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1 IBM HR Analytics Employee Attrition & Performance.

1.1 1) Basic analysis and Visualization

```
In [3]: # data visualisation and manipulation
        import numpy as np
        import pandas as pd
        import matplotlib.pyplot as plt
        from matplotlib import style
        import seaborn as sns
        import missingno as msno
        #configure
        # sets matplotlib to inline and displays graphs below the corressponding cell.
        % matplotlib inline
        style.use('fivethirtyeight')
        sns.set(style='whitegrid',color_codes=True)
        # Ignore the warnings
        import warnings
        warnings.filterwarnings('always')
        warnings.filterwarnings('ignore')
        #import the necessary modelling algos.
        from sklearn.linear_model import LogisticRegression
        from sklearn.svm import LinearSVC
        from sklearn.svm import SVC
        from sklearn.neighbors import KNeighborsClassifier
        from sklearn.ensemble import RandomForestClassifier
        from sklearn.tree import DecisionTreeClassifier
        from sklearn.ensemble import GradientBoostingClassifier
        from sklearn.naive_bayes import GaussianNB
        #model selection
        from sklearn.model_selection import train_test_split
        from sklearn.model_selection import KFold
        from sklearn.metrics import accuracy_score,precision_score,recall_score,confusion_matr
```

```
from sklearn.model_selection import GridSearchCV
```

from imblearn.over_sampling import SMOTE

#preprocess.

from sklearn.preprocessing import MinMaxScaler,StandardScaler,Imputer,LabelEncoder,One

1.2 Reading the data from a CSV file

```
In [4]: df=pd.read_csv(r'WA_Fn-UseC_-HR-Employee-Attrition.csv')
```

In [5]: df.head()

In [5]:	di	.head	1()								
Out[5]:		Age	Attrition		BusinessTr	ravel	DailyRate	e I	epartment)	\	
	0	41	Yes		Travel_Ra	arely	1102	2	Sales		
	1	49	No	Tr	avel_Freque	ently	279	9 Research & De	evelopment		
	2	37	Yes		Travel_Ra	arely	1373	B Research & De	evelopment		
	3	33	No	Tr	avel_Freque	ently	1392	2 Research & De	evelopment		
	4	27	No		Travel_Ra	arely	591	1 Research & De	evelopment		
		Dist	canceFromHo	ne	Education	Educa	tionField	EmployeeCount	EmployeeN	umber	\
	0			1	2	Life	Sciences	1		1	
	1			8	1	Life	Sciences	1		2	
	2			2	2		Other	1		4	
	3			3	4	Life	Sciences	1		5	
	4			2	1		Medical	1		7	
					Relati	ionshi	pSatisfact	tion StandardHou	ırs \		
	0							1	80		
	1							4	80		
	2							2	80		
	3							3	80		
	4		• • •					4	80		
		Stoc	ckOptionLeve	el	TotalWorki	ingYea	rs Traini	ingTimesLastYear	WorkLifeB	alance	, \
	0		_	0			8	()	1	_
	1			1			10	3	3	3	3
	2			0			7	3	3	3	3
	3			0			8	3	3	3	}
	4			1			6	3	3	3	}
		Year	rsAtCompany	Ye	arsInCurrer	ntRole	YearsSin	${f nceLastPromotion}$	n \		
	0		6			4		()		
	1		10			7		1	L		
	2		0			0		()		

7

```
YearsWithCurrManager
        0
                              5
                              7
        1
        2
                              0
                              0
        3
        4
                              2
        [5 rows x 35 columns]
In [6]: df.shape
Out[6]: (1470, 35)
In [7]: df.columns
Out[7]: Index(['Age', 'Attrition', 'BusinessTravel', 'DailyRate', 'Department',
               'DistanceFromHome', 'Education', 'EducationField', 'EmployeeCount',
               'EmployeeNumber', 'EnvironmentSatisfaction', 'Gender', 'HourlyRate',
               'JobInvolvement', 'JobLevel', 'JobRole', 'JobSatisfaction',
               'MaritalStatus', 'MonthlyIncome', 'MonthlyRate', 'NumCompaniesWorked',
               'Over18', 'OverTime', 'PercentSalaryHike', 'PerformanceRating',
               'RelationshipSatisfaction', 'StandardHours', 'StockOptionLevel',
               'TotalWorkingYears', 'TrainingTimesLastYear', 'WorkLifeBalance',
               'YearsAtCompany', 'YearsInCurrentRole', 'YearsSinceLastPromotion',
               'YearsWithCurrManager'],
              dtype='object')
1.3 Missing Values Treatment
In [8]: df.info() # no null or Nan values.
```

```
<class 'pandas.core.frame.DataFrame'>
RangeIndex: 1470 entries, 0 to 1469
Data columns (total 35 columns):
                            1470 non-null int64
Age
Attrition
                            1470 non-null object
BusinessTravel
                            1470 non-null object
DailyRate
                            1470 non-null int64
Department
                            1470 non-null object
DistanceFromHome
                            1470 non-null int64
Education
                            1470 non-null int64
EducationField
                            1470 non-null object
EmployeeCount
                            1470 non-null int64
EmployeeNumber
                            1470 non-null int64
EnvironmentSatisfaction
                            1470 non-null int64
Gender
                            1470 non-null object
HourlyRate
                            1470 non-null int64
JobInvolvement
                            1470 non-null int64
JobLevel
                            1470 non-null int64
```

