ATHENS UNIVERSITY OF ECONOMICS & BUSINESS
DEPARTMENT OF MANAGEMENT, SCIENCE & TECHNOLOGY
MSc BUSINESS ANALYTICS

"Data Warehousing & Visualization"

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Business Case

Glassdoor produces reports based on the data collected from its users, on topics including work-life balance, CEO pay-ratios, lists of the best office places and cultures, and the accuracy of corporate job searching maxims. Data from Glassdoor has also been used by outside sources to produce estimates on the effects of salary trends and changes on corporate revenues. Glassdoor also puts the conclusions of its research of other companies towards its own company policies.

Our dataset represents reviews on UK Firms by employees. We use data as for example the date of the review, the job name, the job location, the status of the reviewers, and the reviews. Reviews are divided in s sub-categories Career Opportunities, Comp & Benefits, Culture & Values, Senior Management, and Work/Life Balance. In addition, employees added recommendations on the firm, the CEO, and the outlook.

The Great Resignation, employees quitting, job seekers demanding better benefits and work-life balance… the past year was a game-changer as we continued to recover from the effects of the pandemic. But that didn't stop today's biggest company giants from supporting their employees and rising up as some of the best companies to work for. See the Top 10 Companies to work for.

Report's Targets

1) Top 10 Firms for an employee to work for based on average rating
2) Top 10 Firms for an employee to work form depending on which aspect wants to focus (1. Work Life Balance, 2. Culture and Values, 3. Composition & Benefits, 4. Career Opportunities, 5. Diversity Inclusion, 6. Senior Management and 7. Overall Rating.
3) Top 10 Firms sorted by recommendations on the firm, the CEO, and the outlook

1.Dataset

The dataset we chose to work on, is called 'Glassdoor Job Reviews' and is provided in the following URL: https://www.kaggle.com/datasets/davidgauthier/glassdoor-job-reviews.

It is large dataset of Glassdoor reviews platform, that contains job descriptions and rankings among various criteria such as work-life balance, income, culture, etc. for various cities globally, for the period 31/1/2008-8/6/2021.

Glassdoor is one of the fastest growing jobs and recruiting sites. Glassdoor produces reports based upon the data collected from its users, on topics including work–life balance, CEO pay-ratios, lists of the best office places and cultures, and the accuracy of corporate job searching maxims. Data from Glassdoor has also been used by outside sources to produce estimates on the effects of salary trends and changes on corporate revenues.

The dataset contains 838566 rows and 18 columns. The columns correspond to the date of the review, the job name, the job location, the status of the reviewers, and the reviews. Reviews are divided in sub-categories Career Opportunities, Comp & Benefits, Culture &

Values, Senior Management, and Work/Life Balance. In addition, employees can add recommendations on the firm, the CEO, and the outlook.

Ranking for the recommendation of the firm, CEO approval, and outlook are allocated categories v, r, x, and o, with the following meanings:
v - Positive, r - Mild, x - Negative, o - No opinion

Also there are columns with comments for the advantages and the disantvanges

Below are listed the columns of the dataset:

1. firm
2. date_review
3. job_title
4. current
5. location
6. overall_rating
7. work_life_balance
8. culture_values
9. diversity_inclusion
10. career_opp
11. comp_benefits
12. senior_mgmt
13. recommend
14. ceo_approv
15. outlook
16. headline
17. pros
18. cons

Cleaning

We used R-studio to have a quick insight of our data set. Using the summary function, we analyzed each column to find the variable type, minimum/maximum and mean values.

```
> summary(dff8[,2:21])
     firm            date_review         job_title           current            tenure              city
 Length:838566      Length:838566      Length:838566      Length:838566      Length:838566      Length:838566
 Class :character   Class :character   Class :character   Class :character   Class :character   Class :character
 Mode  :character   Mode  :character   Mode  :character   Mode  :character   Mode  :character   Mode  :character



   location       overall_rating  work_life_balance culture_values   diversity_inclusion  career_opp       comp_benefits
 Length:838566      Min.   :1.000   Min.   :1.00     Min.   :1.00     Min.   :1          Min.   :1.00     Min.   :1.0
 Class :character   1st Qu.:3.000   1st Qu.:2.00     1st Qu.:3.00     1st Qu.:3          1st Qu.:3.00     1st Qu.:3.0
 Mode  :character   Median :4.000   Median :4.00     Median :4.00     Median :4          Median :4.00     Median :3.0
                    Mean   :3.656   Mean   :3.38     Mean   :3.59     Mean   :4          Mean   :3.46     Mean   :3.4
                    3rd Qu.:5.000   3rd Qu.:5.00     3rd Qu.:5.00     3rd Qu.:5          3rd Qu.:5.00     3rd Qu.:4.0
                    Max.   :5.000   Max.   :5.00     Max.   :5.00     Max.   :5          Max.   :5.00     Max.   :5.0
                    NA's   :149894  NA's   :191373   NA's   :702500   NA's   :147501     NA's   :150082
  senior_mgmt       recommend         ceo_approv         outlook           headline            pros
 Min.   :1.00       Length:838566      Length:838566      Length:838566      Length:838566      Length:838566
 1st Qu.:2.00       Class :character   Class :character   Class :character   Class :character   Class :character
 Median :3.00       Mode  :character   Mode  :character   Mode  :character   Mode  :character   Mode  :character
 Mean   :3.18
 3rd Qu.:4.00
 Max.   :5.00
 NA's   :155876
     cons
 Length:838566
 Class :character
 Mode  :character
```

First we observed that column 'current' contains information for the employee, regarding the type of working relationship (employee, contractor, intern, temporary employee), current or former status, and the tenure of the employee in the company (more than 1 year, less than 1 year etc.)
So we decided, that for analytics purposes it might be more convenient to split this column to three columns for each one category described above.

