



e-ISSN: 2319-8753 | p-ISSN: 2320-6710

IJIRSET

International Journal of Innovative Research in
SCIENCE | ENGINEERING | TECHNOLOGY

INTERNATIONAL JOURNAL OF INNOVATIVE RESEARCH

IN SCIENCE | ENGINEERING | TECHNOLOGY

Volume 10, Issue 2, February 2021

ISSN INTERNATIONAL
STANDARD
SERIAL
NUMBER
INDIA

Impact Factor: 7.512

9940 572 462

6381 907 438

ijirset@gmail.com

www.ijirset.com



A Comprehensive Study on HR Analytics as A Useful Human Resource Management Mechanism

Mumthas N I¹, Dr. A P Pankajam²

PhD Scholar, Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore, Tamil Nadu, India¹

Associate Professor, Department of Business Administration, Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore, Tamil Nadu, India²

ABSTRACT: The study explores the role of HR Analytics in effective management of human resource in an organization. The abstract remarks that HR is different in its decision-making methods from other functional units because hr department mainly deals with the values and emotions of employees. As human resource are the most important asset of an organization, it is very important to consider trust and relationship factor, while the organization is making a strong decision. HR Analytics creates a trust worthiness and create a uniformity in decision making process. HR analytics plays a big role in starting to end process of an hr department functions. HR Analytics is being used to source the employees, analyze the performance of employees, reason for attrition in an organization. HR Analytics surely gives the organization a better edge over their competitors as they can address the issues with their employees systematically. HR Analytics is a genuine business instrument for increase the productivity and offer the employers better ROI on their hires.

KEYWORDS: HR Analytics, Productivity, ROI, Decision making.

I. INTRODUCTION

Human Resource Analytics can be narrated as a human resource management Contraption. Human Resources Analytics (HRA) is according to Marler and Boudreau (2016) a quite recent term which appeared first in 2003 or 2004. They define it as: a HR practice enabled by information technology that uses descriptive, visual, and statistical analyses of data related to HR processes, human capital, organizational performance, and external economic benchmarks to establish business impact and enable data-driven decision-making.

A. Human Resource Analytics on the Organization Level

The hit of human resource analytics is subjected to some organizational factors that may cause positive or negative impact on the productivity of the organization: (1) organization customs, (2) intensity of analytics, (3) stuff in HR Analytics and (4) human constraints. The areas have a blow on the excellence of HR Analytics in an Organization.

HRA is according to Rasmussen and Ulrich (2015) aiming to provide evidence to decision-making through data. Therefore data-driven mind-set will be covered as well as evidence-based management and their relation to organizational culture. Pettey (2012) states that there is currently a lack of skills in the area of big data, which is linked to HR Analytics (e.g. Kavanagh and Carlson, 2018). This suggests that if education supply in these areas does not increase to catch up to the demand this will continue.

II. PROBLEM STATEMENT

For Sustaining with Today's Competitive transitions in private sector due to increased globalization, speedy technological adaptations and organizational changes, new hierarchies, it is essential that, HR seeks to update its tempo of modernization & requires to adopt newest technologies to provide accurate information for executives.



With the effective appliance of analytical tools, HR can build an amazing strategy to track the functions of an organization, contributing two outputs: amplified organizational competence and highly pleased employees. This study makes a trial to scrutinize the stance of Managers and human resources towards the implementation of Analytics in the company. The paper Presents a detailed view on “‘Hr Analytics’ – A Useful Human Resource Management Contraption”, with the help of Primary and Secondary data, explores the significance of Analytics for improving the efficiency of Human Resource Management.

III. OBJECTIVES OF RESEARCH

1. To recognize the role of Analytics in Human resource management (addressing the issues of HR, increase the productivity)
2. To identify the various analytics based functions and opportunities, this can be adopted to improve the productivity of Human Resource Management.

IV. RESEARCH QUESTION

1. HR Analytics - is it an actual tool for employee productivity in an organization?
2. HR Analytics - Can it actually address issues with the personnel, enhance efficiency, and give employers superior ROI on their employees?

V. LITERATURE REVIEW

Evidence-based review guidelines are meant to improve decisions by addressing the fact that management practitioners use many sorts of evidence in their decisions, but typically pay little attention to the quality of the evidence (Barends, Rousseau, & Briner, 2014).

Barends et al. (2014) define evidence-based management as about making decisions through the conscientious, explicit and judicious use of the best available evidence from multiple sources by translating a practical issue into an answerable question, systematically searching for and retrieving evidence, critically judging the evidence, pulling together the evidence, incorporating the evidence into the decision-making process, and then evaluating the outcome of the decision taken.

Coco et al. (2011) describe how the HR team at Lowes, a home improvement retailer, went to great lengths in order to build trust and buy-in for their HR Analytics project from senior managers and those outside the HR function. Thus, introducing an innovation such as HR Analytics into an organization involves acknowledging the role of resistance to change and resistance to abandoning the predominant role of intuition in managerial decision-making (Falleta, 2014).

Levenson (2011) questions the need for performing analytics that require much analytics skills and state that meaningful analysis is what matters. Meaningful analysis does not require having a considerable amount of analytics skills. However he does not exactly define what meaningful analysis is nor in what is it meaningful. The most valuable insights are built when having a lot of time, energy and resources in use. It does not require that much skills in advanced statistical methods. There is not always enough amount of time, energy and resources available to perform such analytics. (Levenson, 2011).