JobRole	1470	non-null	object
JobSatisfaction	1470	non-null	int64
MaritalStatus	1470	non-null	object
MonthlyIncome	1470	non-null	int64
MonthlyRate	1470	non-null	int64
NumCompaniesWorked	1470	non-null	int64
Over18	1470	non-null	object
OverTime	1470	non-null	object
PercentSalaryHike	1470	non-null	int64
PerformanceRating	1470	non-null	int64
RelationshipSatisfaction	1470	non-null	int64
StandardHours	1470	non-null	int64
StockOptionLevel	1470	non-null	int64
TotalWorkingYears	1470	non-null	int64
${\tt Training Times Last Year}$	1470	non-null	int64
WorkLifeBalance	1470	non-null	int64
YearsAtCompany	1470	non-null	int64
YearsInCurrentRole	1470	non-null	int64
YearsSinceLastPromotion	1470	non-null	int64
YearsWithCurrManager	1470	non-null	int64
J+			

dtypes: int64(26), object(9)
memory usage: 402.0+ KB

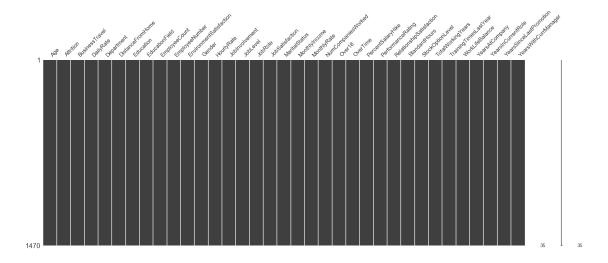
In [9]: df.isnull().sum()

Out[9]:	Age	0
	Attrition	0
	BusinessTravel	0
	DailyRate	0
	Department	0
	DistanceFromHome	0
	Education	0
	EducationField	0
	EmployeeCount	0
	EmployeeNumber	0
	EnvironmentSatisfaction	0
	Gender	0
	HourlyRate	0
	JobInvolvement	0
	JobLevel	0
	JobRole	0
	JobSatisfaction	0
	MaritalStatus	0
	MonthlyIncome	0
	MonthlyRate	0
	NumCompaniesWorked	0
	Over18	0

OverTime	0
${ t PercentSalary Hike}$	0
PerformanceRating	0
RelationshipSatisfaction	0
StandardHours	0
StockOptionLevel	0
TotalWorkingYears	0
${ t Training Times Last Year}$	0
WorkLifeBalance	0
YearsAtCompany	0
YearsInCurrentRole	0
YearsSinceLastPromotion	0
YearsWithCurrManager	0
dtype: int64	

In [10]: msno.matrix(df)

Out[10]: <matplotlib.axes._subplots.AxesSubplot at 0x195011d5208>



In [12]: df.head() Out[12]: BusinessTravel DailyRate Department Age Attrition Travel_Rarely Sales Yes No Travel_Frequently Research & Development Yes Travel_Rarely 1373 Research & Development No Travel_Frequently Research & Development No Travel_Rarely Research & Development DistanceFromHome Education EducationField EmployeeCount EmployeeNumber Life Sciences Life Sciences Other Life Sciences Medical ${\tt RelationshipSatisfaction\ StandardHours}$ StockOptionLevel TotalWorkingYears TrainingTimesLastYear WorkLifeBalance YearsAtCompany YearsInCurrentRole YearsSinceLastPromotion YearsWithCurrManager

'Attrition' of the employee which can be either a Yes or a No. Hence this is a Binary Classification problem.

[5 rows x 35 columns]

In [13]: df.describe()

Out[13]:		Age	DailyRat	e Distanc	eFromHo	me Educati	lon E	mployeeCour	ıt	\
	count	1470.000000	1470.00000	0 14	70.0000	00 1470.0000	000	1470.	. 0	
	mean	36.923810	802.48571	4	9.1925	2.9129	925	1.	. 0	
	std	9.135373	403.50910	0	8.1068	1.0241	165	0.	. 0	
	min	18.000000	102.00000	0	1.0000	1.0000	000	1.	. 0	
	25%	30.000000	465.00000	0	2.0000	2.0000	000	1.	. 0	
	50%	36.000000	802.00000	0	7.0000	3.0000	000	1.	. 0	
	75%	43.000000	1157.00000	0	14.0000	4.0000	000	1.	. 0	
	max	60.000000	1499.00000	0	29.0000	5.0000	000	1.	. 0	
		EmployeeNumbe	er Environ	mentSatisf	action	HourlyRate	.JobT	nvolvement	\	
	count	1470.00000			000000	1470.000000		470.000000	`	
	mean	1024.86530			721769	65.891156	_	2.729932		
	std	602.02433			093082	20.329428		0.711561		
	min	1.00000			000000	30.000000		1.000000		
	25%	491.25000			000000	48.000000		2.000000		
	50%	1020.50000			000000	66.000000		3.000000		
	75%	1555.75000			000000	83.750000		3.000000		
	max	2068.00000			000000	100.000000		4.000000		
								1100000		
		JobLevel		•	Relat	ionshipSatisf	actio	n \		
	count	1470.000000				1470.	00000	0		
	mean	2.063946				2.	71224	:5		
	std	1.106940				1.	08120	9		
	min	1.000000				1.	00000	0		
	25%	1.000000		•		2.	00000	0		
	50%	2.000000		•		3.	00000	0		
	75%	3.000000				4.	00000	0		
	max	5.000000		•		4.	00000	0		
		StandardHours	s StockOpt	ionLevel	TotalWo	rkingYears \				
	count	1470.0	-	0.00000		470.000000	•			
	mean	80.0		0.793878		11.279592				
	std	0.0		0.852077		7.780782				
	min	80.0		0.000000		0.000000				
	25%	80.0		0.000000		6.000000				
	50%	80.0		1.000000		10.000000				
	75%	80.0		1.000000		15.000000				
	max	80.0		3.000000		40.000000				
		TrainingTimes		WorkLifeBa		YearsAtCompar	•			
	count	147	70.000000	1470.0	00000	1470.00000	00			
	mean		2.799320	2.7	61224	7.00816	33			
	std		1.289271	0.7	06476	6.12652	25			
	min		0.00000	1.0	00000	0.00000	00			
	25%		2.000000	2.0	00000	3.00000	00			