The separation was made with the 'separate' function of 'tidyr' package.

R function:

```
dff2<-separate(dff1,col=current,sep=",", into= c("current","tenure"))
```

```
dff9<-separate(dff8,col=current,sep=" ", into= c("current_former","classification"))
```

Below are the screenshots of before and after the transformation.

Before   After

current
Current Employee
Current Employee, more than 1 year
Current Employee, less than 1 year
Current Employee
Current Employee, more than 1 year
Current Employee, less than 1 year
Former Employee
Current Employee, more than 5 years
Former Employee, more than 1 year
Former Employee, more than 3 years
Current Employee, less than 1 year

current_former	classification	tenure
Current	Employee	NA
Current	Employee	more than 1 year
Current	Employee	less than 1 year
Current	Employee	NA
Current	Employee	more than 1 year
Current	Employee	less than 1 year
Former	Employee	NA
Current	Employee	more than 5 years
Former	Employee	more than 1 year
Former	Employee	more than 3 years
Current	Employee	less than 1 year

Next, we observed that in column location, there were values with double words. So we identified the columns that this situation was observed and we fixed this.

Below are the screenshots of before and after the transformation.

Before

location
Bromsgrove, England, England
Bromsgrove, England, England
Bromsgrove, England, England
Bromsgrove, England, England

location
Bromsgrove, England
Bromsgrove, England
Bromsgrove, England
Bromsgrove, England
Century City, CA
Santa Ana, CA
San Juan Capistrano, CA

Another difficulty that we faced, regarding the column 'location', is that the values of the columns have not equal number of words, so it was not easy to separate this column to other columns based on their hierarchy.

location
Wisbech, England
Blyth, North East England, England
Manchester, England
Woking, England
Crawley, West Sussex, South East England, England

However, we observed that always the first word refers to the city. So we decided to add another column 'city' that refers to the first word of the column 'location'.

city	location
Bromsgrove	Bromsgrove, England
Bromsgrove	Bromsgrove, England
Bromsgrove	Bromsgrove, England
Bromsgrove	Bromsgrove, England
Century City	Century City, CA
Santa Ana	Santa Ana, CA
San Juan Capistrano	San Juan Capistrano, CA

Finally, we changed blanks with N/A values for the variables we are planning to use as Dimensions on our Fact Table later.

```
dff8[dff8==""]<-NA
dff8[dff8==" "]<-NA
```

job_title	current	tenure	city
NA	Current Employee	NA	NA
Office Administrator	Current Employee	more than 1 year	Bromsgrove
Office Administrator	Current Employee	less than 1 year	Bromsgrove
NA	Current Employee	NA	NA
Office Administrator	Current Employee	more than 1 year	Bromsgrove
Office Administrator	Current Employee	less than 1 year	NA
IFA	Former Employee	NA	Bromsgrove
Anonymous Employee	Current Employee	more than 5 years	Century City
Anonymous Employee	Former Employee	more than 1 year	NA
Technician	Former Employee	more than 3 years	Santa Ana

Our numerical measure columns, will contain blanks instead of NAs, in order to be set as null values in the database.

```
dff8[,9:15][is.na(dff8[,9:15])]<-""
```

Data Import

First, we created a relational database in SQL Server called "job_reviews". Then, in Visual Studio, we created a Data Flow Task called "Import CSV" which includes a Flat-file Source and an SQL Server Destination. The Flat-file Source was imported with the cleaned CSV file of our dataset. We connected SQL Server Destination to the Flat-file Source in order to connect our CSV directly to the database "job_reviews" in SQL Server and used it to create a new table called "initial" in our database. By creating table "staging", we declared the data types of our columns.

Connection between flat file and SQL server destination
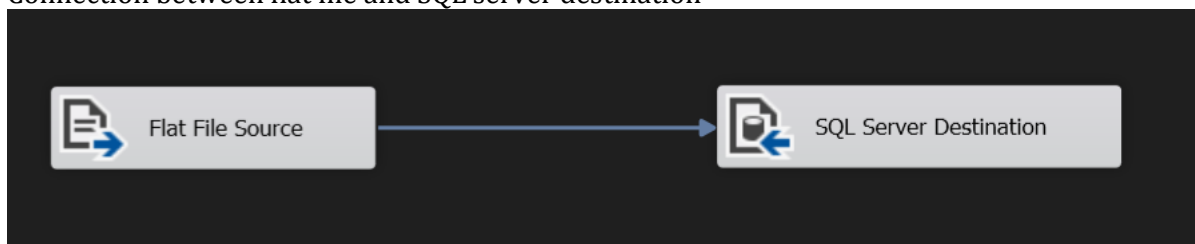
Creation of Table "initial"
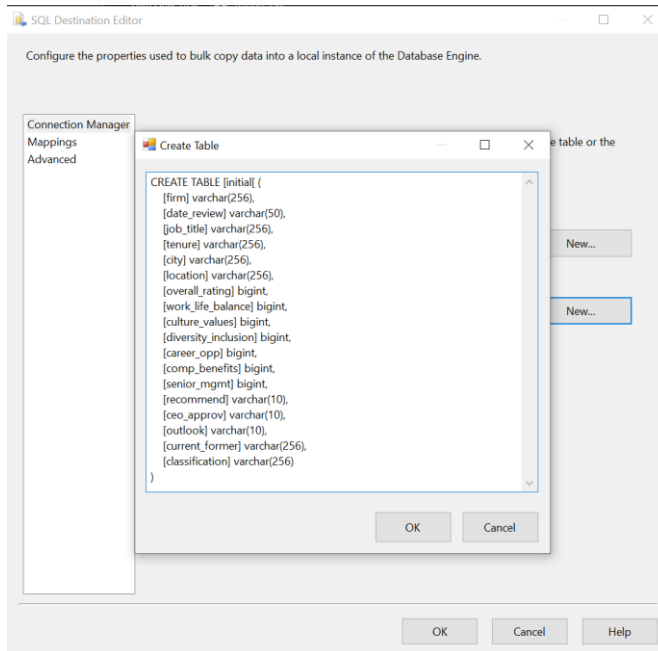
Column Name	Data Type	Allow Nulls
firm	varchar(256)	☑
date_review	varchar(50)	☑
job_title	varchar(256)	☑
current_former	varchar(256)	☑
classification	varchar(256)	☑
tenure	varchar(256)	☑
city	varchar(256)	☑
location	varchar(256)	☑
overall_rating	bigint	☑
work_life_balance	bigint	☑
culture_values	bigint	☑
diversity_inclusion	bigint	☑
career_opp	bigint	☑
comp_benefits	bigint	☑
senior_mgmt	bigint	☑
recommend	varchar(10)	☑
ceo_approv	varchar(10)	☑
outlook	varchar(10)	☑
		☐

