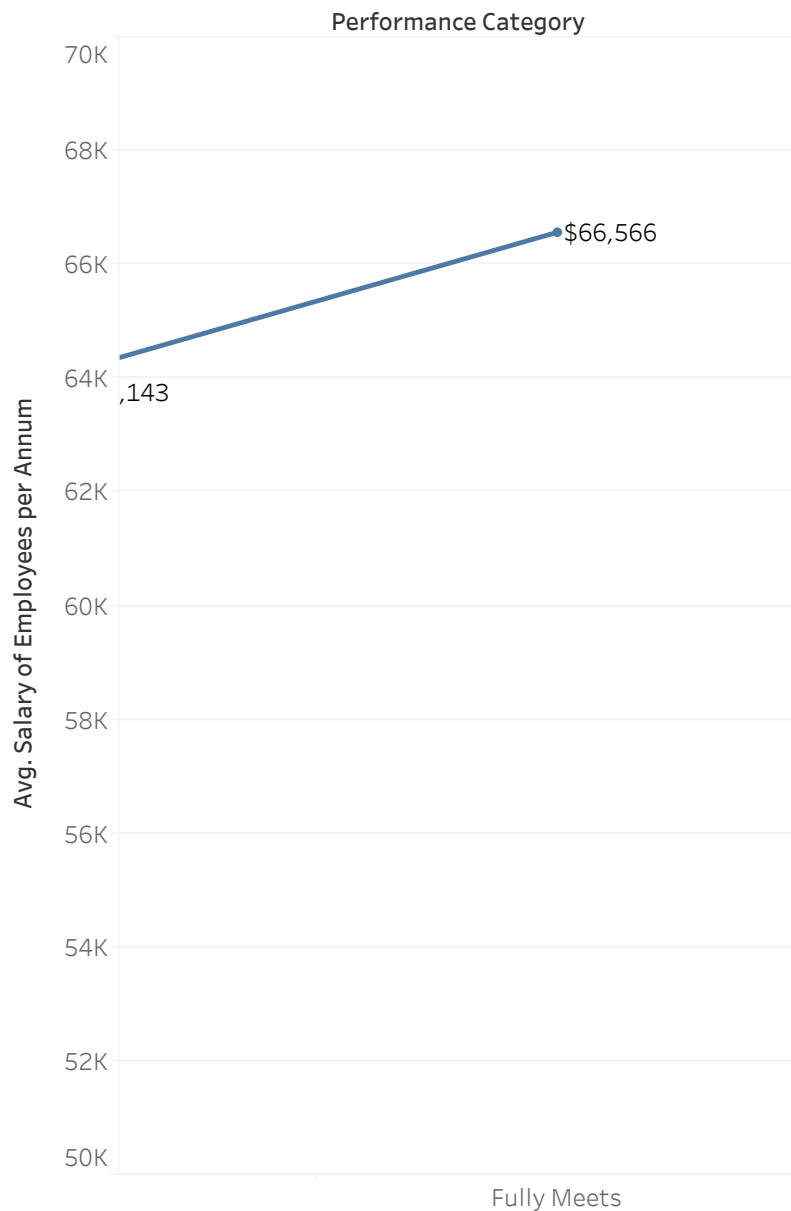
Average of Performance Score for each Manager Name. Color shows average of Performance Score. The marks are labeled by average of Performance Score. The data is filtered on Term Reason, which excludes N/A-StillEmployed. The view is filtered on Manager Name and average of Performance Score. The Manager Name filter excludes David Stanley, Kelley Spirea, Peter Monroe and Simon Roup. The average of Performance Score filter ranges from 1.000 to 3.167 and keeps Null values.