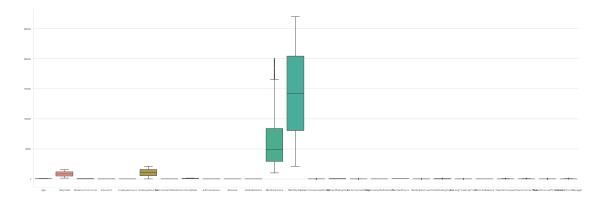
50%	3.000000	3.000000	5.000000
75%	3.000000	3.000000	9.000000
max	6.000000	4.000000	40.000000

	YearsInCurrentRole	YearsSinceLastPromotion	YearsWithCurrManager
count	1470.000000	1470.000000	1470.000000
mean	4.229252	2.187755	4.123129
std	3.623137	3.222430	3.568136
min	0.000000	0.000000	0.000000
25%	2.000000	0.000000	2.000000
50%	3.000000	1.000000	3.000000
75%	7.000000	3.000000	7.000000
max	18.000000	15.000000	17.000000

[8 rows x 26 columns]

In [14]: sns.factorplot(data=df,kind='box',size=10,aspect=3)

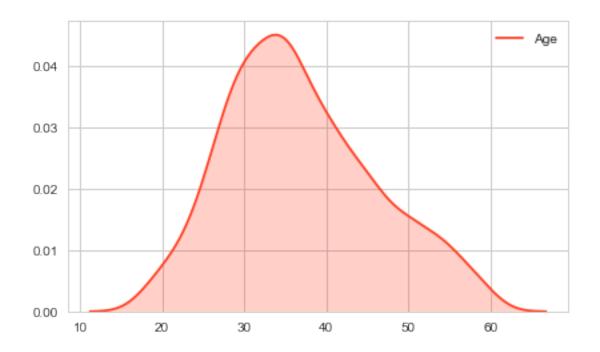
Out[14]: <seaborn.axisgrid.FacetGrid at 0x1950103e080>



Note that all the features have pretty different scales and so plotting a boxplot is not a good idea.

```
In [15]: sns.kdeplot(df['Age'],shade=True,color='#ff4125')
```

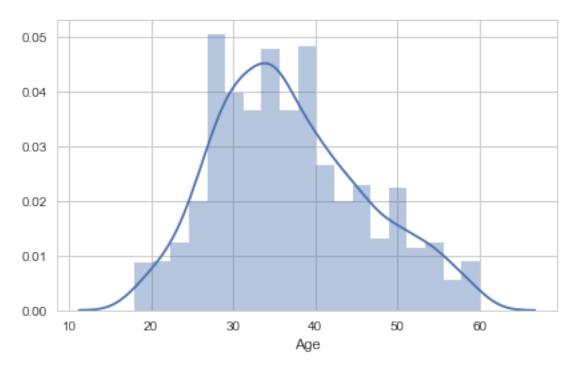
Out[15]: <matplotlib.axes._subplots.AxesSubplot at 0x19501808b38>



In [16]: sns.distplot(df['Age']);

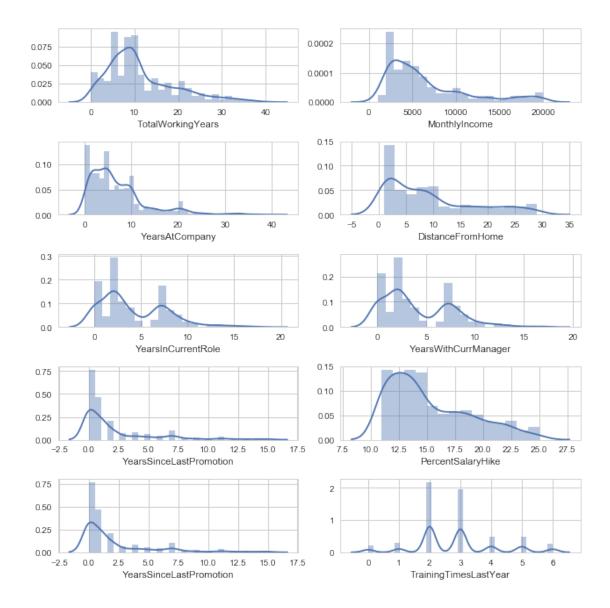
C:\Users\HP\Anaconda3\lib\site-packages\matplotlib\axes_axes.py:6462: UserWarning: The 'normed' warnings.warn("The 'normed' kwarg is deprecated, and has been "