Finally, we chose the columns we will use in our report, connected the Flat-file Source to the SQL Server Destination and imported the CSV file to the "initial" table. We decided not to choose the first column 'Column0' which involves indexes of rows and it was created automatically in the export of the csv file from R, and the three last columns that are related to comments, as we did not plan to do analysis of comments.

Selection of Columns and Connection of Flat-file Source to SQL Server Destination
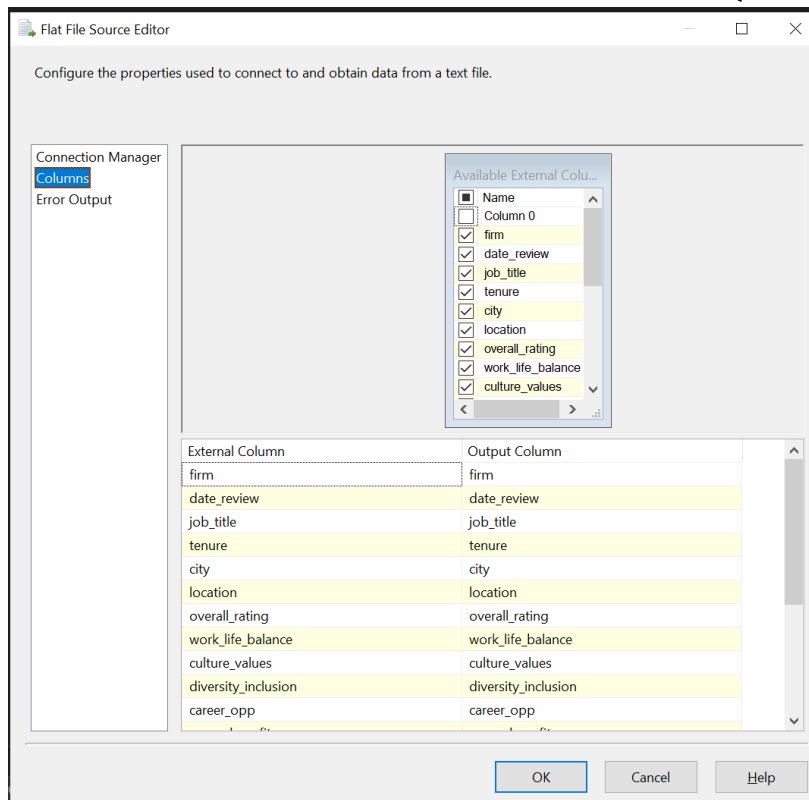
Furthermore, we connected the "Import CSV" process, with an SQL Execute Task, that would truncate our "staging" table each time we execute the data flow.

Connection of "Truncate Staging" to "Import CSV

Truncate Query Execution
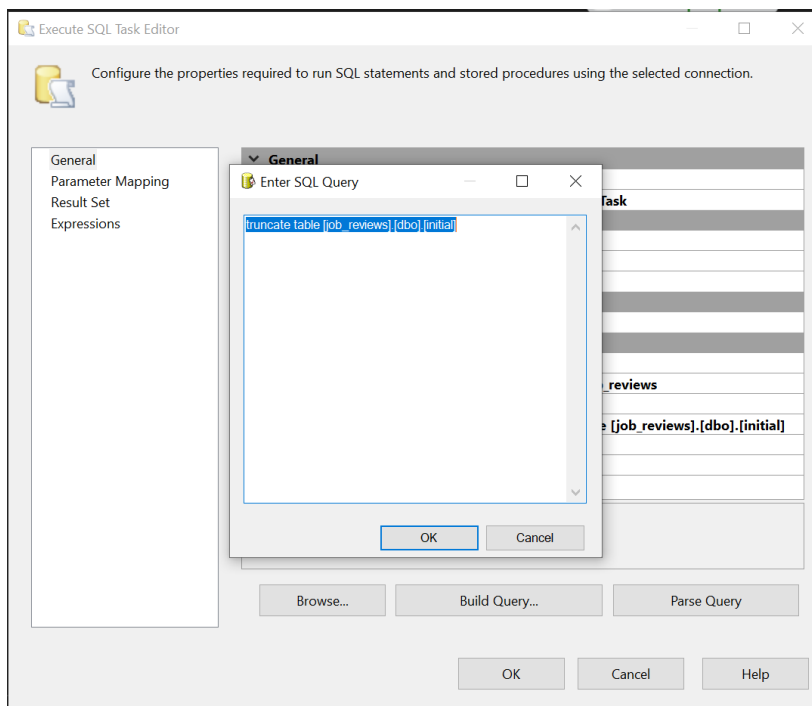
Afterwards, we defined the dimensions and measures for the fact table. After consideration, we decided that the following columns will be used as dimensions:

- firm
- date_review
- job_title
- current_former
- classification
- tenure
- city
- location
- recommend
- ceo_approv
- outlook

and the following will be used as measures:
- overall_rating
- work_life_balance

- culture_values
- diversity_inclusion
- career_opp
- comp_benefits
- senior_mgmt

To implement that, we created a new table for each dimension. In the following image we demonstrate the construction of a dimension table with a primary key and a column to insert the values. The same procedure was followed for all the other Dimensions.

Creation of Table "firm_dimension"
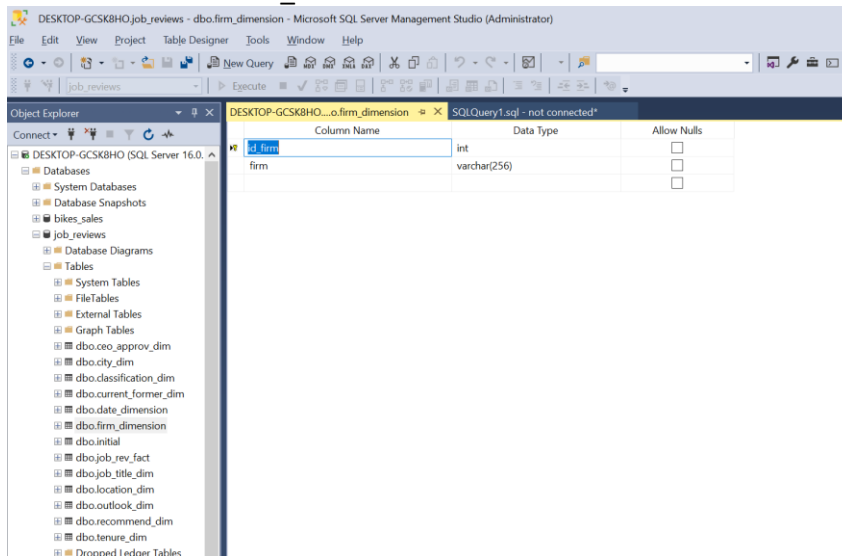
Afterwards, in Visual Studio, we created an Execute SQL Task for each dimension which contains the SQL Query that inserts values into our dimension tables and connected each one of them with the "Import CSV".

SQL Insert Query for Table "firm_dimension"
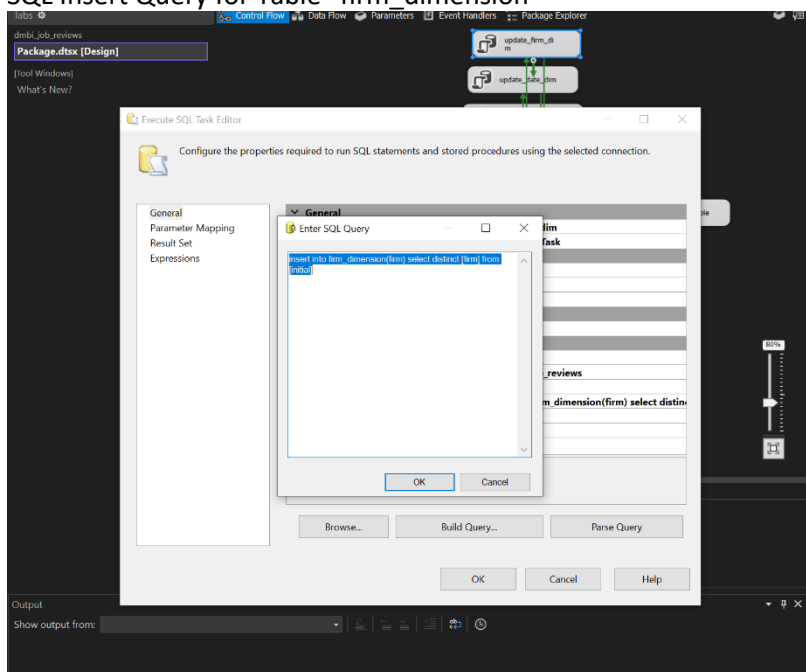
Finally, we created the fact table called "job_rev_fact" which contains as foreign keys the primary keys of each dimension and the 7 measures we described before.

Fact Table Design and SQL Insert Query

Afterwards, in Visual Studio, we created an Execute SQL Task for fact table which contains the SQL Query that inserts values into our fact table and connects it with each one dimension's SQL Execute Task. The final running structure of our control flow in Visual Studio is the following:

Connection of "job_rev_fact" to the other Execute SQL Tasks:

After executing the control flow, we can observe that every table is filled with values. By running a select statement in MSSQL we can assure that. We demonstrate the results of one dimension and of the fact table.