Performance Category VS Average Salary of Terminated Employees Per Annum



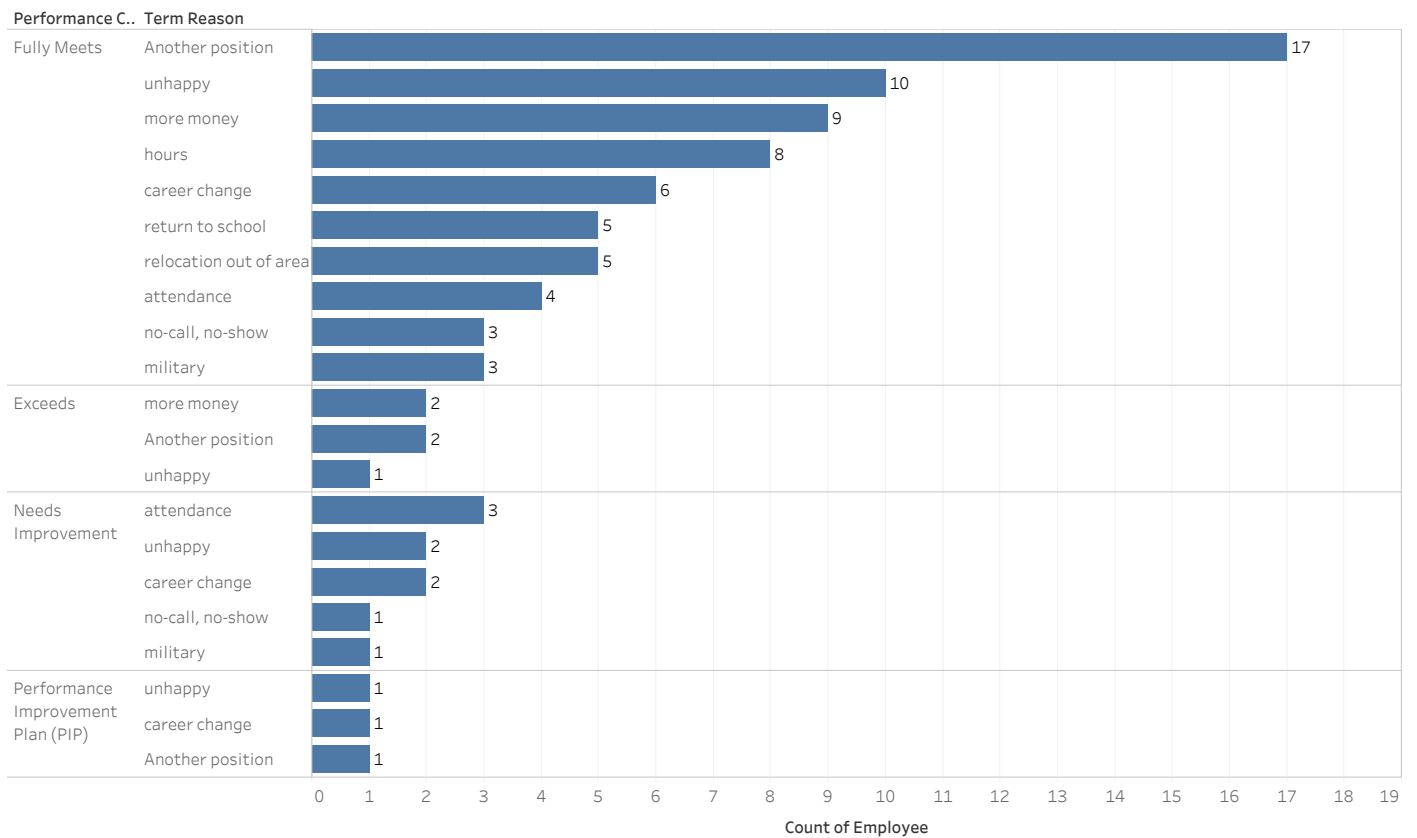
The trend of average of Salary for Performance Category. The data is filtered on Term Reason, which excludes N/A-StillEmployed. The view is filtered on Performance Category, which keeps Exceeds, Fully Meets, Needs Improvement and Performance Improvement Plan (PIP).

Performance Category VS Average Salary of Terminated Employees Per Annum



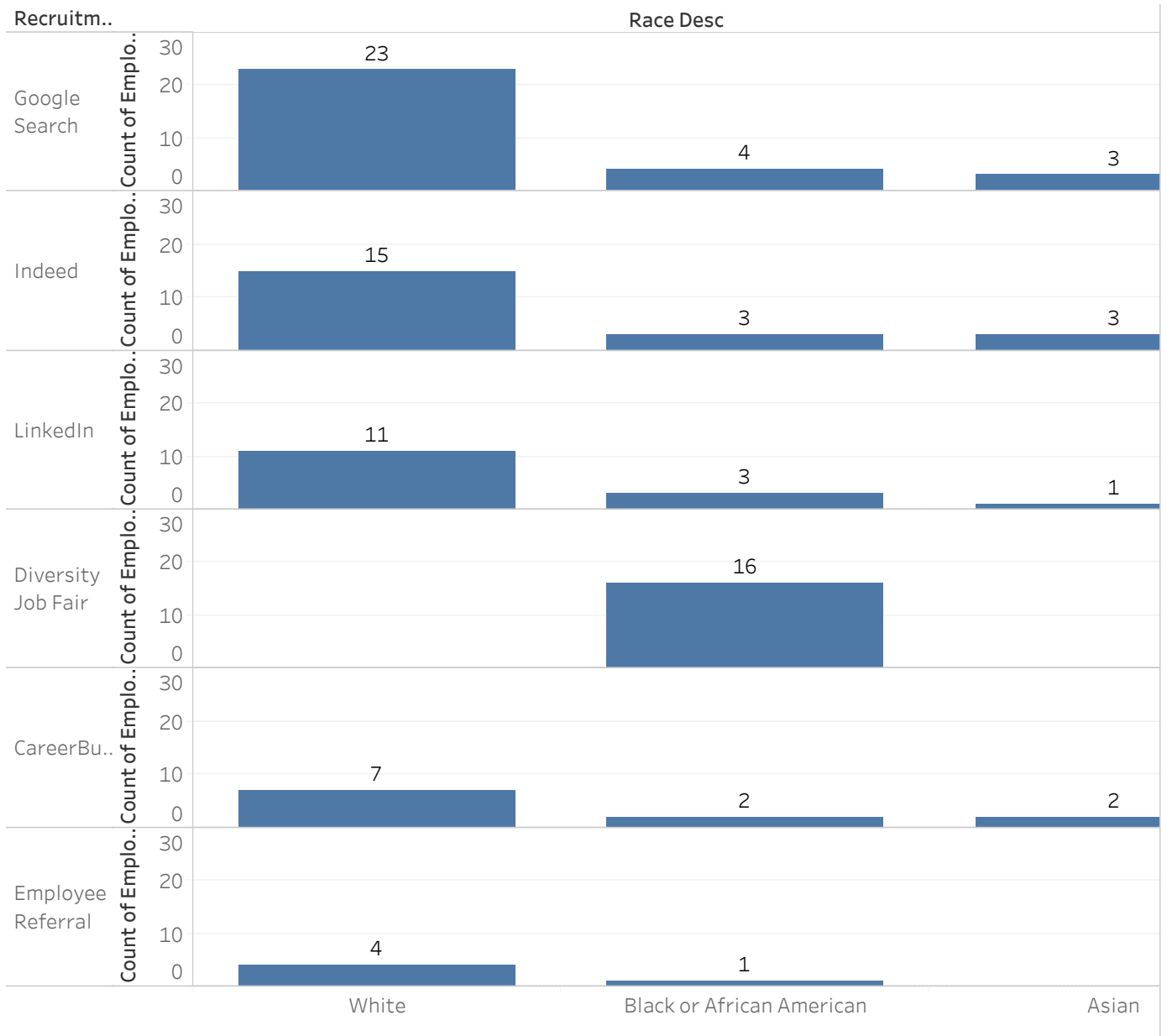
The trend of average of Salary for Performance Category. The data is filtered on Term Reason, which excludes N/A-StillEmployed. The view is filtered on Performance Category, which keeps Exceeds, Fully Meets, Needs Improvement and Performance Improvement Plan (PIP).

