



HR ANALYTICS

The main **objective of HR analytics** is to gain valuable insights from data about the people who work for you, how to increase their effectiveness through decision-making based on these insights, and what realistic goals may be set for them

People are at the heart of any company, and people management is the need of the hour. The return on any kind of investment bears fruit when people contribute. For this reason, decision makers may want to know how productive and engaged the workforce is. HR needs to be empowered by data, to explain itself better to decision makers and enable the decisions it takes on behalf of the organization. This is why **HR analytics** is in the spotlight.

HR Analytics Implementation Process in this Project

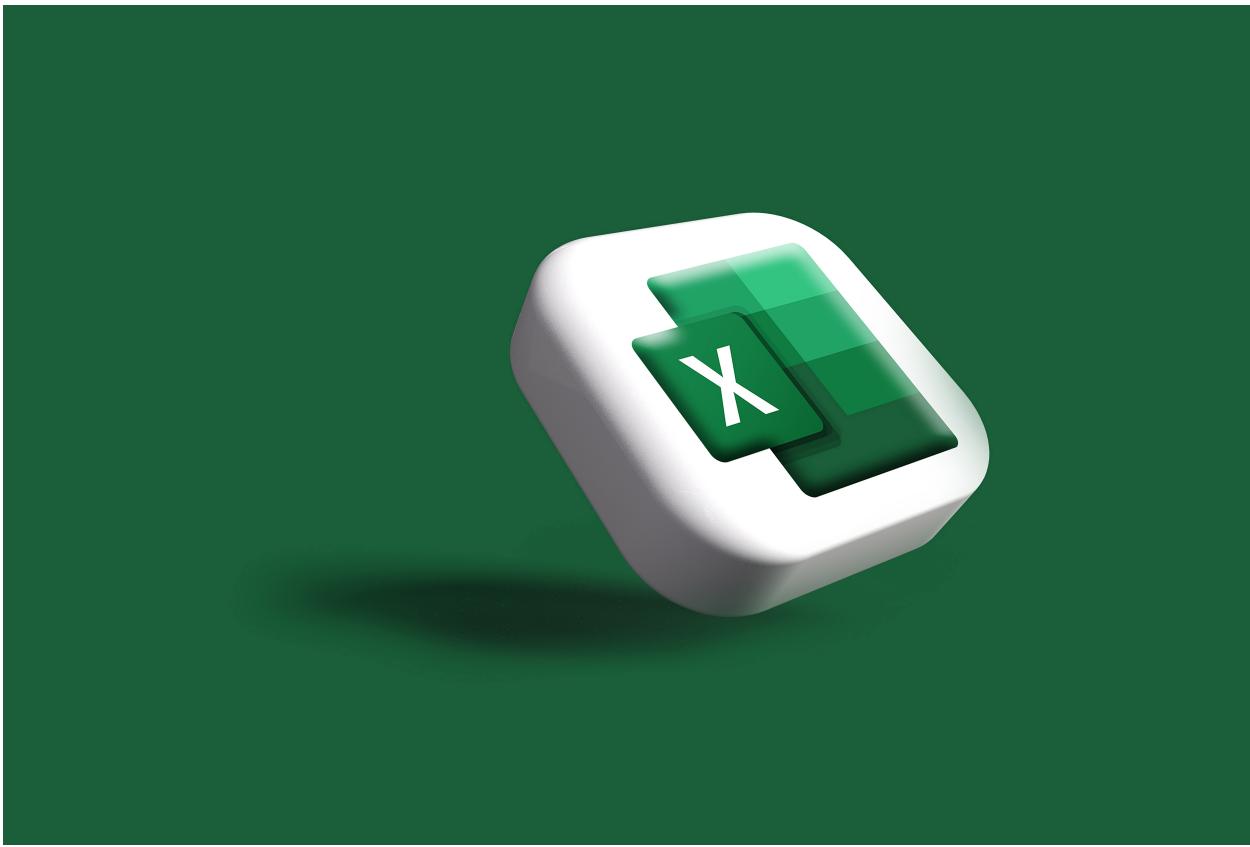
Data Collection Source : [Kaggle](#)

Data Cleaning & Transformation : [EXCEL](#)

