



International Journal of Innovative Research in Science Engineering and Technology (IJIRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)



Impact Factor: 8.699

Volume 15, Issue 3, March 2026

An Analytical Study on HR Data Quality and Digital HR System Effectiveness for Evidence-Based HR Practices at Atos

Lifa Gonzaga B, Dr. Nivetha P

MBA Student, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai,
Tamil Nadu, India

Assistant Professor, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai,
Tamil Nadu, India

ABSTRACT: In today's organizations, digital systems play an important role in managing employee information and supporting HR activities. Good quality data helps in making better decisions and improves overall HR performance. The main objective of this study is to analyze HR data quality and digital HR system effectiveness for evidence-based HR practices at Atos. This study also focuses on checking the accuracy of HR data maintained in the organisation. It examines how timely data updates are managed in the digital HR system. It also studies how well different HR systems are integrated and how they support decision-making quality in the organization. Descriptive research design and convenience sampling method has been used. The sample size of this study is 120. Questionnaire has been used as a primary data. Simple percentage analysis, chi-square analysis, correlation statistical tools have been applied to reach the findings of the study. The study found that in ATOS Syntel Private Limited, good quality HR data and digital systems support better decision-making in HR activities. It revealed that accurate and timely data in areas like payroll, attendance, and performance helps reduce errors and improves transparency. It concluded that proper system integration and use of data analytics help in making better decisions related to recruitment, appraisal, and workforce planning. It suggested that the company should focus more on maintaining data accuracy and improving system performance to support long-term growth and better HR practices.

KEYWORDS: HR Data Quality, Digital HR Systems, HR Practices, HR Information Flow, HR Analytics

I. INTRODUCTION

HR data quality can be defined as the accuracy, consistency, reliability, and completeness of employee-related data that is maintained in an organization. The Human Resource department of an organization maintains a huge amount of data like employee personal information, attendance, salary, performance, training, promotions, and exits. This data is used for the day-to-day functioning of the HR department and for the long-term planning of the workforce. If the HR data is accurate and of good quality, then better decisions can be taken by the managers. This is why HR data quality is an important part of today's organizations that rely on technology. HR data quality is not only about spelling the names of employees correctly and entering their salaries correctly. There are many aspects of data quality, including accuracy, completeness, consistency, timeliness, validity, and reliability. Accuracy refers to the data entered in the system being a true representation of the actual situation of employees. For instance, the designation of employees, their reporting manager, and their salaries should be consistent with the actual records. Completeness refers to entering data in all required fields without any missing values. Consistency refers to the same data not having different values in different systems. Timeliness refers to entering data without any delay. If an employee has been given a promotion, the data should be updated immediately. Validity refers to the data being in compliance with the company's rules and formats. Many organizations are dealing with serious issues in ensuring the quality of HR data. There are errors in manual data entry, especially when there is a lot of data to be entered within a short time. Duplicated records of employees can occur if validation checks are not considered. Old data is retained in the system if updates are postponed. There are instances where different departments have their own files of data, and there are inconsistencies in the data. For instance, the data in the attendance register may not be consistent with the data in the payroll register.

OBJECTIVES OF THE STUDY

- To examine the level of Accuracy of HR Data in the organization.
- To analyze the effectiveness of Timeliness of Data Updates in the digital HR system.
- To examine the level of Integration of Digital HR Systems in supporting HR activities.
- To assess the role of HR data and HR systems in shaping the Quality of HR Decision-Making.

II. REVIEW OF LITERATURE

Dubey & Singh (2025) carried out a bibliometric and systematic review to examine themes and applications of HR analytics in various industries. The research sought to determine the knowledge landscape of HR analytics research. The findings indicated a tremendous increase in themes like strategic decision-making, predictive analytics, and talent management integration. The results indicated that HR analytics helped in aligning HR data quality with organizational objectives. The authors concluded that HR analytics is a strategic enabler of improved evidence-based HR practices.