Count of Terminated Employee by Termination Reason by Performance Category



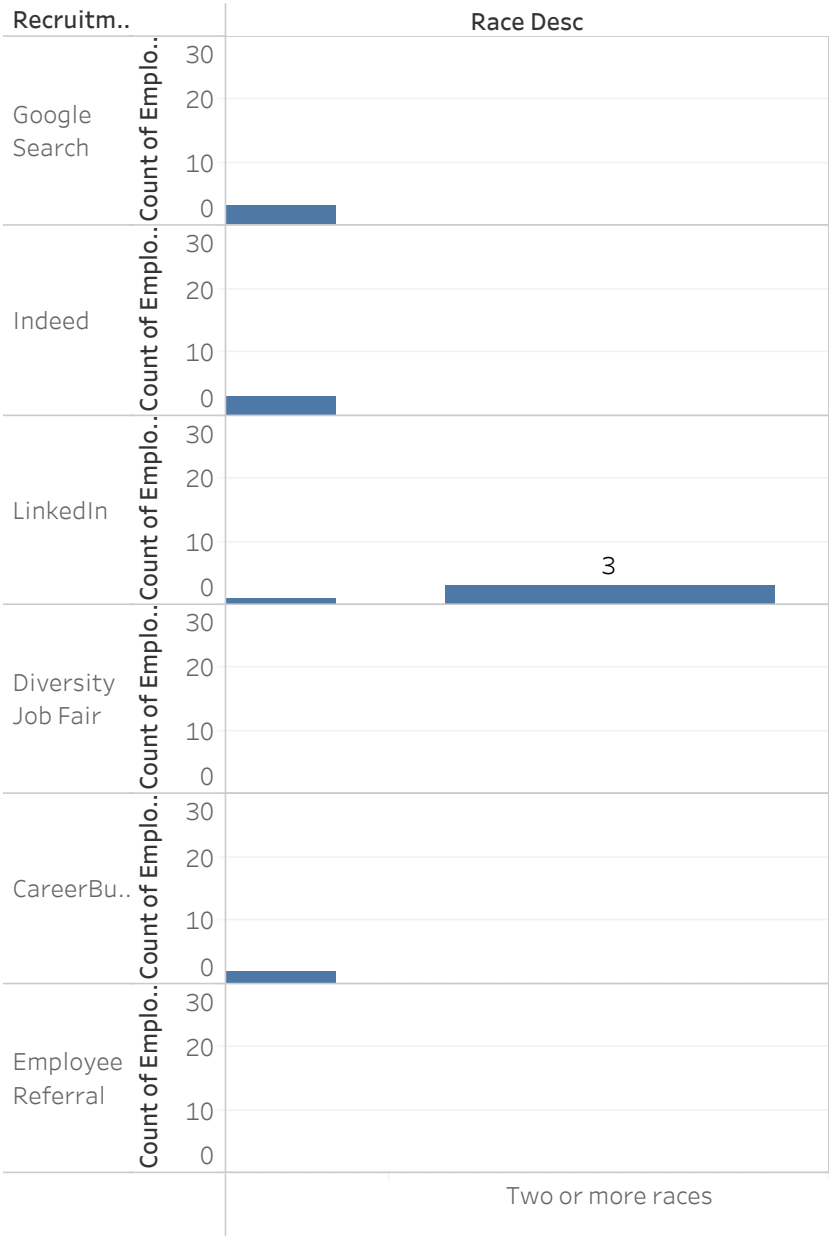
Count of Employee Name for each Term Reason broken down by Performance Category. The marks are labeled by count of Employee Name. The view is filtered on Performance Category and Term Reason. The Performance Category filter keeps Exceeds, Fully Meets, Needs Improvement and Performance Improvement Plan (PIP). The Term Reason filter keeps 10 of 18 members.