Data Analysis : [MySQL](#)

Data Visualization : [Power BI](#)

Insights Reporting : [PPT](#)



Data Cleaning in EXCEL

Original Data

A	B	C	D	E	F	G	H	I	J	K	L	M
employee_id	department	region	education	gender	recruitment_channel	no_of_trainings	age	previous_year_rating	length_of_KPIs_met_more_than_80	awards_won	avg_training_score	
8724	Technology	region_26	Bachelors	m	sourcing	1	24	1	1	1	0	77
74430	HR	region_4	Bachelors	f	other	1	31	3	5	0	0	51
72255	Sales & Marketing	region_13	Bachelors	m	other	1	31	1	4	0	0	47
38562	Procurement	region_2	Bachelors	f	other	3	31	2	9	0	0	65
64486	Finance	region_29	Bachelors	m	sourcing	1	30	4	7	0	0	61
46232	Procurement	region_7	Bachelors	m	sourcing	1	36	3	2	0	0	68
54542	Finance	region_2	Bachelors	m	other	1	33	5	3	1	0	57
67269	Analytics	region_22	Bachelors	m	sourcing	2	36	3	3	0	0	85
66174	Technology	region_7	Masters & above	m	other	1	51	4	11	0	0	75
76303	Technology	region_22	Bachelors	m	sourcing	1	29	5	2	1	0	76
60245	Sales & Marketing	region_16	Bachelors	m	sourcing	2	40	5	12	1	0	50
42639	Sales & Marketing	region_17	Masters & above	m	sourcing	1	40	3	10	0	0	46
30963	Sales & Marketing	region_4	Masters & above	f	other	1	34	3	4	0	0	52
54055	Analytics	region_24	Bachelors	m	other	1	37	3	10	0	0	82
42996	Operations	region_11	Bachelors	m	sourcing	1	30	5	6	1	0	58
12737	Sales & Marketing	region_7	Bachelors	m	sourcing	1	31	4	4	1	0	47
27561	Operations	region_27	Bachelors	f	sourcing	1	26	5	3	0	0	56
26622	Sales & Marketing	region_17	Bachelors	m	sourcing	1	40	5	6	1	0	50
31582	Procurement	region_7	Bachelors	f	other	1	49	3	7	1	0	64
29793	Procurement	region_27	Bachelors	m	other	1	27	2	5	0	0	65
72735	Sales & Marketing	region_9	Masters & above	m	sourcing	1	37	5	3	0	0	47
5677	Technology	region_17	Bachelors	m	sourcing	1	25	1	1	0	0	80
60889	Technology	region_29	Masters & above	m	sourcing	1	30	1	3	0	0	83
51498	Procurement	region_4	Masters & above	m	other	1	41	3	4	0	0	76
88888	Finance	region_20	Masters & above	f	other	4	20	4	6	4	0	88

The HR dataset contains 17,418 records across 13 columns.

Data Cleaning Process

STEP 1:

Converted a raw data into a structured table format, by designating it as "HR Analytics".