BS Patil & M.R. Suji Raga Priya (2024) examined the role of data analytics in supporting strategic business outcomes and evidence-based HR practices in the IT industry. The objective of the study was to examine the relationships between the implementation of analytics and organisational performance. The findings of the study indicated that data analytics offered more insights into employee engagement, retention, and productivity trends. The findings indicated that data analytics complemented HR judgment. The authors concluded that organisations should leverage analytics in HRM to improve strategic alignment and performance.

Megha Gupta (2023) investigated trends in HR analytics, specifically on predictive analytics and workforce outcomes. The aim of the study was to evaluate the impact of advanced analytics on the transformation of HR practices from predictive decision-making. The results identified that organizations applying predictive models demonstrated enhanced understanding of employee behavior and organizational performance. The results demonstrated that analytics integration enhanced key HR processes such as employee retention and recruitment planning. The author concluded that predictive HR analytics improved organizational capability in providing data-driven evidence for HR-related decisions.

III. RESEARCH METHODOLOGY

This study adopts a descriptive research design. Convenience sampling is adopted in this study. Both primary data and secondary data are applied to the study. The size of the sample to be used in this study is 120 respondents. Simple percentage analysis, chi square analysis and correlation has been used in this study.

Data analysis and interpretation

Table No. 1 ACCURACY OF HR DATA

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Payroll data stored in the system reflects correct salary and deductions	36 (30.0%)	42 (35.0%)	22 (18.3%)	12 (10.0%)	8 (6.7%)	120 (100%)
Attendance information recorded in the system is reliable and consistent	34 (28.3%)	44 (36.7%)	24 (20.0%)	11 (9.2%)	7 (5.8%)	120 (100%)
Performance evaluation data accurately represents employee achievements	32 (26.7%)	46 (38.3%)	23 (19.2%)	12 (10.0%)	7 (5.8%)	120 (100%)
Employee personal details are correctly entered and verified in the system	35 (29.2%)	43 (35.8%)	24 (20.0%)	11 (9.2%)	7 (5.8%)	120 (100%)
Data discrepancies in HR records are minimal	33 (27.5%)	41 (34.2%)	25 (20.8%)	12 (10.0%)	9 (7.5%)	120 (100%)

Source: Primary data

INTERPRETATION

30.0% of respondents strongly agree and 35.0% agree that payroll data reflects correct salaries and deductions, while 18.3% are neutral, 10.0% disagree, and 6.7% strongly disagree. For attendance information, 28.3% strongly agree and 36.7% agree that it is reliable and consistent, with 20.0% neutral, 9.2% disagree, and 5.8% strongly disagree. Regarding performance evaluation data, 26.7% strongly agree and 38.3% agree that it accurately represents employee achievements, while 19.2% are neutral, 10.0% disagree, and 5.8% strongly disagree. For correctness of employee personal details, 29.2% strongly agree and 35.8% agree, with 20.0% neutral, 9.2% disagree, and 5.8% strongly disagree. Finally, regarding minimal data discrepancies in HR records, 27.5% strongly agree and 34.2% agree, while 20.8% are neutral, 10.0% disagree, and 7.5% strongly disagree.

Table No. 2 QUALITY OF HR DECISION-MAKING

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
HR decisions are supported by accurate and reliable data	37 (30.8%)	41 (34.2%)	22 (18.3%)	12 (10.0%)	8 (6.7%)	120 (100%)
Workforce planning decisions are based on systematic data analysis	35 (29.2%)	43 (35.8%)	24 (20.0%)	11 (9.2%)	7 (5.8%)	120 (100%)
Recruitment decisions are influenced by data-driven insights	36 (30.0%)	42 (35.0%)	23 (19.2%)	11 (9.2%)	8 (6.7%)	120 (100%)
Promotion and appraisal decisions rely on objective performance metrics	34 (28.3%)	44 (36.7%)	24 (20.0%)	10 (8.3%)	8 (6.7%)	120 (100%)
Training needs identification is supported by analytical reports	33 (27.5%)	45 (37.5%)	23 (19.2%)	11 (9.2%)	8 (6.7%)	120 (100%)