Data Cube Deployment

We created a Multidimensional Analysis Services project in SSAS and connected it to our SQL Server relational database to create a cube with the help of Cube Wizard. Our final cube Schema is the following:

Cube Visualization
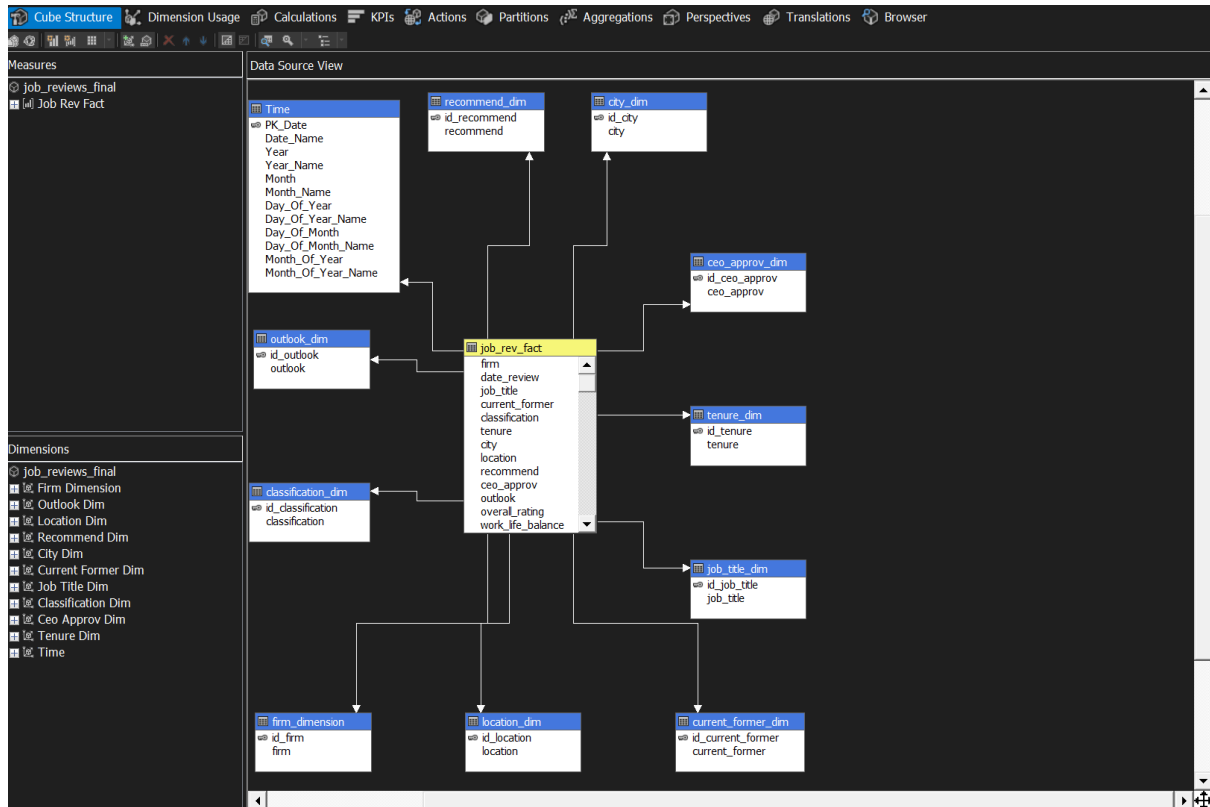
We matched dimensions and measures of our database to the Cube and calculated some extra measures. Most of our measures represent averages (the averages of our already existing measures), other measure that were used in the calculation of average measures(total sum of measures, count of non empty values etc.) , and percentages of particular values of our dimensions(the percentage of reviewers that replied positive to recommend the firm. These measures are created in order to use them later in our visualizations.

Below are listed some examples of the measures that we created.

Name:

[TOTAL__SUM]

⌄ Parent Properties ⓘ

Parent hierarchy: Measures

Parent member: [ ] Change

⌄ Expression

```
[Measures].[Carrer Opp]+[Measures].[Comp Benefits]+[Measures].[Culture Values]+[Measures].[Diversity
    Inclusion]+[Measures].[Overall Rating]+[Measures].[Senior Mgmt]+[Measures].[Work Life Balance]
```

✓ No issues found   Ln: 1   Ch: 196   Col: 95   SPC   CRLF

⌄ Additional Properties

Name:

[TOTAL__AVERAGE]

⌄ Parent Properties ⓘ

Parent hierarchy: Measures

Parent member: [ ] Change

⌄ Expression

```
[Measures].[TOTAL__SUM]/[Measures].[TOTAL_NON_EMPTY_COUNT]
```

✓ No issues found   Ln: 1   Ch: 59   SPC   CRLF

⌄ Additional Properties

Format string: [ ]

Visible: True

Non-empty behavior: [ ]

Name:

[TOTAL_NON_EMPTY_COUNT]

⌄ Parent Properties ⓘ

Parent hierarchy: Measures

Parent member: [ ] Change

⌄ Expression

```
[Measures].[Carrer Opp Count non nulls]+[Measures].[Comp Benefits Count non nulls]+[Measures].[Culture
    Values Count non nulls]+[Measures].[Diversity Inclusion Count non nulls]+[Measures].[Overall Rating
```

✓ No issues found   Ln: 1   Ch: 308   Col: 7   SPC   CRLF

⌄ Additional Properties

Format string: [ ]

Visible: True

Name:

[AVERAGE_WORK_LIFE_BALANCE]

≽ Parent Properties

Parent hierarchy: Measures

Parent member: Change

≽ Expression

```
[Measures].[Work Life Balance]/[Measures].[Work Life Balance Count non nulls]
```
✅ No issues found   Ln: 1   Ch: 78   SPC   CRLF

≽ Additional Properties

Format string:

Visible: True

Name:

[AVERAGE CEO APPROV 'x']

≽ Parent Properties

Parent hierarchy: Measures

Parent member: Change

≽ Expression

```
[Measures].[COUNT CEO APPROV 'x']/[Measures].[Job Rev Fact Count]
```
✅ No issues found   Ln: 1   Ch: 66   SPC   CRLF

≽ Additional Properties

Format string: "Percent"

Name:

[COUNT CEO APPROV 'x']

≽ Parent Properties

Parent hierarchy: Measures

Parent member: Change

≽ Expression

```
([Measures].[Job Rev Fact Count],[Ceo Approv Dim].[Ceo Approv].[x])
```
✅ No issues found   Ln: 1   Ch: 68   SPC   CRLF

≽ Additional Properties

It is worth to refer to the creation of the measure 'weighted average per firm'.