Count of Terminated Employees by Race Description by Recruitment Sources



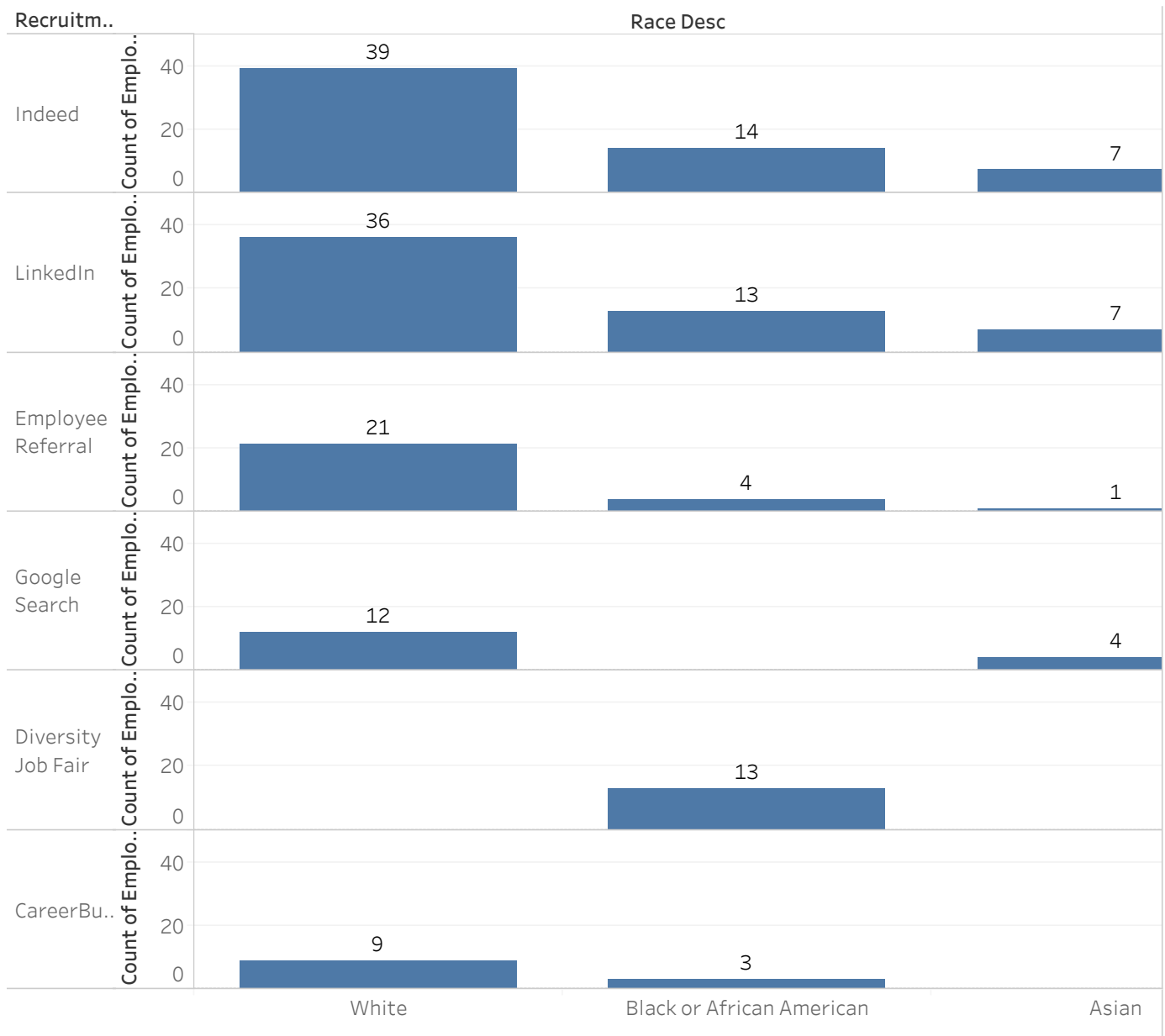
Count of Employee Name for each Race Desc broken down by Recruitment Source. The marks are labeled by count of Employee Name. The data is filtered on Term Reason, which excludes N/A-StillEmployed. The view is filtered on Recruitment Source and Race Desc. The Recruitment Source filter excludes On-line Web application, Other and Website. The Race Desc filter keeps Asian, Black or African American, Two or more races and White.

