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

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**Introduction:**

Human resource analytics has begun as a new development and challenge in the business environment, emphasising the deliberate value of HRM to the top management leaders. HR analytics is commonly known as “people analytics”, is the collection and application of talent data to improve critical business and talent outcomes. Experts in HR analytics empower HR leaders to create data-driven insights that will help them to make better hiring decisions, streamline HR operations, and foster a healthy workplace culture. Using this technique, HR regularly obtained data is examined and connected to organisational and HR goals. By doing this, can demonstrate quantitatively how HR efforts are advancing the objectives and strategy of the company. HR analytics gives data-backed insights on what is working well and what is not so that firms can make improvements and plan more efficiently for the future.

“(Opatha, 2019) author defines that sustainability refers to a conscious effort to use natural resources and other resources to satisfy the requirements if living things while not compromising the ability of future generations of living things to use natural resources and other resources to meet their needs.” “(Kirtane 2015), this study reveals that, green HR practices, HR analytics, and HR Metrics, which are utilised in HR various activities, are examples of sustainable HRM practices.” “(Gurusinghe et al.,) the author describes rapid digital transformation has raised the demand for HR analytics solutions and services, which has led to the Asia Pacific area, among others, experiencing the fastest growth in HR analytics.”

**Review of Literature:**

“(Lochab et al., 2018) in this article author says that, currently, numbers are regarded as the business language. Organisational decision-makers make choices based on the data that come from descriptive, predictive, and prescriptive studies. As a result, organisations are attempting to use data analytics to increase decision accuracy while also increasing effectiveness and efficiency. To make appropriate judgements on employees’ difficulties, data pertaining to every aspect of employees inside the firm should be carefully assessed, evaluated, and analysed.”

“(CIPD 2018) in this study the author defines that 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.”

“(Tursunbayeva et al. 2018) the study revealed that people analytics is an area of HRM practice, research, and innovation focused on the use of information technologies, descriptive and predictive data analytics, and visualisation 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 maximise organisational effectiveness, efficiency, and results.”

**Significance of HR Analytics:**

HR Analytical practices are contributing to building a sustainable organisation as they balance social, environmental, and economic factors for short and long term perspectives. HR Analytics is most significant tool for HR leaders to gather and maintain data in a meaningful way for predicting short and long-term trends in supply the demands of employees in different industries and occupations.

**Process of HR Analytics:**

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

**1. Defining Objectives of HR Analytics:** In order to undertake HR analytics based on organisational strategic goals. HR professionals must identify the top most important objectives. For instance, goals could include understanding the elements that improve employee productivity, estimating the percentage of employee attrition rate for the following year, measuring employee satisfaction levels, and determining the effect of workplace hazards on employee’s performance.

 **2. Data Collection**: The data necessary to support the elements of the goals must be gathered after HR professionals have determined whatever the HR-related objectives are. HR specialists can collect information via surveys, observations, interviews, and computer applications.

**3. Assessment of HR Metrics:** The subsequent step is to decide the HR metrics that an organisation will rely on when making decisions based on the information gathered for the specified objectives. To put it simply, this entails choosing measurements to gauge the HR variables.

**4. Analysis of data**: The fourth step of the process, where the data must be thoroughly analysed by statistical analysis in order to yield actionable information, For HR departments to effectively manage their human resources, they need a solid logical foundation. As an illustration, a regression analysis must be performed to determine the effect of work hazards on job performance. If the results are negative and substantial, it can be concluded that workplace hazards have a major negative impact on employee performance. The number of employees that departed the company during a certain time period must be multiplied by the total of workers who remained during that period in order to get the firm’s turnover rate.

**5. Decision making stage:** The last step is to base judgements on the data after data analysis and relevant information extraction. In order to accomplish the organisational strategy, it is frequently necessary to make judgements about changing the current HR rules, procedures, and processes or creating new HR policies, procedures, and processes. For instance, HR needs to change current rules and procedures or create new ones to prevent workplace hazards after discovering that there is a considerable negative impact from workplace hazards on employee performance.

**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, predictive, and prescriptive analytics are the three forms of HR analytics. Each offers a distinctive viewpoint on the data belonging to firm. While each has benefits and drawbacks, they complement one another.

**Descriptive Analytics:**

The fundamental sort of analysis is most likely accustomed to be descriptive analytics. It involves taking historical information and distilling it into a digestible form.

A headcount report of every employee in the company, for instance, is an example of descriptive analytics. Even further segmenting it based on demographics would still fall under the same heading.

The same applies to more complex indicators like turnover rates or time to fill. They make use of the past and seek to justify what has already occurred. It would be highly reactive to only use descriptive analytics. HR should concentrate on being proactive as it changes to meet business needs.

**Predictive Analytics:**

Predictive analytics work to look forward while descriptive analytics seek to look back. What might occur is addressed using statistical forecasts and models. Models are created based on trends identified by descriptive analytics. The objective is to proactively identify the organisation’s needs.

Before someone is hired, predictive analytics can assist talent acquisition teams in determining whether they would be a good cultural fit for the company. It could even provide estimations on how long the person will stay with the company.

**Prescriptive Analytics:**

Prescriptive analytics provides recommendations on what to do based on predictions and what has occurred in the past. This analytical approach can be highly valuable for organisations with highest or busy seasons. Prescriptive analytics could even help to decide how to properly on-board a new joined, based on skills and strengths, and across the employee life cycle.

**Findings:**

1. According to the findings of the study, HR Analytics is critical for developing talents and retaining human capital in any industry.
2. Through the study, it is found that HR Analytics provides statistically sound data and evidence that can be used to make new HR decisions.
3. It is found through the study that HR Analytics provides an organisation with insights for efficiently managing employees in order to achieve organisational goals quickly and effectively.
4. HR analytical techniques help organisations analyse the collected data in a meaningful way and make informed HR-related decisions.

**Conclusion:**

This study comes to the conclusion that HR Analytics provides a data-driven framework to address workplace problems through analysis of the data using a blend of technical and methodology that uses statistical models to produce fresh insights that help decision-making. This gives business owners the ability to improve HRM while increasing its strategic value.

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