Out[16]: <matplotlib.axes._subplots.AxesSubplot at 0x1950185b9e8>



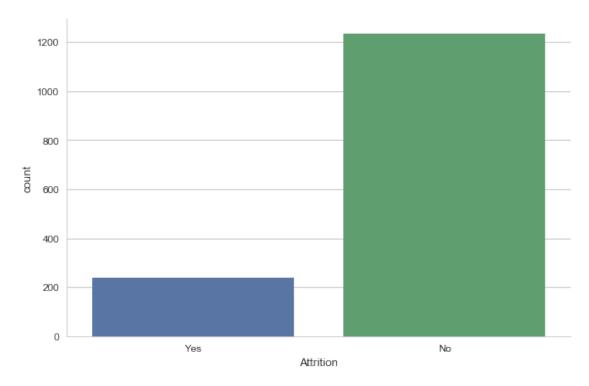
```
In [17]: warnings.filterwarnings('always')
    warnings.filterwarnings('ignore')

fig,ax = plt.subplots(5,2, figsize=(9,9))
    sns.distplot(df['TotalWorkingYears'], ax = ax[0,0])
    sns.distplot(df['MonthlyIncome'], ax = ax[0,1])
    sns.distplot(df['YearsAtCompany'], ax = ax[1,0])
    sns.distplot(df['DistanceFromHome'], ax = ax[1,1])
    sns.distplot(df['YearsInCurrentRole'], ax = ax[2,0])
    sns.distplot(df['YearsWithCurrManager'], ax = ax[2,1])
    sns.distplot(df['YearsSinceLastPromotion'], ax = ax[3,0])
    sns.distplot(df['PercentSalaryHike'], ax = ax[3,1])
    sns.distplot(df['TrainingTimesLastYear'], ax = ax[4,0])
    sns.distplot(df['TrainingTimesLastYear'], ax = ax[4,1])
    plt.tight_layout()
    plt.show()
```



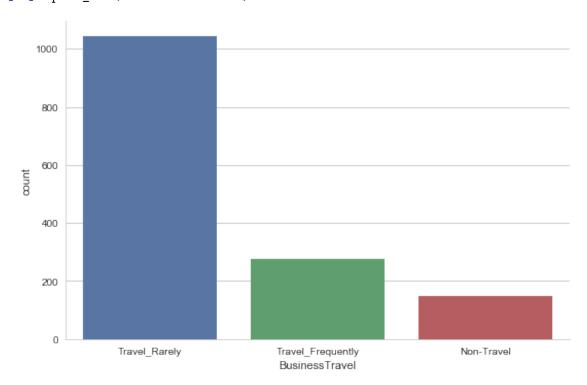
Let us now analyze the various categorical features.

In [21]: plot_cat('Attrition')

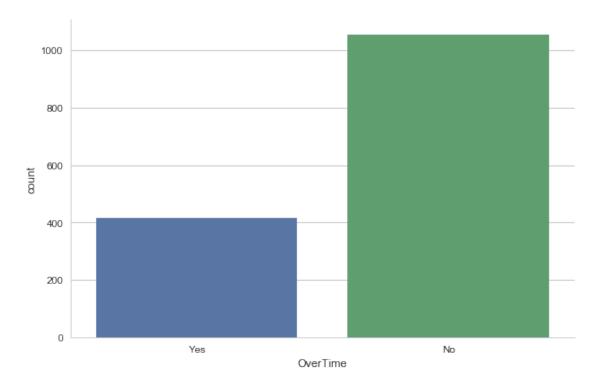


Let us now similalry analyze other categorical features.

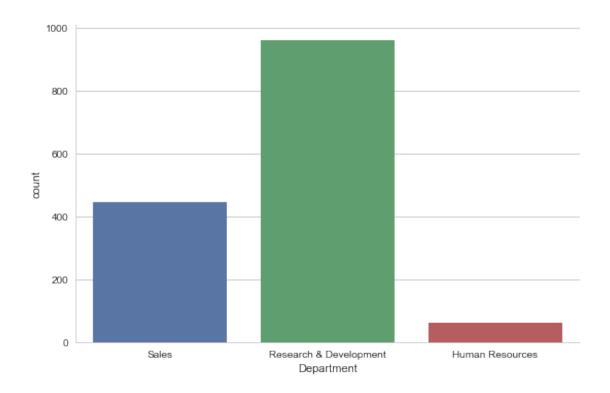
In [22]: plot_cat('BusinessTravel')



