

HR Analytics: Building a New Era to Redefine HR dimensions

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ABSTRACT

Human resource has invariably been a vital quality to a company. To realize competitive advantage, worker ought to be treated as a vital resource and, therefore, by orientating human resource to the core business strategy, organizations can come through success in competitive era. Since ages, Human resource has invariably been thought of at the terribly core of organization success. Time unit analytics play a vital role by orientating time unit strategy with overall business strategy. Time unit analytics is a district within the field of analytics that refers to applying analytical method to human resource department of a company within the hope of rising worker performance and thereby get higher returns on investment. Analytics aids the HR managers to achieve this competitive advantage in order to have an upper hand over competitors. HR analytics is also called as people analytics, which is the application of mathematics, statistics and modeling to worker-related data to see and predict patterns. Such analytics is used to make better decisions about all aspects of HR strategy with a goal of improving business performance. HR analytics is not only about gathering data on employee efficiency. Instead, it provides insights into various processes by gathering data and then using it to improve these processes. This paper attempts to show how HR analytics is transforming human resource dimensions and how it is changing the role of HR managers.

Keywords: HR analytics, Human resource management, People analytics, Workforce analytics, Talent management

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INTRODUCTION

Human resource management is a critical part of any organization. Human resource management is a function in the organization, specifically envisioned to capitalize on the employees' performance in service of the organization's strategic goals. The existing economic setup is putting pressure on human resource managers to put their attention on its workforce for generating returns for their business. Global economic and political settings are changing, which cause worry to corporate leaders which calls for their attention, but as global economic and political settings are changing, it has started to worry the corporate leaders, and

hence their attention has turned to various devices that can nurture success in uncertain times. In today's fast emerging economy, competition has intensified among organizations. To achieve strong competitive edge, organizations must align their HR strategy with business strategy. No functional area can work without HR in any organization. Humans are the best asset an association can have. The human asset the board is that piece of the associations which is worried about individual's perspective. Each association is essentially included its kin and guaranteeing their profitability stays gainful to the association is the activity of HRM. Humans are the greatest resource an

organization can have. The human resource management is that part of the organizations which is concerned with people aspect. Every organization is basically comprised of its people and ensuring their productivity remains profitable to the organization is the job of HRM. As the economic scenario keeps on changing due to globalization, human resource department also needs to adapt to this new change. Therefore, retaining top talent is the primary focus for HR today. Better employee engagements and retention strategies are required today. Even in increasing competitive environment today, establishing HR practices that build employee commitment can help expand organization responsiveness.

RESEARCH OBJECTIVE

1. To review the importance of HR analytics
2. To explore the areas/verticals in which HR analytics is redefining the HR dimensions
3. To study the challenges and suggest ways to overcome those challenges.

RESEARCH METHODOLOGY

It is descriptive in nature and secondary sources of data were used to get a depiction of artificial intelligence and human resource management by means of the published sources like related previous research in journals, research reports, newspapers, and related bodies' published reports, and internet and website portals.

Literature Review

Laurence (2017) talks about the recent buzzword Big data in business world today and how the potential of HR analytics is transforming the organizational performance. It is regarded as a strategic decision to follow the approach of HR analytics for delivering high quality in organizations. Laurence Collins, David R Fineman, Akio Tsuchida (2017)

emphasizes on the fact that data is being utilized for organizational operational efficiency and analytical tools are being entrenched into day-to-day decision making [6].

Reasmusse (2015) talks concerning however time unit analytics features a vast potential to bring nice price to management leaders. Time unit leaders will strategically use this information processing in taking robust social control choices relating to rightful utilizing structure capital and serving the institution with proof. As quoted, educational and time unit central approaches being ruled by COE-center of expertise are distant from the business. Time unit is only one part of this price chain and finish to finish business analytics is needed. Thomas Rasmussen, Dave Ulrich evaluated the talent score card which are the result of usage of HR analytics as business drivers [8]. He stresses on the contribution of data analytics into HR process and neutralize the biases of traditional system. Vinita (2012) illustrates the use of social media analytics on effective assessment for behavioral perspective, and higher educational institutions are also utilizing its capacity in terms of hiring and recruiting practices for faculties. The study further focuses on the role of social media analytics and develop conceptual framework to understand the importance of behavior assessment. Douthitt and Mondore [5], investigated on integrated analytics used by HR department in the field of succession planning, HR strategy development, and CEO dash board. Laurie Bassi, McBassi & company (2011) state the HR analytics application is evidence-based approach for management strategy making. Derrik's (1980) analysis of policies and practices in teaching education covers the principles of critical race theory used as analytics and explores tools to invade the concept [4].