employee_id	department	region	education	gender	recruitment_channel	no_of_trainings	age	previous_year_rating	length_of_service	KPIs_met_more_than_80	awards_won	avg_training_score
8724 Technology	region_26	Bachelors	m	sourcing	1	24			1	1	0	77
74430 HR	region_4	Bachelors	f	other	1	31	3	5	0	0	0	51
72255 Sales & Marketing	region_13	Bachelors	m	other	1	31	1	4	0	0	0	47
38562 Procurement	region_2	Bachelors	f	other	3	31	2	9	0	0	0	65
64486 Finance	region_29	Bachelors	m	sourcing	1	30	4	7	0	0	0	61
46232 Procurement	region_7	Bachelors	m	sourcing	1	36	3	2	0	0	0	68
54542 Finance	region_2	Bachelors	m	other	1	33	5	3	1	0	0	57
67269 Analytics	region_22	Bachelors	m	sourcing	2	36	3	3	0	0	0	85
66174 Technology	region_7	Masters & above	m	other	1	51	4	11	0	0	0	75
76303 Technology	region_22	Bachelors	m	sourcing	1	29	5	2	1	0	0	76
60245 Sales & Marketing	region_16	Bachelors	m	sourcing	2	40	5	12	1	0	0	50
42639 Sales & Marketing	region_17	Masters & above	m	sourcing	1	40	3	10	0	0	0	46
30963 Sales & Marketing	region_4	Masters & above	f	other	1	34	3	4	0	0	0	52
54055 Analytics	region_24	Bachelors	m	other	1	37	3	10	0	0	0	82
42996 Operations	region_11	Bachelors	m	sourcing	1	30	5	6	1	0	0	58
12737 Sales & Marketing	region_7	Bachelors	m	sourcing	1	31	4	4	1	0	0	47
27561 Operations	region_27	Bachelors	f	sourcing	1	26	5	3	0	0	0	56
26622 Sales & Marketing	region_17	Bachelors	m	sourcing	1	40	5	6	1	0	0	50
31582 Procurement	region_7	Bachelors	f	other	1	49	3	7	1	0	0	64
29793 Procurement	region_27	Bachelors	m	other	1	27	2	5	0	0	0	65
72735 Sales & Marketing	region_9	Masters & above	m	sourcing	1	37	5	3	0	0	0	47
5677 Technology	region_17	Bachelors	m	sourcing	1	25		1	0	0	0	80
60889 Technology	region_29	Masters & above	m	sourcing	1	30	1	3	0	0	0	83
51498 Procurement	region_4	Masters & above	m	other	1	41	3	4	0	0	0	76

STEP 2:

Loaded the raw data into Excel Power Query for transformation.

The screenshot shows the Microsoft Power Query Editor interface. On the left, there's a 'Queries' ribbon with 'HR_Analytics' selected. The main area displays a table with 13 columns. The 'KPIs_met_more_than_80' column is highlighted with a red background. On the right, there are two panes: 'Query Settings' which includes a 'Properties' section with the table name set to 'HR_Analytics', and an 'Applied Steps' section which lists a single step named 'Changed Type'.

STEP 3:

Steps taken in Power Query for data cleaning include:

- Removing unnecessary columns
 - Eliminating duplicates
 - Filtering out rows with null values
 - Trimming columns to remove extra spaces
 - Replacing certain values with more readable alternatives
 - Adjusting data types for specific columns

Queries [] fx - Table.TransformColumns("#"Replaced Value8", {"Awards_Won", Text.Trim, type text})

A ^b _Department	A ^b _Region	A ^b _Education	A ^b _Gender	A ^b _Recruitment_Channel	I ^b _Training_Count	I ^b _Age
1 HR	Region_4	Bachelors	Female	Other	1	
2 Sales and Marketing	Region_13	Bachelors	Male	Other	1	
3 Procurement	Region_2	Bachelors	Female	Other	3	
4 Finance	Region_29	Bachelors	Male	Sourcing	1	
5 Procurement	Region_7	Bachelors	Male	Sourcing	1	
6 Finance	Region_2	Bachelors	Male	Other	1	
7 Analytics	Region_22	Bachelors	Male	Sourcing	2	
8 Technology	Region_7	Masters	Male	Other	1	
9 Technology	Region_22	Bachelors	Male	Sourcing	1	
10 Sales and Marketing	Region_16	Bachelors	Male	Sourcing	2	
11 Sales and Marketing	Region_17	Masters	Male	Sourcing	1	
12 Sales and Marketing	Region_4	Masters	Female	Other	1	
13 Analytics	Region_24	Bachelors	Male	Other	1	
14 Operations	Region_11	Bachelors	Male	Sourcing	1	
15 Sales and Marketing	Region_7	Bachelors	Male	Sourcing	1	
16 Operations	Region_27	Bachelors	Female	Sourcing	1	
17 Sales and Marketing	Region_17	Bachelors	Male	Sourcing	1	
18 Procurement	Region_7	Bachelors	Female	Other	1	
19 Procurement	Region_27	Bachelors	Male	Other	1	
20 Sales and Marketing	Region_9	Masters	Male	Sourcing	1	
21 Technology	Region_29	Masters	Male	Sourcing	1	
22	Region_27					