In order we have a ranking between our firms, we could use the total rating of each firm, but this is not that correct by the mathematical scope . For example if a firm has total rating 4.5 and total number of reviews 1.000, it is ranked higher from a firm that has 4.1 and total number of reviews 100.000 . So, in order to have a more accurate view of our data we created a new measure that into account the combination of Total rating for each firm, and also the total count of reviews for each firm.

The formula that we used to calculate this measure is described below:

$$W.Rate = \frac{rating*count+w*r}{count+w}$$

w = average count of reviews per company
r = median of the column

link: https://stackoverflow.com/a/50476254

Finally, we process the cube and we connected it to Power BI to visualize our data.
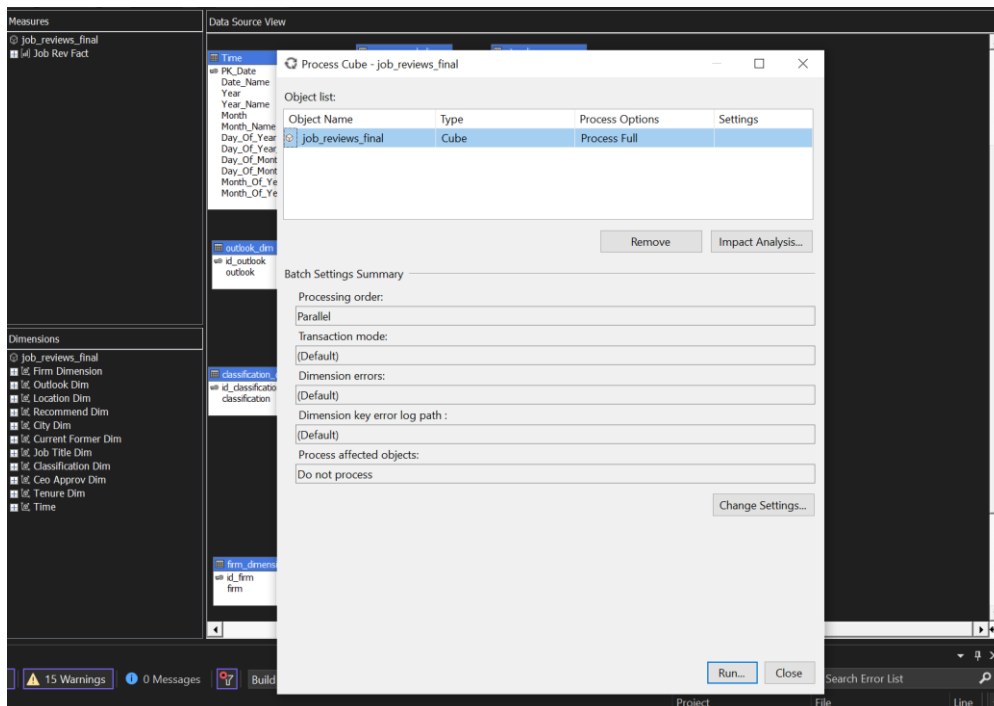
Business Analysis

1. Using Power Bi, we created a main visualization about the Top 10 places for an employee to work, for 2020-2021. On the top, we created a stacked column chart which presents the average rating of Top 10 firms, based on employees' reviews. With a rating scale from 1-5, the Top 10 Firms are Google (4.27), Sap (4,25), Salesforce (4.24), Microsoft (4.15), Bain & Company (4.06), Apple (4.03), Sage (3.99), Ryan-LLC, Linkedin (3.98) and American-Express (3.97).

While no formula can capture the idiosyncrasies of these companies and the indicative ways they motivate employees, our analysis and derivation of the final ratings was based on 7 parameters of common themes. Specifically, we listed a table showing the Total Ratings, which result from below parameters: 1. Work Life Balance, 2. Culture and Values, 3. Composition & Benefits, 4. Career Opportunities, 5. Diversity Inclusion, 6. Senior Management and 7. Overall Rating.

Top 10 Firms by Rating

Firm	Rating	Work Life Balance	Culture & Values	Composition & Benefits	Career Opportunities	Diversity Inclusion	Senior Management	Overall Rating
Google	4.27	4.17	4.30	4.44	4.22	4.29	4.02	4.40
SAP	4.25	4.29	4.43	4.18	4.12	4.43	3.97	4.40
Salesforce	4.24	4.09	4.38	4.39	4.17	4.37	4.01	4.32
Microsoft	4.15	4.01	4.28	4.08	4.09	4.34	3.92	4.33
Bain-and-Company	4.06	3.39	4.27	4.16	4.22	4.18	3.96	4.24
Apple	4.03	3.66	4.23	4.27	3.77	4.35	3.72	4.22
Sage	3.99	4.03	4.12	3.99	3.80	4.16	3.83	4.07
Ryan-LLC	3.98	4.03	4.13	3.84	3.88	4.09	3.85	4.09
LinkedIn	3.98	4.11	4.20	4.03	3.63	4.15	3.64	4.16
American-Express	3.97	4.07	4.16	3.85	3.75	4.26	3.69	4.10
Boston-Consulting-Group	3.95	3.97	4.10	4.17	4.16	4.14	3.80	4.19
Total	**3.65**	**3.48**	**3.74**	**3.51**	**3.63**	**3.97**	**3.38**	**3.84**