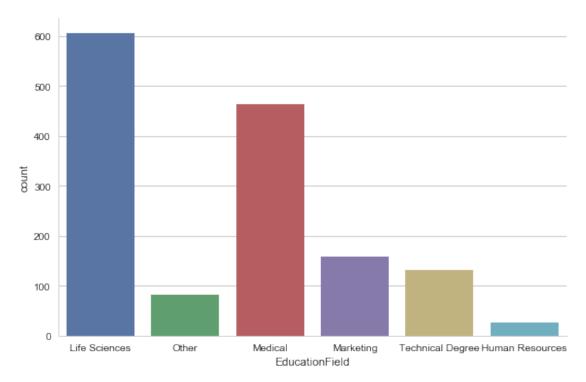
In [23]: plot_cat('OverTime')



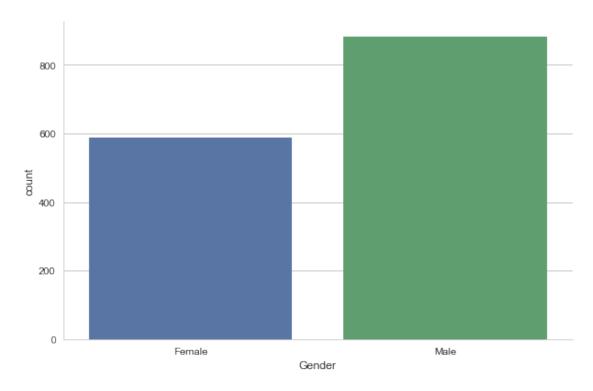
In [24]: plot_cat('Department')



In [25]: plot_cat('EducationField')

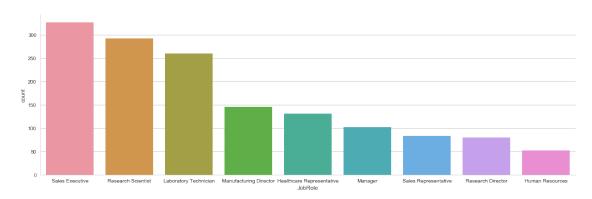


In [26]: plot_cat('Gender')



Note that males are presnt in higher number.

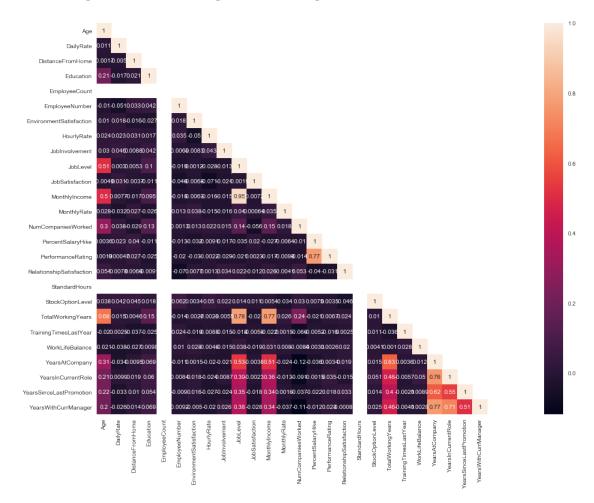
In [27]: plot_cat('JobRole')



1.4 Corelation b/w Features

```
mask[np.tril_indices_from(mask)] = False
fig=plt.gcf()
fig.set_size_inches(30,12)
sns.heatmap(data=cor_mat,mask=mask,square=True,annot=True,cbar=True)
```

Out[30]: <matplotlib.axes._subplots.AxesSubplot at 0x195044db710>



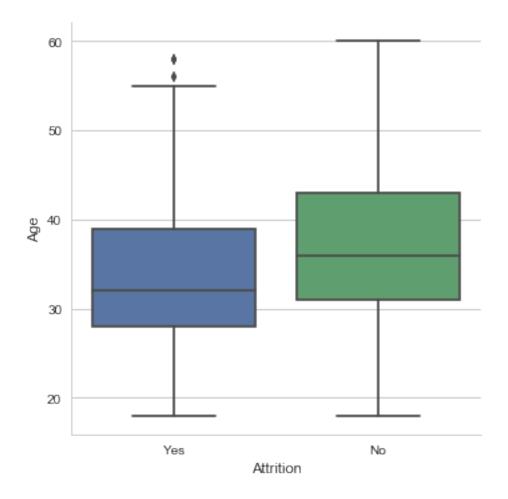
Note that we can drop some highly corelated features as they add redundancy to the model

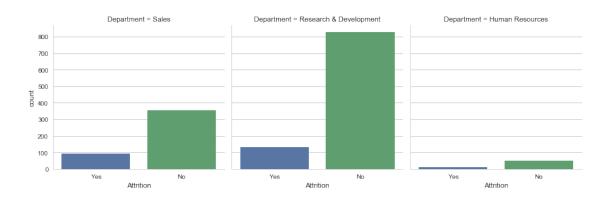
```
In [31]: df.columns
```

```
'YearsAtCompany', 'YearsInCurrentRole', 'YearsSinceLastPromotion', 'YearsWithCurrManager'], dtype='object')
```

In [32]: sns.factorplot(data=df,y='Age',x='Attrition',size=5,aspect=1,kind='box')

Out[32]: <seaborn.axisgrid.FacetGrid at 0x195044ed4e0>





In [35]: pd.crosstab(columns=[df.Attrition],index=[df.Department],margins=True,normalize='index

Out[35]:	Attrition	No	Yes
	Department		
	Human Resources	0.809524	0.190476
	Research & Development	0.861602	0.138398
	Sales	0.793722	0.206278
	ΔΊΊ	0 838776	0 161224

About 81 % of the people in HR dont want to leave the organisation and only 19 % want to leave.