Query Settings

- PROPERTIES**
 - Name: HR_Analytics
 - All Properties
- APPLIED STEPS**
 - Source
 - Changed Type
 - Removed Columns
 - Removed Duplicates
 - Filtered Rows
 - Renamed Columns
 - Trimmed Text
 - Replaced Value
 - Replaced Value1
 - Capitalized Each Word
 - Replaced Value2
 - Replaced Value3
 - Replaced Value4
 - Capitalized Each Word1
 - Changed Type1
 - Replaced Value5
 - Replaced Value6
 - Trimmed Text1
 - Changed Type2
 - Replaced Value7
 - Replaced Value8
 - Trimmed Text2

STEP 4:

Loaded the cleaned data back from Power Query Editor to an Excel worksheet.

Added several new columns using conditional formulas in Excel for further analysis.

Cleaned Dataset

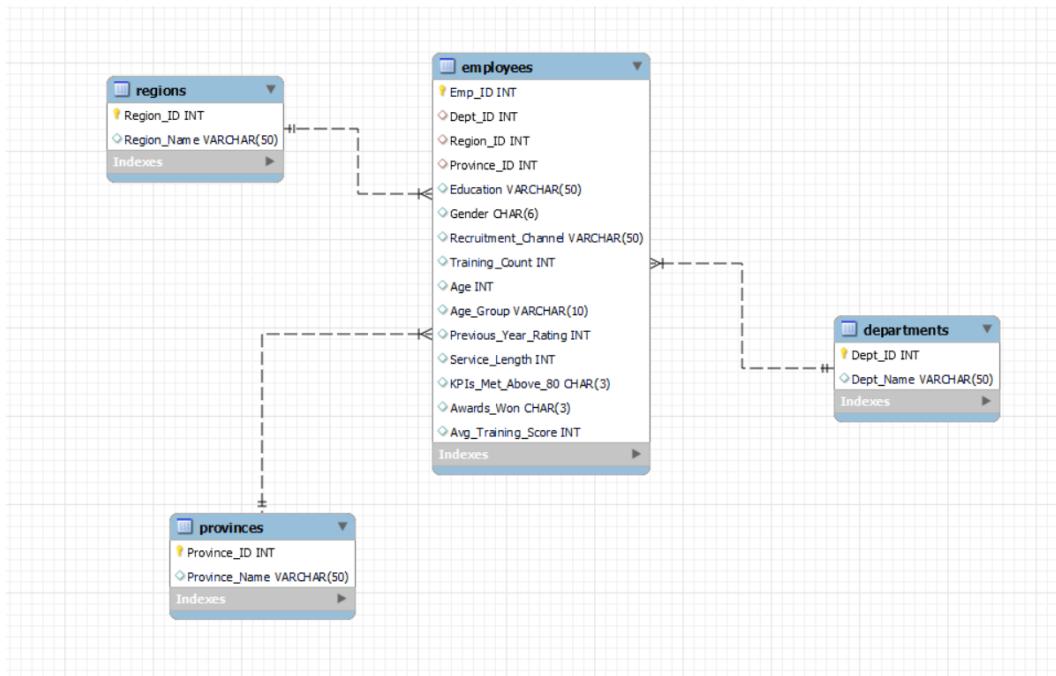
	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Department	Region	Province	Education	Gender	Recruitment_Channel	Training_Count	Age	Age_Group	Previous	Service_Length	KPIs_Met_Above_80	Awards_Won	Avg_Training_Score
2	HR	Region_4_Province_1		Bachelors	Female	Other		1	31-31-40	3	5 No	No	51	
3	Sales and Marki	Region_13_Province_2		Bachelors	Male	Other		1	31-31-40	1	4 No	No	47	
4	Procurement	Region_2_Province_1		Bachelors	Female	Other		3	31-31-40	2	9 No	No	65	
5	Finance	Region_29_Province_3		Bachelors	Male	Sourcing		1	30-20-30	4	7 No	No	61	
6	Procurement	Region_7_Province_1		Bachelors	Male	Sourcing		1	36-31-40	3	2 No	No	68	
7	Finance	Region_2_Province_1		Bachelors	Male	Other		1	33-31-40	5	3 Yes	No	57	
8	Analytics	Region_22_Province_3		Bachelors	Male	Sourcing		2	36-31-40	3	3 No	No	85	
9	Technology	Region_7_Province_1		Masters	Male	Other		1	51-51-60	4	11 No	No	75	
10	Technology	Region_22_Province_3		Bachelors	Male	Sourcing		1	29-20-30	5	2 Yes	No	76	
11	Sales and Marki	Region_16_Province_2		Bachelors	Male	Sourcing		2	40-31-40	5	12 Yes	No	50	
12	Sales and Marki	Region_17_Province_2		Masters	Male	Sourcing		1	40-31-40	3	10 No	No	46	
13	Sales and Marki	Region_4_Province_1		Masters	Female	Other		1	34-31-40	3	4 No	No	52	
14	Analytics	Region_24_Province_3		Bachelors	Male	Other		1	37-31-40	3	10 No	No	82	
15	Operations	Region_11_Province_2		Bachelors	Male	Sourcing		1	30-20-30	5	6 Yes	No	58	
16	Sales and Marki	Region_7_Province_1		Bachelors	Male	Sourcing		1	31-31-40	4	4 Yes	No	47	
17	Operations	Region_27_Province_3		Bachelors	Female	Sourcing		1	26-20-30	5	3 No	No	56	
18	Sales and Marki	Region_17_Province_2		Bachelors	Male	Sourcing		1	40-31-40	5	6 Yes	No	50	
19	Procurement	Region_7_Province_1		Bachelors	Female	Other		1	49-41-50	3	7 Yes	No	64	
20	Procurement	Region_27_Province_3		Bachelors	Male	Other		1	27-20-30	2	5 No	No	65	
21	Sales and Marki	Region_9_Province_1		Masters	Male	Sourcing		1	37-31-40	5	3 No	No	47	
22	Technology	Region_29_Province_3		Masters	Male	Sourcing		1	30-20-30	1	3 No	No	83	
23	Procurement	Region_4_Province_1		Masters	Male	Other		1	41-41-50	3	4 No	No	76	
24	Finance	Region_20_Province_2		Bachelors	Female	Other		1	29-20-30	4	6 Yes	No	58	
25	Operations	Region_20_Province_2		Bachelors	Male	Other		1	33-31-40	3	7 Yes	Yes	62	