Count of Terminated Employees by Race Description by Recruitment Sources



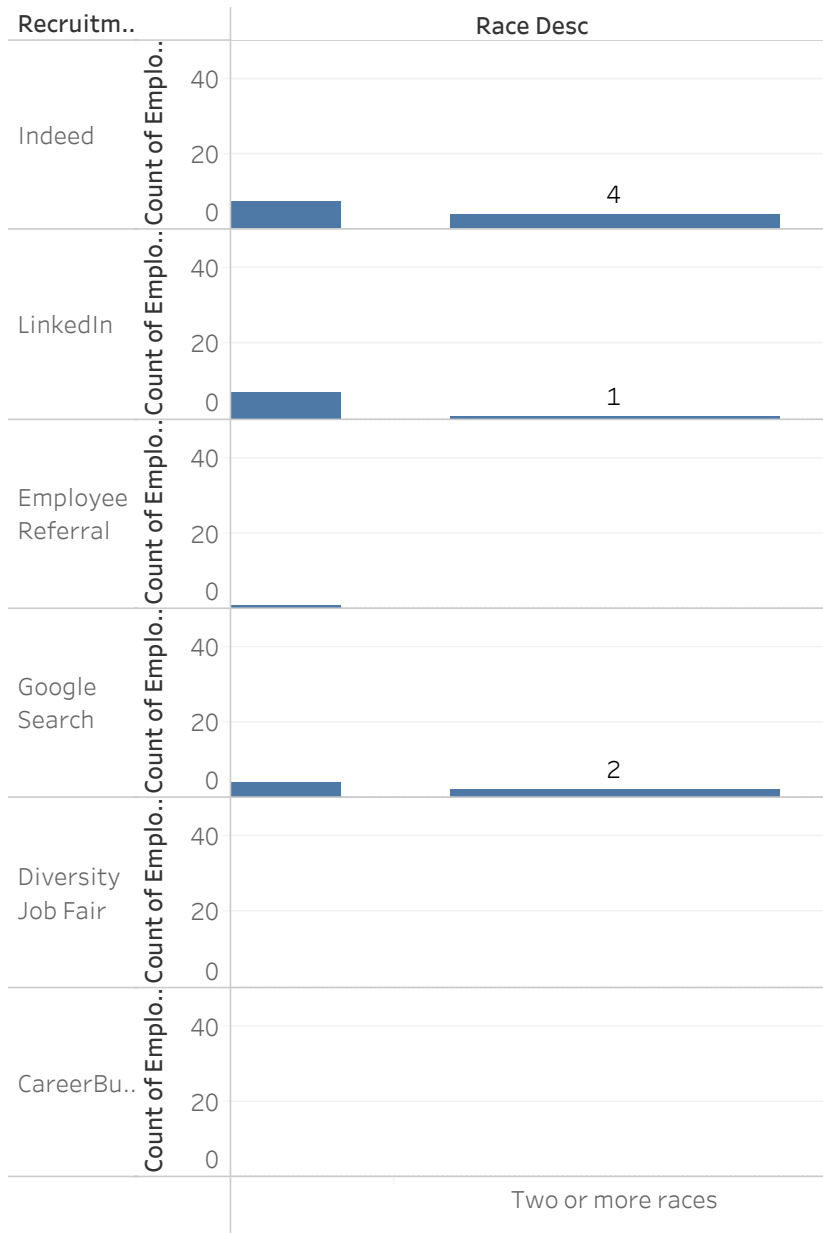
Count of Employee Name for each Race Desc broken down by Recruitment Source. The marks are labeled by count of Employee Name. The data is filtered on Term Reason, which excludes N/A-StillEmployed. The view is filtered on Recruitment Source and Race Desc. The Recruitment Source filter excludes On-line Web application, Other and Website. The Race Desc filter keeps Asian, Black or African American, Two or more races and White.

Count of Still-Employed Employees by Race Description by Recruitment Sources



Count of Employee Name for each Race Desc broken down by Recruitment Source. The marks are labeled by count of Employee Name. The data is filtered on Term Reason, which keeps N/A-StillEmployed. The view is filtered on Recruitment Source and Race Desc. The Recruitment Source filter excludes On-line Web application, Other and Website. The Race Desc filter keeps Asian, Black or African American, Two or more races and White.

Count of Still-Employed Employees by Race Description by Recruitment Sources



Count of Employee Name for each Race Desc broken down by Recruitment Source. The marks are labeled by count of Employee Name. The data is filtered on Term Reason, which keeps N/A-StillEmployed. The view is filtered on Recruitment Source and Race Desc. The Recruitment Source filter excludes On-line Web application, Other and Website. The Race Desc filter keeps Asian, Black or African American, Two or more races and White.

