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STRATEGIC IMPLEMENTATION OF HR ANALYTICS

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ABSTRACT

HR managers grapple with talent complexities, emphasizing the growing significance of HR analytics for data-driven decisions in talent acquisition, retention, and performance enhancement. This study proposes a model HR Analytics for companies addressing the rising demand that surpasses managers' readiness. It introduces a framework for effective execution of HR Analytics

The paper integrates a focus on the symbiotic relationship between company culture and analytics, emphasizing its pivotal role in HR management and organizational success. Recognizing this synergy's impact on cultural alignment, talent management, and training, the study contributes to organizational adaptability, engagement, and growth. This holistic perspective underscores the strategic imperative of integrating culture and analytics for effective HR management and sustained organizational prosperity in a concise manner.

The purpose of this research is to explore the challenges faced by Indian organizations in adopting and working with HR analytics. Examining challenges in HR analytics adoption, evaluating HR Analytics Training effectiveness, and exploring the analytics-organizational performance relationship is imperative for carrying out the study.

This study is exploratory in nature. The study is original in nature as primary data is gathered to examine the HR Analytics perceptions of and implications for the contemporary managers in India. The study employs empirical technique and draws insights from 70 Indian managers.

Statistical tools affirm the training program's efficacy, noting increased confidence post-training. The findings also reveals that increasing managers' involvement in HR Analytics have a constructive impact on the organization's financial performance, as measured by ROI. The resulting insights can be taken as valuable implications for Indian organizations looking to maximize the benefits of their HR Analytics initiatives.

Key words: Culture, Data driven decision making, HR Analytics, Technology, Knowledge management

I. INTRODUCTION

A company, industry, or economy is made up of a group of individuals who collectively constitute its human resource. Human capital amounts to the knowledge and skills possessed by people. Other terms that can be used to denote people include labour, personnel, associates, or simply individuals. Data on talent is collected and analyzed through HR analytics to improve vital business and talent outcomes. HR analytics empowers HR leaders by providing them with data-driven insights that can aid in making better hiring decisions, streamlining HR operations, and fostering a healthy workplace culture. Human resource data is examined through HR analytics to improve workforce performance. Other names for this process include people analytics, talent analytics, and workforce analytics. HR analytics is comprised of several interconnected components, with people analytics being just one of them. The first step to obtaining insights into problem solutions through HR analytics is to gather data. Once the data is gathered, it should be monitored and compared to other data such as averages, norms, or historical data to identify any trends or patterns. Once these trends have been identified, an analytical analysis of the results is possible. The final phase involves applying these insights to organizational decisions.

Concept and Definition of HR Analytics

Analytical techniques, when applied in the HR perspective, are called HR analytics. Various aspects of HR analytics are presented in the following paragraphs.

Defining HR Analytics

Numerous academics and authors have made various attempts to describe HR analytics, which is still a developing field. Although analytics is ingrained in society, HR analytics is designated by prefixing all terms that are used to denote human resources to analytics. Some refer to it as human capital analytics, while others refer to it as talent analytics or workforce analytics. Few authors now choose to refer to it as people analytics. The functional meaning of HR analytics is the same for each word, though. However, each word refers to HR analytics in the same functional sense. Analytics should assist managers in identifying insightful parallels, differences, and trends that validate the crucial business

areas that demand concentration for efficient business operations in addition to supporting everyday functions. Analytics is therefore defined by Gene Pease (2015) as "the discovery of meaningful patterns in data to understand the drivers of performance." Davenport et al., (2010) stated that the systematic gathering, examination, and interpretation of data pertaining to people is known as HR analytics.

Top HR Analytics Companies in Indian Scenario

In India, the HR Analytics landscape is marked by regional expertise and specialized strengths. Bengaluru serves as a hub for AI-driven talent acquisition, where companies like Belong and EdGE Networks excel in harnessing artificial intelligence to attract and manage talent. Meanwhile, Hyderabad is at the forefront of rapid growth in HR technology, notably represented by Darwinbox, one of the country's fastest-growing HR tech firms. Chennai's Neeyamo has gained global recognition for providing dependable HR and payroll outsourcing services. Moreover, Mumbai stands out for its diverse HR prowess, with companies like OneviewHR and Panache Globe Solutions offering a range of services, including consulting, user-friendly HCM software, and talent management, catering to a variety of industries. Gurugram's Tomorrow specializes in cutting-edge AI-driven talent solutions, with a strong emphasis on serving the technology, e-commerce, and manufacturing sectors. These regional hubs collectively contribute to India's dynamic HR Analytics landscape, delivering tailored HR solutions and expertise to meet the diverse needs of clients across the country. India is poised to grow and become a significant contributor in this field, provided few of the troubles are ironed out. Next section will delve in to these challenges.