Gender
Female 0.852041 0.147959
Male 0.829932 0.170068
All 0.838776 0.161224

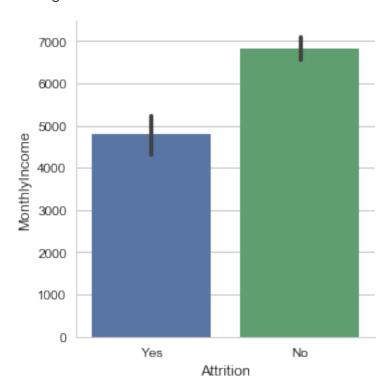
About 85~% of females want to stay in the organisation while only 15~% want to leave the organisation.

In [37]: pd.crosstab(columns=[df.Attrition],index=[df.JobLevel],margins=True,normalize='index'

Out[37]:	Attrition	No	Yes
	JobLevel		
	1	0.736648	0.263352
	2	0.902622	0.097378
	3	0.853211	0.146789
	4	0.952830	0.047170
	5	0.927536	0.072464
	All	0.838776	0.161224

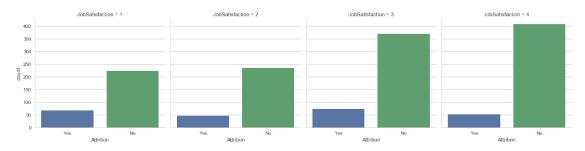
In [38]: sns.factorplot(data=df,kind='bar',x='Attrition',y='MonthlyIncome')

Out[38]: <seaborn.axisgrid.FacetGrid at 0x1950456de48>



In [39]: sns.factorplot(data=df,kind='count',x='Attrition',col='JobSatisfaction')

Out[39]: <seaborn.axisgrid.FacetGrid at 0x195045d36d8>



In [40]: pd.crosstab(columns=[df.Attrition],index=[df.JobSatisfaction],margins=True,normalize=

Out[40]:	Attrition	No	Yes
	${\tt JobSatisfaction}$		
	1	0.771626	0.228374
	2	0.835714	0.164286
	3	0.834842	0.165158
	4	0.886710	0.113290
	A11	0.838776	0.161224

```
In [41]: pd.crosstab(columns=[df.Attrition],index=[df.EnvironmentSatisfaction],margins=True,no
Out[41]: Attrition
                                        No
                                                 Yes
         EnvironmentSatisfaction
                                  0.746479 0.253521
         2
                                  0.850174 0.149826
         3
                                  0.863135 0.136865
         4
                                  0.865471 0.134529
         All
                                  0.838776 0.161224
In [42]: pd.crosstab(columns=[df.Attrition],index=[df.JobInvolvement],margins=True,normalize='
Out[42]: Attrition
                               No
                                        Yes
         JobInvolvement
                         0.662651 0.337349
         2
                         0.810667 0.189333
         3
                         0.855991 0.144009
         4
                         0.909722 0.090278
         All
                         0.838776 0.161224
In [43]: pd.crosstab(columns=[df.Attrition],index=[df.WorkLifeBalance],margins=True,normalize=
Out[43]: Attrition
                                No
                                         Yes
         WorkLifeBalance
         1
                          0.687500 0.312500
         2
                          0.831395 0.168605
         3
                          0.857783 0.142217
         4
                          0.823529 0.176471
         All
                          0.838776 0.161224
In [44]: pd.crosstab(columns=[df.Attrition],index=[df.RelationshipSatisfaction],margins=True,no
Out[44]: Attrition
                                         No
                                                  Yes
         RelationshipSatisfaction
                                   0.793478 0.206522
         2
                                   0.851485 0.148515
         3
                                   0.845316 0.154684
         4
                                   0.851852 0.148148
```

Notice that I have plotted just some of the important features against out 'Target' variable i.e. Attrition in our case. Similarly we can plot other features against the 'Target' variable and analye the trends i.e. how the feature effects the 'Target' variable.

0.838776 0.161224

1.5 Feature Selection

All

1.6 Feature Encoding

I have used the Label Encoder from the scikit library to encode all the categorical features.

```
In [46]: def transform(feature):
             le=LabelEncoder()
             df[feature] = le.fit_transform(df[feature])
             print(le.classes_)
In [47]: cat_df=df.select_dtypes(include='object')
         cat_df.columns
Out[47]: Index(['Attrition', 'Department', 'EducationField', 'Gender', 'JobRole',
                'MaritalStatus', 'OverTime'],
               dtype='object')
In [48]: for col in cat_df.columns:
             transform(col)
['No' 'Yes']
['Human Resources' 'Research & Development' 'Sales']
['Human Resources' 'Life Sciences' 'Marketing' 'Medical' 'Other'
 'Technical Degree']
['Female' 'Male']
['Healthcare Representative' 'Human Resources' 'Laboratory Technician'
 'Manager' 'Manufacturing Director' 'Research Director'
 'Research Scientist' 'Sales Executive' 'Sales Representative']
['Divorced' 'Married' 'Single']
['No' 'Yes']
In [49]: df.head() # just to verify.
Out [49]:
            Age Attrition Department DistanceFromHome Education EducationField \
         0
             41
                                      2
                                                        1
                                                                   2
                         1
             49
                         0
                                                        8
         1
                                      1
                                                                   1
                                                                                    1
                                                        2
                                                                    2
         2
             37
                                                                                    4
                         1
                                      1
         3
             33
                         0
                                                        3
                                                                    4
                                      1
                                                                                    1
                                                        2
         4
             27
                                      1
            EnvironmentSatisfaction Gender
                                             JobInvolvement JobLevel
         0
                                  2
                                           0
                                                           3
                                                                      2
         1
                                   3
                                           1
                                                           2
                                                                      2
         2
                                   4
                                                           2
                                                                      1
                                           1
                                                           3
         3
                                   4
                                           0
                                                                      1
                                           1
                                                           3
```