Data Analysis and Visualization of HR Analytics

Unlocking Workforce Dynamics: Insights for Enhanced Retention,
Compensation Fairness and Diversity

By Muhammad Fahmi Bin Mohd Zainal

Source: Uncleaned Dataset from Kaggle Fictionous Company
Authored By Dr. Carla and Dr. Rich

Data Cleaning Part

Remove Duplicates: Eliminated duplicate records to maintain data integrity.

Clean Employee Names: Used the Text to Column to remove the comma part from employee names.

Trim Function: Applied the TRIM function to remove leading and trailing spaces in data.

Categorize Performance Score: Utilized VLOOKUP to categorize performance scores, which can help in analysis. In which in Performance Category, with 1,2,3,4 with 4 being the best. so the it is started with performance improve plan (PIP), Needs Improvement, fully meet and Exceed. (based on research studies)

Fill NULL Values: Replaced NULL or missing values with a placeholder, in this case, "(-)."

Check for the Column to Column Format: Ensured that it shows the right format of what we want, whether it is numerical or non-numerical

Save the Cleaned Sheet in a new file AND remove unnecessary column: It will ease us to find the column we wanted to analyse when doing visualization in Tableau

Save the file it as CSV: This ensured that the files can be read when we insert in format of TEXT inside the Tableau.

Problem Statement and Hypothesis

1.Can understanding the Performance Patterns of Terminated Employees help improve retention(ability to prevent employee turnover) and overall company performance?

Variations in performance scores may be attributed to different managers.

2.Is there a relationship between Performance Category and Average Salary among Terminated Employees, revealing insights into compensation fairness and its impact on performance and what is the main termination reason behind all this?

Employees who exceeds the company's expectation may have higher average salaries compared to other performance categories and the main reason of this is due to money.

3.How do factors such as race description, recruitment sources, and employment status influence the overall composition of the company's workforce?, and how can this analysis provide insights to enhance strategies for fostering diversity and employee retention?

Specific recruitment sources affects the hiring and retention of employees from various racial backgrounds.

Supporting Details for my hypothesis

Hypothesis 1

Trevor et al. (1997) discuss the relationship between voluntary turnover and job performance. They found that poor performers were more likely to turnover, and once salary growth was controlled, promotions positively predicted turnover. This suggests that higher-performing employees who consistently exceed expectations may be more likely to receive promotions and, subsequently, higher salaries.

Hypothesis 2

Research by Dlamini et al. (2022) highlights the influence of the employee-manager relationship on employee performance and productivity. The study emphasizes that the perception employees have regarding their relationship with their manager plays a significant role in predicting their job performance. This suggests that different managers may have varying impacts on employee performance based on the quality of their relationship with their employees.

Reference Judge et al. (2001) by explores the relationship between job satisfaction and job performance. While not specifically comparing employees having another job as the main reason for termination, it suggests that job performance can influence job satisfaction. This implies that employees who perform well in their current job may be more satisfied and less likely to seek another job, reducing the likelihood of termination.

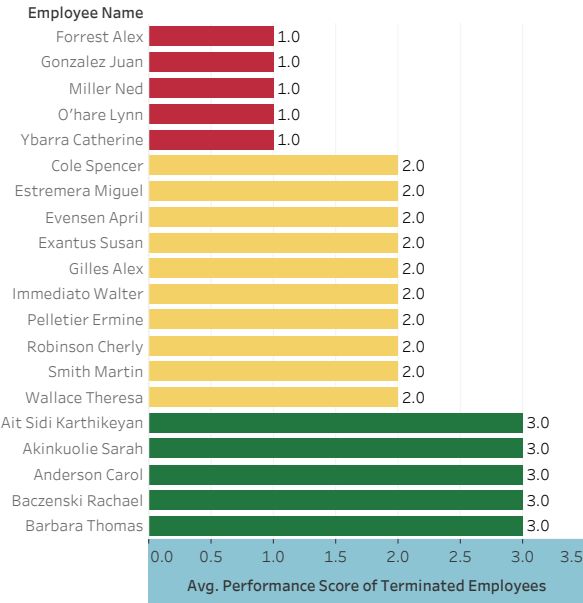
Hypothesis 3

Avery (2003) examines reactions to diversity in recruitment advertising, focusing on racial congruence effects. This reference suggests that the way diversity is presented in recruitment materials can influence how potential employees perceive the organization and might impact employee retention.