Challenges Faced by Indian Companies in Adopting and Implementing HR Analytics

Following are the challenges in adoption and execution of HR Analytics in India:

Data Quality and Availability

One of the key challenges is ensuring the availability and quality of HR data. Companies may struggle with data inconsistencies, incomplete data, or lack of data integration across HR systems.

Skill Gap

Companies may face a shortage of skilled HR professionals who possess the necessary analytical and data interpretation skills to effectively utilize HR analytics tools and techniques.

Cultural Resistance

Organizations may encounter resistance or reluctance from Executives or HR teams to embrace analytics-driven decision-making. Traditional approaches and a lack of awareness about the benefits of HR analytics can hinder adoption.

Technological Infrastructure

Limited technological infrastructure or outdated HR systems may pose challenges in implementing HR analytics solutions. Companies may need to invest in advanced analytics tools and platforms

Change Management

Adopting HR analytics often requires a significant cultural shift and change management efforts. Companies need to ensure that Executives and stakeholders understand the value and purpose of HR analytics and are willing to adapt to new processes.

Data Privacy and Security

Given the sensitive nature of HR data, ensuring data privacy and security is crucial. Organizations must comply with relevant data protection regulations and establish robust security measures to safeguard Executive information.

II. LITERATURE REVIEW

Long before HR Analytics started HR Information Systems emerged. Bhuiyan et al. (2014) observed that Personnel Mgt. HRM, HRIS, and SHRM emerged during the pre-world war, legislative era (1963-80), low cost era (1980), and high-tech era (1990 to Present) respectively. Organizations are continuously looking to develop rigorous approaches to manage HR to ensure robust business cases and tangible ROI (Huzooree and Ramdoo, 2015).

HRIS was categorized in three objectives i.e. cost reduction/efficiency gains, client service improvement/facilitating management and employees and

improving the strategic orientation of HRM/innovation (Broderick and Boudreau, 1992; Ruël et al., 2004). Ruël et al. (2004) added a fourth dimension to it i.e. allowing integration of HR functions. These could be set as HRIS goals and taken as the basic reasons for adoption of HRIS in any organization. Over the past two decades, there have been a number of studies on HRIS. These studies have focused on the type of applications that predominate in HRIS (Broderick and Boudreau, 1992; DeSanctis, 1986; Martinsons, 1994), the contexts necessary for the successful implementation of HRIS (Yeh, 1997) as well as the conditions that support successful HRIS (Haines and Petit, 1997). Martinsons (1994) clarified the usage of HRIS as per the sophistication.

Marler and Boudreau (2017) conducted a review of HR Analytics literature, identifying 60 articles but only 14 in quality peer-reviewed journals. They explored the concept, processes, effectiveness, outcomes, and requirements for success. Despite evidence linking HR Analytics to organizational performance, adoption is low and research is limited. The authors offer elucidation for this irony and suggest future research directions.

Hila Chalutz Ben-Gal (2018) finds that experimental and theoretical studies produce higher ROI compared to technical and case-based studies. Workforce planning and recruitment and selection offer the highest ROI. The paper provides practical guidance for HR professionals and introduces a framework for understanding the relationship between HR analytics tools and ROI.

Maria (2019) examines the difficulties and opportunities of HR analytics in the Indian IT sector. She highlights the shift from manual HR assessment to the relevance of data mining analytics techniques. While HR analytics is gaining traction in the Indian IT sector, there are deficiencies in HR systems, teams, and people skills. She insists the worth of rational HR professionals for strategic decision-making and suggests the need for effective assessment tools to attract and retain top talent.