HRA has to include a continuous improvement process to ensure the most and longterm impact. The process will ensure that key issues are addressed and that actionable results discovery is at its peak. (Boudreau and Ramstad, 2006).

HRA supports the links HR has with business and the whole organisation. This may be helpful for HRM to attain a more strategic role as a whole and go towards joining the same strategic level as other functions. (Marler and Boudreau, 2016)



VI. RESEARCH METHODOLOGY

The paper tried to inspect the task of hr analytics in increasing the productivity of Human Resources. In order to comprehend the scope of hr Analytics in private organizations, the study was conducted among employees in self financing colleges, Ernakulam District, Kerala around 100 on-roll workforce & well known HR & Organizations. We conducted Focus Group Discussion (FGD) with a sole combination of related and different groups to get a variety of views. The groups were selected on a random order including all age groups, gender, functions, and work experience levels.

Unstructured discussions be subjected to topics the Data and Information flow hierarchy, needs of updating in People related information during latest years due to the implementation of technology in private sector organizations. FGDs were organized with each cluster of 6-8 members in them. Their profile incorporated a pale combination of HR & Analytics employees of diverse age cluster & work experience ranks. Discussion instigated with providing the topic with unstructured queries & unrelenting with recognized comments about the aspect of Analytics in various functional necessities of work force and how it can influence the productivity of various HR functions. Total Focus group data composed the opinion from a mix of youth 20 – 35, middle aged 35-50 & elderly employees of above 50 years, and from different hierarchy planes consistently.

VII. RESEARCH-QUESTIONS

1. The effectiveness of HR Analytics in increasing the efficiency of Human Resource Management in terms of Planning?
2. Role of HR Analytics in improving employee productivity in the context of employee Retention in the organization?
3. How effective HR Analytics in the context of Recruitment & Selection for improving the productivity?
- 4 The effectiveness of HR Analytics in terms of Training & Development
5. The effectiveness of HR Analytics in the context of Compensation and benefits?
6. The effectiveness of HR Analytics in the context of Performance management system?

VIII. RESEARCH FINDINGS

RESULT OF FOCUSED GROUP INTERVIEW

Role of HR Analytics	Presently Using	Planning to Use	No plan to Use
Planning	40%	39%	21%
Retention	34%	55%	11%
Recruitment & Selection	78%	19%	3%
Training and Development	48%	28%	24%
Performance Management System	42%	51%	7%
Compensation & Benefits	53%	28%	19%

- 79 % of FGD participants favoured that hr analytics supports the organization in workforce planning, which cause good intake of employees and maximum utilization of human resources.
- 97 % of FGD participants agreed that an accurate analysis of psychometric tools can modernize the whole hiring process which can ensure good employees to the organization.
- 89 % of members` granted that HR analytics helps the HR personnel in stimulating & creating important retention strategies which helps talent management in the organization
- 76 % of FGD participants supported that a data analytics is important for planning the exact Training and Development for the workforce, which make the employees perform up to company`s expectation
- 81 % of members supported that HR Analytics aids the enterprise to forecast the influence of strategic compensation and benefits procedures through the deep analysis of employee behaviour in the previous rewards and recognition situations.



IX. CONCLUSION

According to this study, HR Analytics has its benefits across descriptive and predictive decision making. HR Analytics is a strategic tool in designing of plans and policies and implementing HR practices. HR Analytics benefits the managers to assess the resumes and talent metrics to improve the efficiency of recruitment of HR Analytics can ensure the individual development of employees through better planning and organization, which can cause the overall development of the organization. HR Analytics provides the management a better understanding what is required among their staffs to help boost the efficiency and also helps managers find out the performance gaps and gives a solution to address the gap. HR Analytics serves as a unified resource for information needed by the Organization.

REFERENCES

- [1] Barends, E., Rousseau, D. M., & Briner, R. B. Evidence-based management: The basic principles. Amsterdam: Center for Evidence-Based Management. 2014.
- [2] Coco, C. T., Jamison, F., & Black, H. Connecting people investments and business outcomes at Lowe's: Using value linkage analytics to link employee engagement to business performance. *People & Strategy*, 34, 28–33. 2011.
- [3] Falletta, S. In search of HR intelligence: Evidence-based HR Analytics practices in high performing companies. *People & Strategy*, 36, 28–37. 2014.
- [4] Marler, J. and Boudreau, J. An evidence-based review of HR Analytics. *The International Journal of Human Resource Management*, 28(1), pp.3-26. 2016.
- [5] Levenson, A. Using Targeted Analytics to Improve Talent Decisions. *People & Strategy*, 34(2), pp.34-43. 2011.
- [6] Pettey, C. Gartner Says Big Data Creates Big Jobs: 4.4 Million IT Jobs Globally to Support Big Data By 2015. [online] Gartner Newsroom Press Release. Available at: <https://www.gartner.com/newsroom/id/2207915> [Accessed 20 Mar. 2018].
- [7] Rasmussen, T. and Ulrich, D. Learning from practice: how HR analytics avoids being a management fad. *Organizational Dynamics*, 44, pp.236-242. 2015.



INNO  **SPACE**
SJIF Scientific Journal Impact Factor

Impact Factor:
7.512

ISSN INTERNATIONAL
STANDARD
SERIAL
NUMBER
INDIA



INTERNATIONAL JOURNAL OF INNOVATIVE RESEARCH

IN SCIENCE | ENGINEERING | TECHNOLOGY

 **9940 572 462**  **6381 907 438**  **ijirset@gmail.com**



www.ijirset.com

Scan to save the contact details