2. Given the fact that Job seekers may want to focus on a specific aspect of interest, we considered necessary to create stacked column charts presenting the Top 10 Firms, based on each parameter of interest. In the examples below we can notice that examining in terms of 1.Senior Management Google comes first, in terms of 2.Career Opportunities McKinsey and Company comes first, in terms of 3.Competition & Benefits Google comes first, in terms of 4.Culture & Values Sap comes first, in terms of 5.Overall Rating Google comes first, in terms of 6.Work Life Balance Sap comes first and in terms of 7.Diversity Inclusion Sap comes first.

By doing this analysis it was observed that there are companies that stood out when examining by certain aspect of interest but are not in the Top 10 companies based on Total Rating. Such companies are: 1. Sage, 2. McKinsey and Company, 3. Boston Consulting Group, 4. PwC, 5. Deloitte, 6. EY, 7. Bain and Company, 8. University of Michigan, 9. Thomson Reuters, 10. Indeed, 11. Booking-com, 12. Mastercard, 13. Nando-s UK-and-IRE, 14. FARFETCH and 15. Age-UK-The-National-Charity. These companies are colored with yellow.

Composition & Benefits

Firm	Rating
Google	4.27
SAP	4.25
Salesforce	4.24
Microsoft	4.15
Bain-and-Company	4.06
Apple	4.03
Sage	3.99
Ryan-LLC	3.98
LinkedIn	3.98
American-Express	3.97

Senior Management   Diversity Inclusion   Career Opportunities   Composition & Benefits   Culture & Values   Overall Rating   Work Life Balance

Culture & Values

	4.43	4.38	4.30	4.28	4.27	4.23	4.20	4.16	4.13	4.12

Rating: 4.0, 2.0, 0.0

Firms: SAP, Salesforce, Google, Microsoft, Bain-and-Com..., Apple, LinkedIn, American-Expr..., Ryan-LLC, Sage

Firm	Rating
Google	4.27
SAP	4.25
Salesforce	4.24
Microsoft	4.15
Bain-and-Company	4.06
Apple	4.03
Sage	3.99
Ryan-LLC	3.98
LinkedIn	3.98
American-Express	3.97

Review Date ∨

Multiple selections ∨

Senior Management   Diversity Inclusion   Career Opportunities   Composition & Benefits   Culture & Values   Overall Rating   Work Life Balance

Overall Rating

	4.40	4.40	4.33	4.32	4.24	4.22	4.19	4.19	4.17	4.16

Rating: 4.0, 2.0, 0.0

Firms: Google, SAP, Microsoft, Salesforce, Bain-and-Com..., Apple, McKinsey-and..., Boston-Consu..., University-of-..., LinkedIn
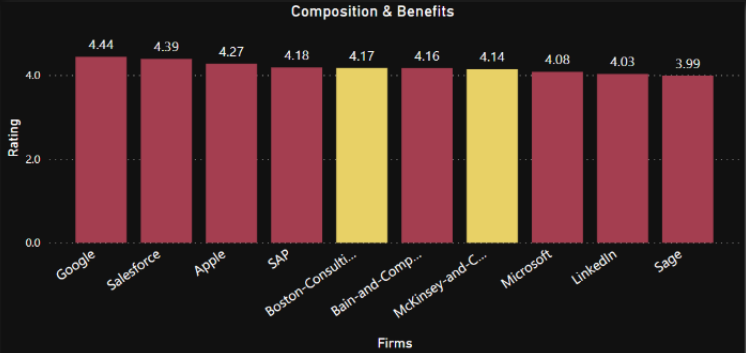
Firm	Rating
Google	4.27
SAP	4.25
Salesforce	4.24
Microsoft	4.15
Bain-and-Company	4.06
Apple	4.03
Sage	3.99
Ryan-LLC	3.98
LinkedIn	3.98
American-Express	3.97

3. As it is not enough to analyze some specific aspects to capture the success of a company, we considered it necessary to focus on some other quality data provided by the Reviewers. Employees can added positive, mild, negative and no opinion recommendations on the firm, the CEO, and the Outlook.

We analyzed the Top 10 Firms, based on these three aspects in order to observe the percentage of positive, mild, negative and no opinion reviews. The results are presented below: 1) Ryan-LLC has the most positive reviews in recommendations on the Firm, the CEO and also the Outlook, while Sage has the most negative in recommendations on the Firm and Outlook and finally Linkedin has the most negative reviews in CEO. One could say that this makes sense and correlates with the Total Rating results, as these companies are in the bottom 4 of the Top 10 Firms.