Gurusinghe, Arachchige, and Dayarathna (2021) highlight the weight of HR analytics in helping organizations make strategic decisions. They develop a conceptual framework that explores the relationships among antecedents and consequences of predictive HR analytics (PHRA) capability, focusing on talent management. The study proposes a theoretical model and explores the impact of

PHRA capability on talent organization outcomes, addressing a gap in the literature.

Arora, Prakash, Mittal, and Singh (2022) conducted a study on the acceptance of HR analytics in the BFSI sector. They found that factors such as data availability, hedonic motivation, and result expectancy positively influenced the intention to use HR analytics. However, factors like effort expectancy, social influence, and habit had no significant impact. The study highlighted the importance of facilitating conditions and behavioral intention in driving the use of HR analytics. The research emphasizes the relevance of data accessibility for successful adoption. Madhani (2023) viewed the value of HR analytics in driving data-driven decisions and optimizing organizational performance.

The research discusses the transition from traditional HR analytics to new age HR analytics and provides key requirements for successful deployment. It highlights the impact of HR analytics on various HRM activities and includes illustrations of its implementation across industries. Human Resource Analytics (HRA) is a field that leverages data and technology to enhance HR practices and organizational decision-making.

Researchers, including Fosso Wamba et al. (2018) and Fernandez and Gallardo (2020), emphasize that the success of big data analytics (BDA) in HR is contingent on both the quality of information and technology. High-quality data from diverse sources is a cornerstone for generating valuable insights, as corroborated by Kremer (2018).

Furthermore, Pillai and Sivathanu (2020) stress the significance of technology integration and standardization for implementing new technological applications, advocating for seamless integration across hardware, software, and AI technology, a sentiment echoed by Minbaeva (2017). Technology-driven firms are advised to prioritize IT Infrastructure Capabilities (ITIC) to facilitate BDA capabilities (Singh and Singh, 2019). Vargas et al. (2018) highlight that HR professionals often face challenges in understanding technology, underscoring the need for them to acquire analytics skills (Rasmussen and Ulrich, 2015).

HR analysts must possess data fluency and analysis skills (McCartney et al., 2020). Fernandez and Gallardo (2020) advocate for user-friendly software solutions in HR analytics, as intuitive interfaces improve adoption rates. HRA

extends beyond data validation; it involves asking pertinent business questions to inform strategic decisions (Kremer, 2018). HR analysts must possess a comprehensive understanding of business operations and HR processes (McCartney et al., 2020). HR analytics is considered the future of HR, with the potential to shape both HR practices and overall business success (Rasmussen and Ulrich, 2015). However, despite its recognized importance, many HR professionals still lack the necessary analytics skills (Kremer, 2018). Effective storytelling and communication skills are pivotal for HR analysts to bridge the gap between analytics and actionable business initiatives, as they must convey workforce insights compellingly to stakeholders and senior leadership (Minbaeva, 2017). S.C.Kundu1 and Rajesh Kadian (2012) observed that Indian and multinational companies did not differ significantly on any of the HRIS applications. Its shows a gap in literature when it comes to Indian corporate perspectives on HR Analytics.

III. RESEARCH METHODOLOGY

This study is exploratory in nature. The secondary data has been gathered to study the relevant literature in the subject area. Predominantly Primary data is gathered and explored to study the significance of HR Analytics among the contemporary managers in India. The study examines the perceptions of managers towards HR Analytics. This data can be further analysed to identify specific areas where managers may have positive or negative perceptions. Understanding these perceptions can informing the strategies to improve the knowledge of HR Analytics within the organization. The readiness of HR Mangers is a crucial factor for the successful adoption of HR analytics.

The study explores the usage of HR Analytics and studies the perceptions of managers towards HR Analytics. Managers working in IT organizations have been administered the Well-structured questionnaire after drawing them using convenient sampling. To study the effectiveness of HR Analytics Training, managers' opinions about post training confidence level in working with the HR Analytics are collected and analyzed. Return on Investment (ROI), is significant indicator of the contribution of HR Analytics to the organization. To study the relationship between HR analytics and ROI, the managers' opinion about the involvement level and ROI is studied. A total of 70 managers' responses were recorded.