Source: Primary data

INTERPRETATION

30.8% of respondents strongly agree and 34.2% agree that HR decisions are supported by accurate and reliable data, while 18.3% are neutral, 10.0% disagree, and 6.7% strongly disagree. Regarding workforce planning decisions, 29.2% strongly agree and 35.8% agree that they are based on systematic data analysis, with 20.0% neutral, 9.2% disagree, and 5.8% strongly disagree. For recruitment decisions, 30.0% strongly agree and 35.0% agree that they are influenced by data-driven insights, while 19.2% are neutral, 9.2% disagree, and 6.7% strongly disagree. In terms of promotion and appraisal decisions relying on objective performance metrics, 28.3% strongly agree and 36.7% agree, with 20.0% neutral, 8.3% disagree, and 6.7% strongly disagree. Finally, 27.5% strongly agree and 37.5% agree that training needs identification is supported by analytical reports, while 19.2% are neutral, 9.2% disagree, and 6.7% strongly disagree.

Table No. 3 TIMELINESS OF DATA UPDATES

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Employee information is updated promptly after any change	36 (30.0%)	42 (35.0%)	22 (18.3%)	12 (10.0%)	8 (6.7%)	120 (100%)
Promotion and transfer details are recorded immediately in the HR system	34 (28.3%)	44 (36.7%)	23 (19.2%)	11 (9.2%)	8 (6.7%)	120 (100%)
System updates support timely access to current workforce information	35 (29.2%)	43 (35.8%)	24 (20.0%)	10 (8.3%)	8 (6.7%)	120 (100%)
Leave records are reflected in the system on a real-time basis	37 (30.8%)	41 (34.2%)	23 (19.2%)	11 (9.2%)	8 (6.7%)	120 (100%)
HR reports are generated using the most recent data available	33 (27.5%)	45 (37.5%)	23 (19.2%)	10 (8.3%)	9 (7.5%)	120 (100%)

Source: Primary data

INTERPRETATION

30.0% of respondents strongly agree and 35.0% agree that employee information is updated promptly after any change, while 18.3% are neutral, 10.0% disagree, and 6.7% strongly disagree. Regarding promotion and transfer details, 28.3% strongly agree and 36.7% agree that they are recorded immediately in the HR system, with 19.2% neutral, 9.2% disagree, and 6.7% strongly disagree. For system updates supporting timely access to workforce information, 29.2% strongly agree and 35.8% agree, while 20.0% are neutral, 8.3% disagree, and 6.7% strongly disagree. In terms of leave records being reflected in real time, 30.8% strongly agree and 34.2% agree, with 19.2% neutral, 9.2% disagree, and 6.7% strongly disagree. Finally, 27.5% strongly agree and 37.5% agree that HR reports are generated using the most recent data, while 19.2% are neutral, 8.3% disagree, and 7.5% strongly disagree.

CHI-SQUARE ANALYSIS: RELATIONSHIP BETWEEN ACCURACY OF HR DATA AND QUALITY OF HR DECISION-MAKING HYPOTHESIS TESTING

Null hypothesis (H01): There is no significant relationship between accuracy of HR data and quality of HR decision-making.

Alternative hypothesis (H02): There is some significant relationship between accuracy of HR data and quality of HR decision-making.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	256.543 ^a	225	0.073
Likelihood Ratio	183.974	225	0.979
Linear-by-Linear Association	1.595	1	0.207
N of Valid Cases	120		

a. 256 cells (100.0%) have expected count less than 5. The minimum expected count is .01.

INTERPRETATION

As per the above table, it is inferred that the P value is 0.073; it is not significant to 5% (0.05) significant level. The minimum expected count is 0.01. Thus null hypothesis is accepted and it is found that there is no significant relationship between accuracy of HR data and quality of HR decision-making.

CORRELATION ANALYSIS: RELATIONSHIP BETWEEN TIMELINESS OF DATA UPDATES AND QUALITY OF HR DECISION-MAKING

HYPOTHESIS TESTING

Null hypothesis (H01): There is no significant relationship between timeliness of data updates and quality of HR decision-making.