Below you may see the Top 10 Firms to work, and between them which are mostly recommended

Review Date
Multiple selections

Recommendations
Positive ● Negative ● No Opinion

Firm	Positive	Negative	No Opinion
Ryan-LLC	83.47 %	6.06 %	10.47 %
Sage	74.04 %	12.11 %	13.85 %
SAP	73.73 %	5.99 %	20.28 %
Salesforce	69.10 %	7.76 %	23.14 %
LinkedIn	61.86 %	9.47 %	28.67 %
Microsoft	58.88 %	6.54 %	34.57 %
American-Expr...	58.70 %	9.95 %	31.35 %
Bain-and-Com...	58.53 %	5.36 %	36.11 %
Apple	55.53 %	9.30 %	35.16 %
Google	47.95 %	5.14 %	46.90 %

CEO Reviews
Positive ● Negative ● Mild ● No opinion

Firm	Positive	Negative	Mild	No opinion
Ryan-LLC	82.09 %	1.10 %	2.20 %	14.60 %
Sage	68.57 %	3.03 %	10.13 %	18.28 %
Salesforce	63.55 %	2.05 %	5.45 %	28.95 %
SAP	55.45 %	2.36 %	13.26 %	28.93 %
Microsoft	54.97 %	1.33 %	4.69 %	39.01 %
Bain-and-Co...	50.69 %	0.79 %	6.25 %	42.26 %
American-Ex...	50.32 %	2.46 %	9.27 %	37.95 %
Apple	45.77 %	2.51 %	9.06 %	42.66 %
LinkedIn	45.18 %	6.67 %	14.79 %	33.36 %
Google	37.09 %	2.00 %	6.90 %	54.00 %

Outlook Reviews
Positive ● Negative ● Mild ● No opinion

Firm	Positive	Negative	Mild	No opinion
Ryan-LLC	80.17 %	2.20 %	4.68 %	12.95 %
Sage	65.66 %	6.64 %	12.22 %	15.48 %
Salesforce	64.81 %	2.64 %	6.60 %	25.95 %
SAP	61.54 %	2.97 %	11.09 %	24.40 %
Microsoft	54.14 %	1.73 %	6.42 %	37.71 %
Bain-and-Co...	53.97 %	1.49 %	5.75 %	38.79 %
LinkedIn	52.66 %	6.31 %	9.74 %	31.29 %
Apple	48.77 %	3.47 %	9.20 %	38.56 %
American-Ex...	48.47 %	4.96 %	11.20 %	35.37 %
Google	42.69 %	2.12 %	6.32 %	48.87 %

4. We considered it necessary to examine if there is any correlation regarding the Job role of each reviewer and the way they recommend the firm, the CEO and the Outlook. Most negative and positive comments come from Anonymous Employees. Then we observed that most positive reviews come from managers, software engineers, consultants, and associates. While negative come from managers, crew members, consultants, associates, customer service representatives, software engineers and senior consultants.
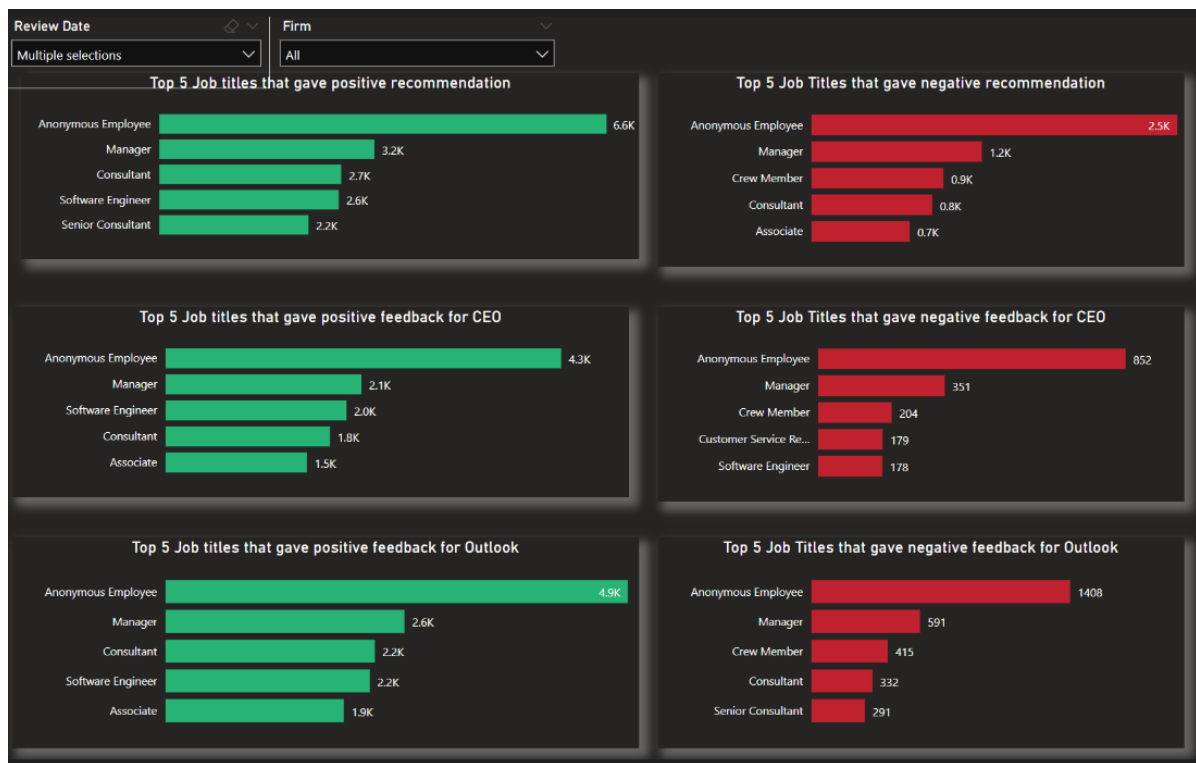
5. Finally we considered it necessary to do an analysis based on the year in order to see the trend of Total rating for the Top 10 Firms, from 2019-2021. We noticed that the line with the highest rates was in 2020. Therefore we see a small reduction in rates in 2021. Nevertheless, these rates are still high. The past year was a game-changer as we continued to recover from the effects of the pandemic. But that didn't stop today's biggest companies alike from supporting their employees and rising up as some of the best companies to work for.

Rating by Firm and Year