Need of the Study

HR managers currently face a significant challenge in analyzing talent attraction, employee performance, training, and attrition. HR analytics helps firms take better decisions by analyzing employee data, particularly in relation to hiring, attracting, and retaining talented workforce. The integration of HR Analytics within organizations necessitates not only technological infrastructure but also a culture that fosters its successful implementation. Therefore there is need to study how HR Mangers employ a data-driven strategy to make better business decisions that enhance organizational performance.

Problem Statement

As HR analytics gains greater prominence, organizations are seeking to adopt it in order to obtain strategic advantages. The readiness of HR Mangers is a crucial factor for the successful adoption of HR analytics. However, the demand for analytics adoption is outpacing the ability of HR Mangers to keep up with it. Therefore, it is important to examine the challenges faced by IT organizations and HR Mangers in successfully implementing HR analytics.

Objectives of the Study

- To explore the challenges faced by Indian organizations in adopting and working with HR analytics.
- To study the relationship between training in HR Analytics and confidence level among Indian HR executives
- To study the relationship between the HR Analytics and its contribution to the organization

Hypothesis of the study

H_{01}: There is no noteworthy relationship between the training on HR analytics and confidence in working with HR Analytics

H_{02}: There is no noteworthy relationship between HR analytics and ROI to the organization

Tools and Techniques used for hypothesis testing

Basic descriptive statistics is used to study the data. Also Chi-square Test is employed to study the relationship between the selected variables and test the

hypothesis. Karl Pearson's Correlation coefficient is employed to test the power of the association between variables.

VI. RESULT and INTERPRETATION

Following is the summary of the results.

<Table: 1>

The chi-square statistic is 10.2827. The p-value is .035925. The result is noteworthy at $p < .05$. Therefore, there is a significant relation between Training and Confidence Level.

<Table: 2>

From the above analysis it is observed that Pearson coefficient between Training on HR Analytics and confidence in working with HR analytics is 0.905 which indicates that there is a robust correlation between training on HR Analytics and confidence in working with HR analytics.

<Table: 3>

The chi-square statistic is 33.3233. The p-value is < 0.00001. The result is noteworthy at $p < .05$.

<Table: 4>

From the table 4 analysis it is observed that Pearson coefficient between Involvement in HR Analytics and ROI to the organization is 0.8749 which indicates that there is a robust correlation between Involvement in HR Analytics and ROI to the organization.

Major Findings:

These findings provide a starting point for understanding the dynamics of HR Analytics implementation and its impact on manager confidence and, by extension, organizational performance.

- The chi-square analysis indicates a significant relationship between training in HR Analytics and confidence level. This finding suggests that providing training to executive managers can constructively impact their confidence in working with HR Analytics

- The Pearson coefficient of 0.905 implies a robust positive correlation between HR Analytics training and confidence in implementing HR Analytics. This indicates that as managers receive more training in HR Analytics, their confidence in applying these skills increases.
- The chi-square analysis indicates a highly significant relationship between managers' involvement in HR Analytics and ROI. With a chi-square statistic of 33.3233 and a p-value of less than 0.00001, the result is highly significant, supporting the hypothesis that involvement in HR Analytics is associated with ROI. Therefore there is a high and significant relationship between managers' involvement in HR Analytics and Return on Investment (ROI).
- The Pearson coefficient of 0.8749 indicates a strong positive correlation between managers' involvement in HR Analytics and ROI to the organization. This suggests that as managers become more involved in HR Analytics, there is a high tendency for the organization to experience higher ROI.

Suggestions

Following are the practical suggestions based on the findings that demonstrate the strong relationship between managers' involvement in HR Analytics and ROI.

- Provide training and development opportunities for managers to enhance their skills and knowledge in HR Analytics. This can empower them to be more actively involved in HR Analytics initiatives.
- Movement of data oriented judgment making within the organization. When managers understand the worth of data and analytics, they are more likely to get involved in HR Analytics projects.
- Clearly communicate the expectations for manager involvement in HR Analytics. Make sure they understand the importance of their role in driving ROI through data and analytics.
- Recognize and reward managers for their active involvement in HR Analytics projects that contribute to positive ROI. Incentives can motivate them to engage more effectively.