Prepared the cleaned data using various Excel functions for SQL modeling

Province_ID	Province_Name	ID	Dept_Name
1	Province_1	1	Analytics
2	Province_2	2	Finance
3	Province_3	3	HR
4	Province_4	4	Legal
		5	Operations
		6	Procurement
		7	Rearch and Developmen
		8	Sales and Marketing
		9	Technology
		10	Region_10
		11	Region_11
		12	Region_12
		13	Region_13
		14	Region_14
		15	Region_15



Data Modeling in SQL



Data Analysis in SQL

Business Questions

```
-- How many employees are working at the company ?  
-- What is the gender breakdown in the company ?  
-- What are the different recruitment channels company is having ?  
-- How many departments are there in the company ?  
-- In how many regions, company has its existence ?  
-- How many provinces company is having ?  
-- What is the average tenure of employees existence at the company ?  
-- What is the average performance rating achieved by the employees ?  
-- What is the distribution of whether KPIs are meeting above 80 or not ?  
-- At which province & region there is higher imbalance in gender, due to which overall result is getting affected ?  
-- In which age group there is higher imbalance between male and female ?  
-- Which department is having higher imbalance in terms of Gender ?  
-- Through which recruitment channel, higher number of employees are getting hired ?  
-- Which channel is contributing more towards higher gender imbalance ?  
-- How many employees got more than average ratings in the previous year ?  
-- What is the average number of trainings happening for each employees ?  
-- Which department received the lowest average performance rating ?  
-- How overall average performance rating is fluctuating across different departments and gender ?  
-- Did male employees are getting less average training score than females across all departments ?  
-- Did males attending less than 2 training session across all departments ?  
-- How service length is impacting average performance rating ?  
-- What is the impact of average training score on Previous Year Rating ?  
-- What is the relationship between number of trainings and performance rating ?  
-- What is the performance across different age groups in the previous year ?  
-- How effective are recruitment channels in relation to performance ratings ?  
-- How does the number of awards won vary across different departments ?
```

```

## KPIs-Based Analysis
-- How many employees are working at the company ?
SELECT COUNT(*) AS Employee_Count
FROM employees;

-- What is the gender breakdown in the company ?
SELECT Gender,
       COUNT(*) AS gender_count,
       COUNT(*) * 100 / (SELECT COUNT(*) FROM employees) AS percent
FROM employees
GROUP BY Gender
ORDER BY gender_count DESC;

-- What are the different recruitment channels company is having ?
SELECT DISTINCT recruitment_channel
FROM employees;

-- How many departments are there in the company ?
SELECT COUNT(DISTINCT Dept_ID) AS dept_count
FROM departments;

-- In how many regions, company has its existence ?
SELECT COUNT(DISTINCT Region_ID) AS region_count
FROM regions;

-- How many provinces company is having ?
SELECT COUNT(DISTINCT Province_ID) AS province_count
FROM provinces;

-- What is the average tenure of employees existence at the company ?
SELECT ROUND(AVG(Service_Length)) AS Avg_tenure
FROM employees;

-- What is the average performance rating achieved by the employees ?
SELECT ROUND(AVG(Previous_Year_Rating),1) AS Avg_performance_rating
FROM employees;

-- What is the distribution of whether KPIs are meeting above 80 or not ?
SELECT KPIs_Met_Above_80,
       CONCAT(ROUND(COUNT(*) * 100 / (SELECT COUNT(*) FROM employees)), '%') AS Percentage
FROM employees
GROUP BY KPIs_Met_Above_80;

## Synopsis of KPIs
# Total 15416 employees are working at the company where 70% are the male employee and 30% are the females.
# Company is having total 9 departments, and having existence in 34 regions which comes under 4 provinces.
# Employees are getting recruited through 3 channels and having 6 years of average service tenure at the company.
# Average performance rating of employees in the previous year is 3.4.
# 64% of the employees are not meeting the KPI threshold of 80% whereas only 36% are having KPIs met above 80

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## Gender diversity check