OverTime PercentSalaryHike PerformanceRating \

```
0
                                   1
                                                       11
                                                                             3
                                                       23
                                                                             4
1
2
                                   1
                                                       15
                                                                             3
3
                                   1
                                                       11
                                                                             3
4
                                   0
                                                       12
                                                                             3
   RelationshipSatisfaction TotalWorkingYears
                                                    WorkLifeBalance
0
1
                            4
                                                10
                                                                    3
2
                            2
                                                 7
                                                                    3
3
                            3
                                                 8
                                                                    3
4
                            4
                                                                    3
                                         YearsSinceLastPromotion \
   YearsAtCompany
                    YearsInCurrentRole
0
                 6
                                       4
                                       7
1
                10
                                                                   1
2
                 0
                                       0
                                                                   0
                 8
                                       7
                                                                   3
3
4
                 2
                                       2
                                                                   2
   YearsWithCurrManager
0
1
                        7
2
                        0
3
                        0
[5 rows x 24 columns]
```

1.7 Feature Scaling.

The scikit library provides various types of scalers including MinMax Scaler and the Standard-Scaler. Below I have used the StandardScaler to scale the data.

1.8 Splitting the data into training and validation sets

1.9 2. Using the Right Evaluation Metric

Another important point while dealing with the imbalanced classes is the choice of right evaluation metrics.

Note that accuracy is not a good choice. This is because since the data is skewed even an algorithm classifying the target as that belonging to the majority class at all times will achieve a very high accuracy.

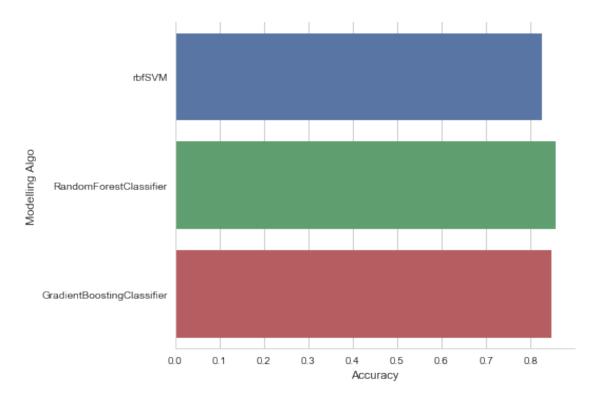
Hence in these type of cases we may use other metrics such as --> 'Precision'-- (true positives)/(true positives+false positives) 'Recall'-- (true positives)/(true positives+false negatives) 'F1 Score'-- The harmonic mean of 'precision' and 'recall' 'AUC ROC'-- ROC curve is a plot between 'senstivity' (Recall) and '1-specificity' (Specificity=Precision) 'Confusion Matrix'-- Plot the entire confusion matrix

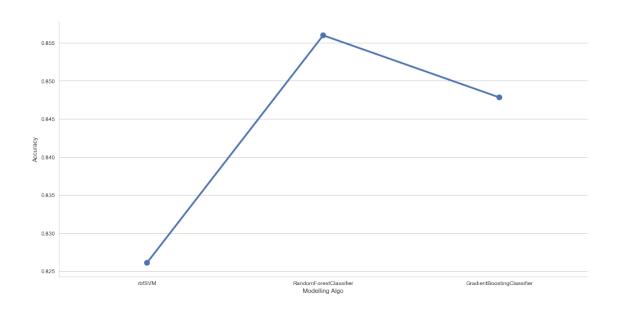
1.10 3. Building A Model & Making Predictions

```
In [53]: def compare(model):
             clf=model
             clf.fit(x_train_smote,y_train_smote)
             pred=clf.predict(x_test)
             # Calculating various metrics
             acc.append(accuracy_score(pred,y_test))
             prec.append(precision score(pred,y test))
             rec.append(recall_score(pred,y_test))
             auroc.append(roc_auc_score(pred,y_test))
In [54]: acc=[]
        prec=[]
         rec=[]
         auroc=[]
         models=[SVC(kernel='rbf'),RandomForestClassifier(),GradientBoostingClassifier()]
         model_names=['rbfSVM','RandomForestClassifier','GradientBoostingClassifier']
         for model in range(len(models)):
             compare(models[model])
         d={'Modelling Algo':model_names,'Accuracy':acc,'Precision':prec,'Recall':rec,'Area Uno
         met_df=pd.DataFrame(d)
         met_df
Out [54]:
                        Modelling Algo Accuracy Precision
                                                                Recall \
         0
                                rbfSVM 0.826087
                                                   0.479167 0.370968
                RandomForestClassifier 0.855978
         1
                                                   0.187500 0.391304
           GradientBoostingClassifier
                                        0.847826
                                                   0.291667 0.388889
            Area Under ROC Curve
         0
                        0.644634
                        0.639130
         1
         2
                        0.643240
```