- Ensure that data quality is high, and data is easily accessible for managers. They should have the necessary tools and resources to show results with data effectively.
- Continuously monitor and evaluate the impact of managers' involvement in HR Analytics on ROI. This will help in identifying areas for improvement and refinement.

V. CONCLUSION

Besides limited technological infrastructure, companies are facing the problems with data inconsistencies, incomplete data, and lack of data integration across HR systems. Though the number of HR professional is not abysmal, however, shortage of skilled HR professionals is a hindrance for developing and implementing HR Analytics in India. Resistance from HR teams to embrace analytics-driven decision-making needs to be cleared. It requires a significant cultural shift and change management efforts. And also on technical side there is a lingering need for robust security measures to safeguard Executive information.

The study confirmed that HR Analytics Training will increase the confidence level among the executives.

The findings imply that increasing managers' involvement in HR Analytics can have a constructive impact on the organization's financial performance, as measured by ROI. This insight can be valuable for organizations looking to maximize the benefits of their HR Analytics initiatives.

It is found that a strategic focus on HR Analytics involvement can lead to improved ROI, which may have a direct impact on an organization's bottom line. ROI as a significant indicator of the contribution of HR Analytics to the organization highlights the importance of measuring the financial impact of HR Analytics initiatives. This finding emphasizes the need for organizations to track and evaluate the financial benefits of these efforts.

VI. RECOMMENDATIONS FOR FURTHER RESEARCH

- It is found that investing in HR Analytics training for managers can be a valuable strategy for organizations looking to enhance their HR Analytics

capabilities. This insight can be studied in HR and training departments' decisions on resource allocation.

- Future studies could explore the long-term impact of HR Analytics training on actual HR Analytics project outcomes or examine the specific aspects of training that are most effective in boosting confidence.
- The strong correlation and significance suggest that future research could explore the specific activities or strategies related to HR Analytics involvement that have the most substantial impact on ROI. This deeper analysis can provide practical guidance for organizations seeking to optimize their HR Analytics efforts.
- As there is a dearth of studies in Indian context future studies can take up HR Analytics benefit to cost analysis in Indian perspective.
- Organizations can use these findings to inform their strategic decisions related to HR Analytics. For instance, they may consider investing in initiatives that promote greater involvement and participation of managers in HR Analytics projects.

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List of Tables:

Table 1:Chi-Square and Correlation Analysis for Relationship Training and Confidence

	Training	Confidence	***Row Totals***
Excellent	45 (37.50) [1.50]	30 (37.50) [1.50]	75
Very Good	15 (17.50) [0.36]	20 (17.50) [0.36]	35
Good	4 (9.50) [3.18]	15 (9.50) [3.18]	19
Satisfactory	3 (3.00) [0.00]	3 (3.00) [0.00]	6
Poor	3 (2.50) [0.10]	2 (2.50) [0.10]	5
Column Totals	70	70	**140 (Grand Total)**

Table2: correlation between training on HR Analytics and confidence in working with HR analytics.

	Training 1	*Confidence 2*
Training 1	1	
Confidence 2	0.905381	1

Table 3: Chi-Square and Correlation Analysis for Relationship between Involvement and ROI

	Involvement	ROI	*Row Totals*
Excellent	28 (20.00) [3.20]	12 (20.00) [3.20]	40
Very Good	21 (14.50) [2.91]	8 (14.50) [2.91]	29
Good	15 (15.00) [0.00]	15 (15.00) [0.00]	30
Satisfactory	4 (9.50) [3.18]	15 (9.50) [3.18]	19
Poor	2 (11.00) [7.36]	20 (11.00) [7.36]	22
Column Totals	70	70	**140 (Grand Total)**

Table 4: Correlation between Involvement in HR Analytics and ROI to the organization.

	Involvement 1	*ROI 2*
HR analytics 1	1	
ROI 2	0.874998	1

Author(s) Profile

T. Nagabharani is an MBA Graduate with a specialization HR&Marketing. She is having 10+ years' experience in teaching (MBA Assistant professor). Currently she is working at Stanley College of engineering and technology for women as Assistant professor. She has received & Felicitated by TITAN LIO best faculty award at SCETW on eve of engineers day. She has organized workshop, FDP and Management fest. She had research Publications in various Book Chapters, National and international journals. .She is interested to do Research on HR areas.

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