-- At which province & region there is higher imbalance in gender, due to which overall result is getting affected ?
SELECT p.Province_Name,
       CONCAT(ROUND(COUNT(CASE WHEN e.Gender = 'Male' THEN 1 END) * 100 / (SELECT COUNT(e.Gender))), '%') AS Male_Percentage,
       CONCAT(ROUND(COUNT(CASE WHEN e.Gender = 'Female' THEN 1 END) * 100 / (SELECT COUNT(e.Gender))), '%') AS Female_Percentage
FROM provinces AS p
JOIN employees AS e
ON p.province_ID = e.province_ID
GROUP BY p.Province_Name;

SELECT r.Region_Name,
       CONCAT(ROUND(COUNT(CASE WHEN e.Gender = 'Male' THEN 1 END) * 100 / (SELECT COUNT(e.Gender))), '%') AS Male_Percentage,
       CONCAT(ROUND(COUNT(CASE WHEN e.Gender = 'Female' THEN 1 END) * 100 / (SELECT COUNT(e.Gender))), '%') AS Female_Percentage
FROM regions AS r
JOIN employees AS e
ON r.Region_ID = e.Region_ID
GROUP BY r.Region_Name
ORDER BY Male_Percentage DESC;

-- In which age group there is higher imbalance between male and female ?
SELECT Age_Group,
       CONCAT(ROUND(COUNT(CASE WHEN Gender = 'Male' THEN 1 END) * 100 / COUNT(Gender)), '%') AS Male_Percentage,
       CONCAT(ROUND(COUNT(CASE WHEN Gender = 'Female' THEN 1 END) * 100 / COUNT(Gender)), '%') AS Female_Percentage
FROM employees
GROUP BY Age_Group;

-- Which department is having higher imbalance in terms of Gender ?
SELECT d.Dept_Name,
       CONCAT(ROUND(COUNT(CASE WHEN e.Gender = 'Male' THEN 1 END) * 100 / (SELECT COUNT(e.Gender))), '%') AS Male_Percentage,
       CONCAT(ROUND(COUNT(CASE WHEN e.Gender = 'Female' THEN 1 END) * 100 / (SELECT COUNT(e.Gender))), '%') AS Female_Percentage
FROM Departments AS d
JOIN employees AS e
ON d.Dept_ID = e.Dept_ID
GROUP BY d.Dept_Name
ORDER BY Male_Percentage DESC;

-- Through which recruitment channel, higher number of employees are getting hired ?
SELECT Recruitment_Channel,
       COUNT(*) AS emp_count,
       CONCAT(ROUND(COUNT(*) * 100 / (SELECT COUNT(*) FROM employees)), '%') AS Percentage
FROM employees
GROUP BY Recruitment_Channel
ORDER BY emp_count DESC;

-- Which channel is contributing more towards higher gender imbalance ?
SELECT Recruitment_Channel,
       CONCAT(ROUND(COUNT(CASE WHEN Gender = 'Male' THEN 1 END) * 100 / COUNT(Gender)), '%') AS Male_Percentage,
       CONCAT(ROUND(COUNT(CASE WHEN Gender = 'Female' THEN 1 END) * 100 / COUNT(Gender)), '%') AS Female_Percentage
FROM employees
GROUP BY Recruitment_Channel;

## Synopsis of Gender Diversity Check
-- Province_4 is contributing higher towards imbalance with Male as 77% and rest female of 23%, followed by Province_3.
-- Region_34 has an imbalance with 92% male and 8% female, followed by Region_9 with 89% male and 11% female. Other regions like Region_29 and Region_33 also show high imbalance.
-- All age groups are having gender imbalance between male and female.
-- R&D department has 95% male, while other departments also show imbalance. The Procurement Department, however, approaches balance with 55% male and 45% female.
-- Males are preferred in hiring across all channels, including sourcing, which should not be the case within the company itself.
-- Effective diversity strategies are needed to ensure gender balance across the company.
-- The company should target more female candidates to improve diversity.
-- Recruiters & HR's should properly strategize their plans for effective hiring for maintaining diversity.
-- If incase Recruiters or other channels are unable to find the right fit among women's, then HR could consider women with career gaps or those seeking remote roles.
-- These adjustments can help the company achieve better gender diversity.

## Performance Analysis

-- How many employees got more than average ratings in the previous year ?
SELECT COUNT(*) as emp_count,
       CONCAT(ROUND(COUNT(*) * 100 / (SELECT COUNT(*) FROM employees)), '%') AS percentage
FROM employees
WHERE Previous_Year_Rating > (SELECT AVG(Previous_Year_Rating) FROM employees);

-- What is the average number of trainings happening for each employees ?
SELECT AVG(Training_Count) AS overall_avg
FROM employees;