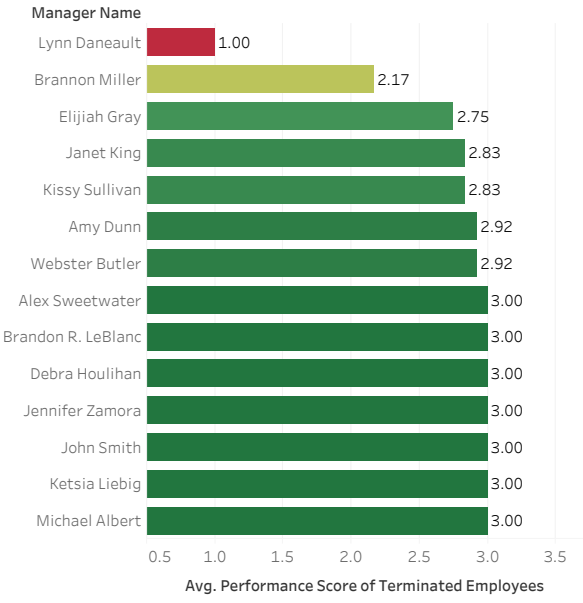
Akpoviroro et al. (2019) investigates the efficacy of e-recruitment practices on employee retention in multinational corporations. This study likely explores how the use of electronic recruitment methods influences the retention of employees, potentially shedding light on the effectiveness of various recruitment sources and strategies.

Hinson et al. (2022) explore strategies to increase racial and ethnic diversity in the nursing workforce, including recruitment and retention efforts. This reference suggests that recruitment source and application strategies can play a role in achieving greater diversity in the workforce, which could impact the number of employees who stay with the organization.

Average Performance Score of Terminated Employees



Average Performance Score of Terminated Employees by Manager



Employee name
20

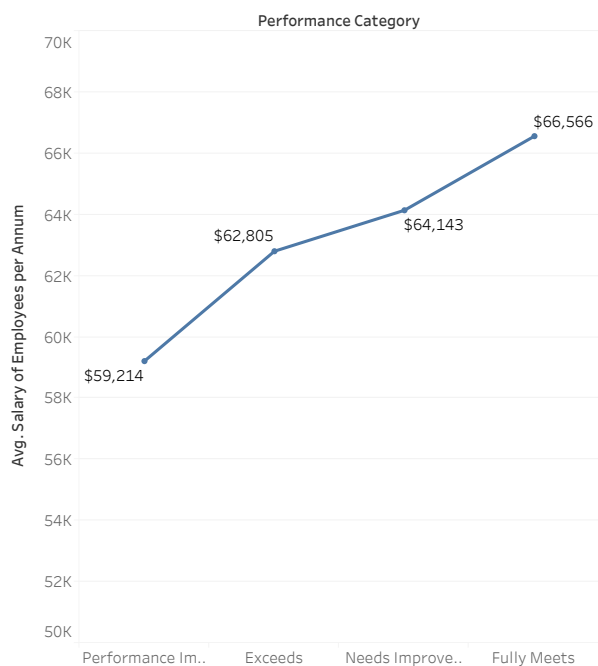
Manager Name
21

Avg. Performance S..
1 to 3.166666667
and Null values

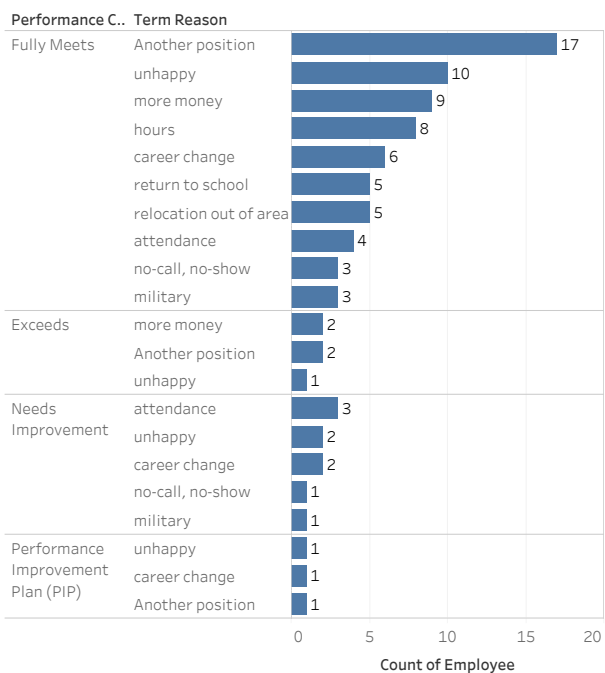
Manager ,Lyn
Daneault has given
the lowest average
marks to the
employees,
affecting several
employees name in
red and yellow box.
(Move the
Performance Score
Slider to see)



Performance Category VS Average Salary of Terminated Employees Per Annum



Count of Terminated Employee by Termination Reason by Performance Category



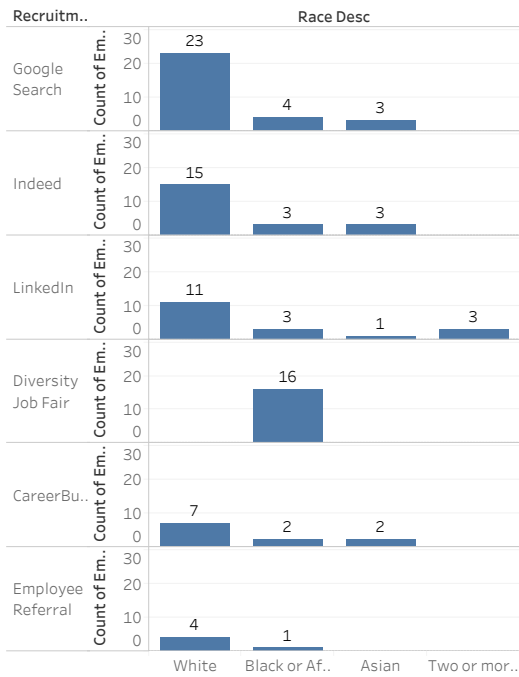
Performance Categ..
☒ Exceeds
☒ Fully Meets
☒ Needs Improvem..
☒ Performance Im..

