**HR Analytics: A conceptual article of its implication**

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**Introduction:**

Human resource analytics has surfaced as a new trend and challenge in the business environment pressing the strategic value of Human Resource Management (HRM) to the top operation leaders.HR analytics generally known as “people analytics ", is the collection and operation of gift data to ameliorate critical business and gift issues. Experts in HR analytics empower HR leaders to produce data-driven perceptivity that will help them to make better hiring opinions, streamline HR operations, and foster a healthy plant culture. Using this fashion, HR regularly attained data is examined and connected to organizational and HR pretensions. Doing this can demonstrate quantitatively how HR sweats are advancing the objectives and strategy of the company. HR analytics gives data-backed perceptivity on what's working well and what isn't so that enterprises can make advancements and plan more efficiently for the future.

 Sustainability refers to conscious trouble to use natural coffers and other coffers to satisfy the conditions of living effects while not compromising the capability of unborn generations of living effects to use natural coffers and other coffers to meet their requirements (Opatha, 2019). Green HR practices, HR analytics, and HR Metrics, which are utilized in HR conditioning, are exemplifications of sustainable HRM practices (Kirtane 2015). Rapid digital metamorphosis has raised the demand for HR analytics results and services, which has led to the Asia Pacific area, among others, passing the fastest growth in HR analytics (Gurusinghe etal.,).

**Review of Literature:**

Currently, numbers are regarded as the business language. Organizational decision-makers make choices based on the data that come from descriptive, predictive, and prescriptive studies. As a result, organizations are attempting to use data analytics to increase decision accuracy while also increasing effectiveness and efficiency. To make appropriate judgments on employees' difficulties, data about every aspect of employees inside the firm should be carefully assessed, evaluated, and analyzed (Lochab et al., 2018).

The use of people data in analytical procedures to address business issues is known as HR analytics, also referred to as people analytics. Business data and human data gathered by HR systems are both used in HR analytics. Fundamentally, HR practitioners and employers may learn more about their workforce, HR policies, and practices with an emphasis on the human capital component of the workforce due to HR analytics, which can eventually guide more fact-based decision-making (CIPD 2018).

People analytics is an area of HRM practice, research, and innovation focused on the use of information technologies, descriptive and predictive data analytics, and visualization techniques to produce actionable insights about workforce dynamics, human capital, individual performance, and team performance that can be used strategically to improve employee experience and maximize organizational effectiveness, efficiency, and results (Tursunbayeva et al. 2018).

**Significance of HR Analytics:**

HR Analytical practices are contributing to making a sustainable organization as these are balancing social, environmental, and profitable factors for short and long-term perspectives. HR Analytics is most significant for HR leaders to gather and maintain data in a meaningful way for prognosticating short and long-term trends in force the demands of workers in different diligence and occupations.

**HR Analytics Process:**

According to Jain and Nagar (2015), the road map of HR analytics consists of five stages.

1. Defining objects of HR Analytics: HR professionals must first determine the top most critical objects to conduct HR analytics grounded on organizational strategic points. For illustration, objects might be to know the factors that contribute to ameliorating hand productivity, to estimate the development rate of workers for the coming time, to find out the degree of hand satisfaction, to find out the impact of workplace hazards on hand performance, etc.

 2. Data Collection: Once HR professionals linked what HR-related objects are, the data applicable to the variables of the objects need to be collected. Checks, compliances, interviews, and motorized systems enable HR professionals to collect data.

 3. Assessment of HR Metrics: Next step is to determine the HR criteria that an association will use for decision-making grounded on the collected data for the linked objects. Simply this involves determining measures to measure the HR variables. For an illustration following Table 1 depicts the HR metric for each linked ideal of HR analytics.

4. Analysis of data: This is the fourth stage of the process that requires largely advanced statistical analyses to assay the data to decide meaningful information. This needs HR departments a strong logical establishment to make effective mortal means opinions. For an illustration to find out the impact of workplace hazards on hand performance, one needs to carry out a retrogression analysis and if the retrogression analysis is negative and significant it can be said that there's a significant negative impact of workplace hazards on hand performance. Further, to find out the development rate of workers needs to divide the number of workers left from the association during a specific period by the total number of workers who stayed during that period.

5. Decision-making stage: After analyzing the data and inferring the meaningful information, the final stage is to make opinions grounded on them. utmost of the time this requires making opinions about the differences in the being HR programs, procedures, and processes or making new HR programs, procedures, and processes to achieve the organizational strategies. For an illustration after chancing that there's a significant negative impact from workplace hazards on hand performance, HR needs to modernize their programs and procedures or to make new programs and procedures to help plant hazards.

**HR Analytics Model:**

Predicting Employee Performance

Performance

Predicting Employee Turnover

Predictive Decision Making

HR Analytics tools

Attrition

Recruitment

Predicting Recruitment and Selection Interventions

Training

**Source: Mohammed (2019)**

Predicting Training Requirements

Mohammed (2019) have established a modern tool in HR for Predictive Decision Making refers to the application of statistical or HR analytics techniques to analyse HR data related to employee performance, attrition, recruiting, and training, among other topics. As a result, predictions about employee performance, attrition, recruiting, and training can be formed using the collected data. The importance of sound decision-making for organisational performance and growth was taken into account when developing this model.

**Types of HR Analytics:**

Descriptive Analytics: The abecedarian kind of analysis is most likely habituated to be descriptive analytics. It involves taking literal information and distilling it into a digestible form. A headcount report of every hand in the company, for case, is an illustration of descriptive analytics. Indeed further segmenting it grounded on demographics would still fall under the same title. The same applies to more complex pointers suchlike development rates or time to fill. They make use of history and seek to justify what has formerly passed. It would be largely reactive to only use descriptive analytics. HR should concentrate on being visionary as it changes to meet business requirements.

**Predictive Analytics: It** works to look forward while descriptive analytics seeks to look back. What might do is addressed using statistical vaticinators and models. Models are created grounded on trends linked by descriptive analytics. The idea is to proactively identify the organization's requirements. Before someone is hired, prophetic analytics can help gift accession brigades in determining whether they would be a good artistic fit for the company. It could indeed give estimations on how long the person will stay with the company.

**Prescriptive Analytics:** It provides recommendations on what to do grounded on prognostications and what has passed in history. This logical approach can be largely precious for organizations with the loftiest or busy seasons. conventional analytics could indeed help to decide how to duly on- board a new joined, grounded on chops and strengths, and across the hand life cycle.

**Findings:**

1. From the study, it's set up that, HR Analytics is important to develop bents and retain of mortal capital in any assiduity.
2. Through the study it's set up that, HR Analytics provides statistically sound data and substantiation that can be used to make new HR opinions.
3. It's set up through the study; HR Analytics provides an organization with perceptivity for efficiently managing workers to achieve organizational pretensions snappily and effectively.
4. HR Analytical ways help the organizations to assay the collected data in a meaningful way and make informed HR-related opinions.

 **Conclusion**

 This study concludes that HR Analytics offers a data-driven frame for resolving pool issues by analysing data using a combination of software and methodologies that apply statistical models and induce new perceptivity for better decision timber. This enables company leaders to optimize mortal resource operation while boosting the strategic value of HRM.

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