```

```

-- Which department received the lowest average performance rating ?
SELECT d.Dept_Name,
       ROUND(AVG(e.Previous_Year_Rating),1) AS avg_rating
FROM employees AS e
JOIN departments AS d
ON e.Dept_ID = d.Dept_ID
GROUP BY d.Dept_Name
ORDER BY avg_rating;

-- How overall average performance rating is fluctuating across different departments and gender ?
SELECT d.Dept_Name,
       ROUND(AVG(CASE WHEN e.Gender = 'Male' THEN e.Previous_Year_Rating END),1) AS Male_avg_rating,
       ROUND(AVG(CASE WHEN e.Gender = 'Female' THEN e.Previous_Year_Rating END),1) AS Female_avg_rating
FROM employees AS e
JOIN departments AS d
ON e.Dept_ID = d.Dept_ID
GROUP BY d.Dept_Name;

-- Did male employees are getting less average training score than females across all departments ?
SELECT d.Dept_Name,
       ROUND(AVG(CASE WHEN e.Gender = 'Male' THEN e.Avg_Training_Score END)) AS Male_overall_avg_training_score,
       ROUND(AVG(CASE WHEN e.Gender = 'Female' THEN e.Avg_Training_Score END)) AS Femle_overall_avg_training_score
FROM employees AS e
JOIN departments AS d
ON e.Dept_ID = d.Dept_ID
GROUP BY d.Dept_Name;

-- Did males attending less than 2 training session across all departments ?
SELECT d.Dept_Name,
       ROUND(COUNT(CASE WHEN e.Gender = 'Male' THEN e.Training_Count END)) AS Male_training_count,
       ROUND(COUNT(CASE WHEN e.Gender = 'Female' THEN e.Training_Count END)) AS Female_training_count
FROM employees AS e
JOIN departments AS d
ON e.Dept_ID = d.Dept_ID
WHERE e.training_count < 2
GROUP BY d.Dept_Name;

-- How service length is impacting average performance rating ?
SELECT Service_Length,
       ROUND(AVG(Previous_Year_Rating),2) AS avg_rating
FROM employees
GROUP BY Service_Length;

-- What is the impact of average training score on Previous Year Rating ?
SELECT Previous_Year_Rating,
       ROUND(AVG(Avg_Training_Score),1) AS avg_score
FROM employees
GROUP BY Previous_Year_Rating;

-- What is the relationship between number of trainings and performance rating ?
SELECT Training_Count,
       ROUND(AVG(Previous_Year_Rating),2) AS avg_rating
FROM employees
GROUP BY Training_Count;