 Limit
 Top 4 by
 COUNT([Performance
 Category])

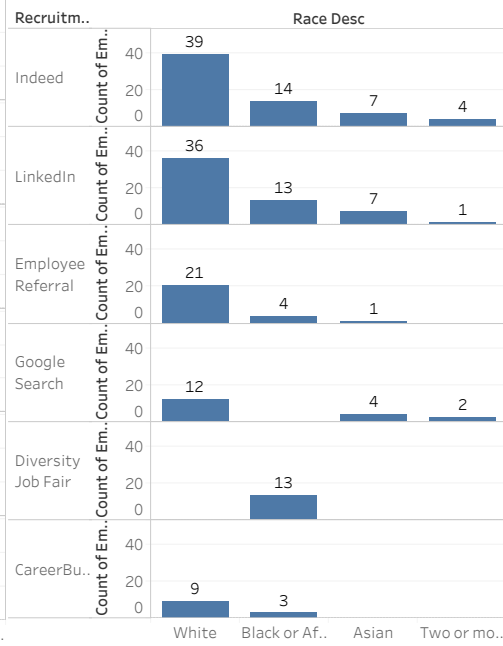
Performance Categ..
 4

1. "Fully Meets" is
 the highest one
 2. Employees has
 "another position"
 to be the highest.

Count of Terminated Employees by Race Description by Recruitment Sources



Count of Still-Employed Employees by Race Description by Recruitment Sources



Race Desc

- ☐ American Indian or Alaska Native
- ☒ Asian
- ☒ Black or African American
- ☐ Hispanic
- ☒ Two or more races
- ☒ White

Recruitment Source

- ☒ CareerBuilder
- ☒ Diversity Job Fair
- ☒ Employee Referral
- ☒ Google Search
- ☒ Indeed
- ☒ LinkedIn
- ☐ On-line Web application
- ☐ Other
- ☐ Website

1. The highest terminated employees came from the Google Search recruitment source
2. The highest still-employed employee coming from Indeed.
3. Both highest terminated and still-employed employee came from White races compared to the others.

Conclusion

Hypothesis 1

Variations in performance scores may be attributed to different managers.

Proven. Manager, Lyn Daneault has affected to the lowest performance score of employees

Hypothesis 2

Terminated employees who exceeds the company's expectation may have higher average salaries compared to other performance categories and the main reason behind this termination is money.

Not proven. It turned out that employees who fully meet the performance category being the highest terminated ones and the reason is because of having another job offer.

Hypothesis 3

Specific recruitment sources affects the hiring and retention of employees from various racial backgrounds.

Proven. Google Search recruitment source had the highest total of terminated employees and Indeed had highest still-employed employees. Besides, similarities appears when both highest terminated and still-employed employee came from White races compared to the others.

Recommendation

Managerial Assessment: Evaluate manager performance to identify effective practices and areas for improvement in order to enhance employee performance.

Retention Strategies: Reevaluate reasons for turnover, focusing on employees who fully meet expectations, and implement strategies to retain them, such as improving benefits or career development.

Recruitment Source Analysis: Analyze the effectiveness of recruitment sources, diversify them for a more racially diverse workforce, and create an inclusive work environment to retain diverse employees.

Reference

1. Avery, D. R. (2003). Reactions to diversity in recruitment advertising--are differences black and white?. *Journal of Applied Psychology*, 88(4), 672-679. <https://doi.org/10.1037/0021-9010.88.4.672>
2. Akpoviroro, K. S., Oba-Adenuga, O. A., & Sabitu, O. O. (2019). Efficacy of e-recruitment practices on employee retention in multinational corporations. *Economics and Culture*, 16(1), 161-171. <https://doi.org/10.2478/jec-2019-0017>
3. Dlamini, N. P., Suknunan, S., & Bhana, A. (2022). Influence of employee-manager relationship on employee performance and productivity. *Problems and Perspectives in Management*, 20(3), 28-42. [https://doi.org/10.21511/ppm.20\(3\).2022.03](https://doi.org/10.21511/ppm.20(3).2022.03)
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5. Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: a qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376-407. <https://doi.org/10.1037/0033-2909.127.3.376>
6. Trevor, C. O., Gerhart, B., & Boudreau, J. W. (1997). Voluntary turnover and job performance: curvilinearity and the moderating influences of salary growth and promotions. *Journal of Applied Psychology*, 82(1), 44-61. <https://doi.org/10.1037/0021-9010.82.1.44>