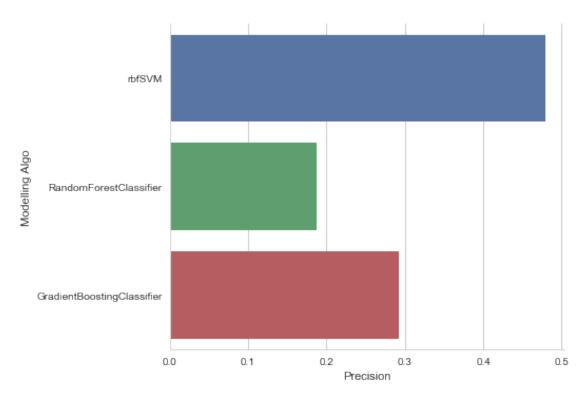
1.11 Conclusion: Comparing Different Models

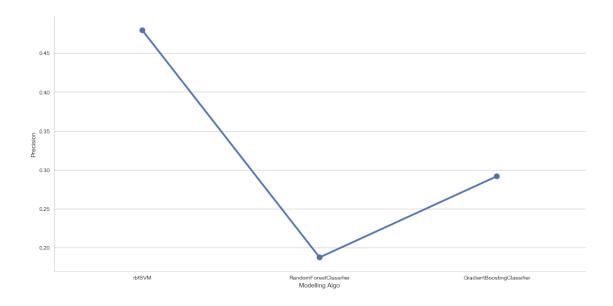
In [56]: comp_models(met_df,'Accuracy')



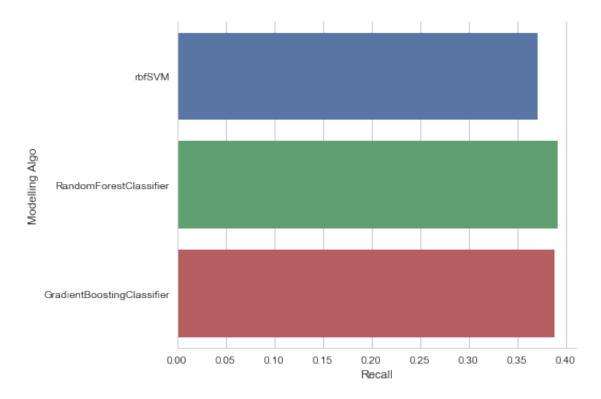


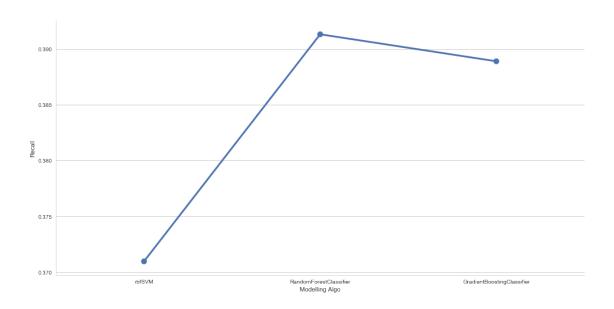
In [57]: comp_models(met_df,'Precision')



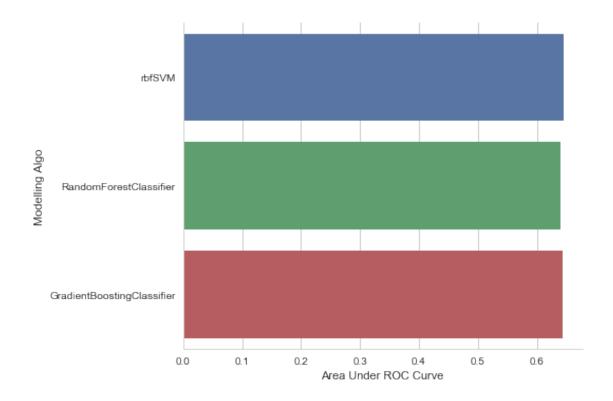


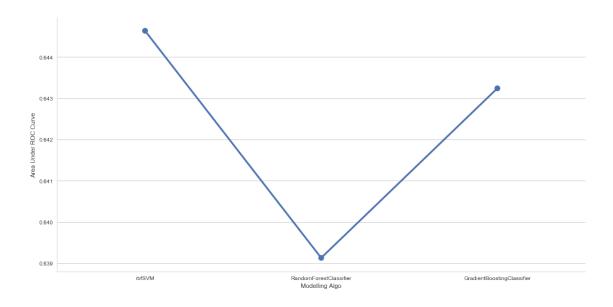
In [58]: comp_models(met_df,'Recall')





In [59]: comp_models(met_df,'Area Under ROC Curve')





The above data frame and the visualizations summarize the resuts after training different models on the given dataset.