```

```

-- What is the performance across different age groups in the previous year ?
SELECT Age_Group,
       ROUND(AVG(Previous_Year_Rating),2) AS avg_rating
FROM employees
GROUP BY Age_Group;

-- How effective are recruitment channels in relation to performance ratings ?
SELECT Recruitment_Channel,
       ROUND(AVG(Previous_Year_Rating),1) AS avg_rating
FROM employees
GROUP BY Recruitment_Channel;

-- How does the number of awards won vary across different departments ?
SELECT d.Dept_Name,
       COUNT(e.Awards_Won) AS awards_count
FROM Employees AS e
JOIN Departments AS d
ON e.Dept_ID = d.Dept_ID
WHERE e.Awards_Won = 'Yes'
GROUP BY d.Dept_Name
ORDER BY awards_count DESC;

## Synopsis of Performance Analysis
-- Only 4% of employees perform above average; the rest are average or below.
-- On an average 1.25, likely 1-2 trainings are happening for each employee.
-- Operations, R&D, Finance, and HR are above the 3.4 average in terms of performance rating.
-- Sales & Marketing Dept is the worst performer in terms of previous year rating by 3.1 as average, followed by technology as second worst and procurement at third.
-- If sales team itself are having bad performance then it would be a severe hit in the revenue as well, which would not be a good sign for the company.
-- Interestingly, across all the departments, females are performing good as compared to males.
-- Sales Dept is having 81% male employees and only 19% females still both are having 3.1 as average performance ratings.
-- Similarly, R&D department having 95% male employees and only 5% females but females are out performing them by 4.1 average rating and males got 3.7.
-- These scenarios are again indicating that gender diversity matters for the company for proper balance throughout.
-- Both male and females are getting equal average training score across all departments.
-- Interestingly, males and female of all department is scoring equal overall average training score, but still differ in performance rating at work.
-- Highly possible to say, this could be result of not a proper implementation of trainings during work by males which leads to poor performance.
-- Also possible that biasness might be there in the departments especially among males through their manager. A proper check by the management is required here.
-- Majority employees are just attending 1 training, which could be a factor for lower performance.
-- Interestingly, Males from sales department are the highest, those are just attending 1 training.
-- Hence it is possible to say, at least 2 trainings sales dept is needed to improve.
-- Performance improves with service length, with some dips; experienced employees generally perform better.
-- After 3 trainings (avg. 3.16), ratings dip at four (2.8) and beyond, suggesting three trainings as optimal.
-- This makes sense as more trainings would ultimately impact the working of the employees because of their pre-occupiedness in their training sessions only.
-- Performance increases with age, indicating experience contributes to better outcomes.
-- Employees hired through references perform above average, those via sourcing are average, and those from other channels fall below average.
-- The company can improve by implementing checks on all channels for quality hires.
-- Despite the lowest performance ratings, Sales & Marketing received the most awards (100), while high-performing R&D received only 5.
-- To maintain motivation, awards should be fairly distributed across all departments, not focused solely on Sales for revenue.

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