Alternative hypothesis (H02): There is some significant relationship between timeliness of data updates and quality of HR decision-making.

Correlations			
		TIMELINESS OF DATA UPDATES	QUALITY OF HR DECISION-MAKING
TIMELINESS OF DATA UPDATES	Pearson Correlation	1	.243**
	Sig. (2-tailed)		0.007
	N	120	120
QUALITY OF HR DECISION-MAKING	Pearson Correlation	.243**	1
	Sig. (2-tailed)	0.007	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

INTERPRETATION

The above table indicates that, co-efficient of correlation between timeliness of data updates and quality of HR decision-making is 0.243** It is below 1. So there is positive relationship between timeliness of data updates and quality of HR decision-making.

IV. SUGGESTIONS

- The company ought to make sure that there is frequent confirmation of payroll information to show accurate salary and deductions.
- The company should ensure that there is a good and steady attendance data maintained in standardized systems.
- The company ought to make sure that the data of performance evaluation reflects the employee performance using objective facts.
- The organization should ensure that any personal information of employees is verified and updated to ensure that there is accuracy in the system.
- The company ought to put in place measures of reducing data discrepancies in the HR records by frequently conducting audits.
- The organization should make sure that every detail of employees should be updated immediately after any alteration takes place.
- To keep the HR records updated, the company is supposed to record the promotion and transfer details in real-time.
- The company should see that the updates of the systems allow it to have access to up-to-date workforce information.
- The leave records of the HR system should be updated in real-time by the company.
- The company should be able to create HR reports based on the latest and precise information.
- The company ought to incorporate the recruitment data in the primary system of the HR information.
- The training management systems should be linked to the employee profiles in order to enable the organization to track them.
- The firm must also have a good flow of data between HR and finance systems so as to be accurate and efficient.
- The company should not have data entry error through duplication of data by linking the digital HR devices.
- The firm needs to intensify the integration of the systems to promote coordination within the HR functions.
- The organization has to prove HR decisions using accurate and reliable data.

Volume 15, Issue 3, March 2026**|DOI: 10.15680/IJRSET.2026.1503416|****V. CONCLUSION**

It is figured out that HR data quality and digital HR system efficacy have the decisive influence on the ability to facilitate evidence-based HR practices in the organization. Proper, correct, and current information in all areas of payroll, attendance, performance, and employee records will help make sure that the decisions made by an organization will be based on facts and not speculations. Digital HR systems contribute to the effectiveness of the HR functions by increasing transparency, minimizing mistakes, and enhancing efficiency in the processes of HR activities that will increase the credibility of the HR functions when the systems are integrated well and can deliver real time insights. It is also concluded that digital HR integration, as well as regular reliance on data analytics, can make a huge contribution to strategic decision-making related to recruitment, performance appraisal, workforce planning, and training requirements identification. Companies, which regard data accuracy and system performance as a top priority, can make objective and informed decisions and thus manage staff members and organizational performance better. Thus, in order to ensure continuous competitive edge and long-term organizational prosperity, effective digital HR systems and thorough data quality maintenance are needed.

REFERENCES

1. Dubey, S., & Singh, M. A. (2025). Integrating bibliometric analysis and systematic literature review to explore HR analytics: A methodological convergence. *Asian Journal of Management and Commerce*, 6(2), 1366–1378.
2. Patil, B. S., & Suji Raga Priya, M. R. (2024). HR data analytics and evidence based practice as a strategic business partner. *Vilakshan – XIMB Journal of Management*, 21(1), 114–125.
3. Gupta, M. (2023). HR analytics: Trend from data to predictive analysis for HR professionals. *International Journal of Academic Research in Business and Social Sciences*, 13(10), 2674-2682.
4. Pan, S. (2022). Data accuracy and HR analytics effectiveness: A progressive education view. *International Journal of Academic Research in Progressive Education and Development*, 11(3), 1–5.
5. Arora, M., Prakash, A., Mittal, A., & Singh, S. (2022). Examining the slow acceptance of HR analytics in Indian industry. *Global Knowledge, Memory and Communication*, 73(3), 432–452



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