HR Analytics and Where Analytics Is Taking HR Today

HR Analytics

Intense economic process and dynamic business dynamics nowadays have accrued the role of unit of time and the management on the way to best improve and use of agile and competitive manpower whereas upholding the price potency. Current business challenges claim quite simply bigger potency in unit of time department associated with a unit of time structure. Rather, they necessitate accrued potency through a comprehensive understanding of the factors driving manpower performance. Organizations should perceive the complicated interaction among staffing levels, competencies, compensation structures, personnel profiles, and extra factors to assist them maximize their returns on human investment. Unit of time analytics facilitates the unit of time personnel to create manpower selections by reducing the price, increasing the revenue choices, and mitigating the chance to execute effective business methods. Unit of time analytics empowers unit of time managers to create correct prophetic analysis that verify their future. They assist unit of time managers to create human capital selections that impact business results [3]. Hence, it brings unit of time additional powerfully to company strategy. Numerous day-to-day challenges of unit of timeM will currently be self-addressed with the assistance of HR analytics. Through unit of time analytics, unit of time managers will bring higher insights to strategy table. With the growing challenges within the growing economy, unit of time analytics helps to remodel HRM with full automation. Unit of time analytics remodel the raw unit of time information into perceptive data for strategy formulation, so finally for nice innovation. Unit of time analytics aids to maneuver the organizations forward and keep ahead in competition. Unit of time analytics builds competitive gain by

manufacturing unjust business intelligence on individuals' aspect of the business. Unit of time analytics is helping the organization to renovate the human resource from being plan of action support perform into a strategic partner [1].

Where Is Analytics Taking HR Today?

People analytics can be leveraged in a number of ways to improve the bottom line of a company.

Recruitment

The recent growth within the capabilities of applier following system has modified the means time unit manages the hiring method. Folks' analytics provides a basis as a form of "checks and balances" system to eliminate biasness the maximum amount as doable within the hiring method. Moreover, accessibility of clear information a couple of persons' traits offers different highlights also, like if the applicant's temperament can match fine into the company's culture or not.

Employee Retention and Turnovers

People analytics provides a better scope than just recognizing the rate of company's retention and turnover. By pulling different data points and drilling down into the information, a company can look into employee behavior and determine traits of loyal employees versus employee at the risk of leaving. This helps HR to understand what makes employee leave or stay in an organization just as business figures out what drives customer purchasing decisions. HR can make much better decisions by relying on data analytics rather than on gut feeling.

Employee Performance

People analytics helps HR to identify the capability gaps between employees in the same department or different departments and what training is needed to close these gaps. Employee performance is considered as another area where pre-conceived ideas and biases are hard to shake. People

analytics helps bring new hires up to the speed on workflow processes and expectations faster. By digging into the information, HR can easily identify which new hires are low performers and which are high performers. This further helps to best motivate and engage the employees to improve overall company's bottom line.

Challenges, Trends & Issues of HR Analytics

Rapid economic changes and fast-paced globalization has posed various challenges on human resource department. HR has been regularly facing challenges and is in constant dilemma towards decision making. Various challenges experienced by HR today include high turnover rate, low performance, absenteeism, recruitment of right candidates, workforce forecasting, and many more. Every passing day brings new and intense challenges for HR. The high turnover rate is one of the utmost volatile aspects in an organization. The turnover rate, if projected accurately, can be used to take better future workforce planning decisions. This will aid the HR managers to develop better compensation and benefit packages, hence reducing employee turnover. Since each variable of HR is interrelated, knowing the cause and effect of one problem can help devise solutions for all others. The toughest challenge in an organization is understanding human behavior. Employee attributes, attitudes, job satisfaction, and many such other factors are although indispensable in carrying out one's duty but cannot be quantified [9].

Overlooking these factors will spell doom for the organization. However, it is a large challenge for the HR department to manage these factors as these are important factors and one is aware that if it cannot be quantified then it cannot be controlled. Thus qualifying, measurement and dominant these aspects hold the key to an improved personnel performance. With the emergence of latest IT-based

technologies like folks' analytics, quantifying the HR side is currently potential. HR analytics has helped organizations to mine the antecedently unquantifiable HR information to derive a goldmine of our intelligence, which might be accustomed to optimize the key performance indicators thus driving performance.

Some more critical challenges are mentioned below:

1. **Holding Information:** HRIS, LMS, ATS, etc., are chock full of ripe, relevant and often current information, yet it is not common phenomenon that HR delivers high impact reports to stake holders.
2. **Broad Data:** focusing on metrics too big to assess, e.g., voluntary vs. involuntary termination statistics. What if the right people are voluntarily leaving? What if the wrong employees are staying? EEO statistics are provided to the Dept. of Labour annually (for most organizations), but if an organization is charged with discrimination, data related to specific managers are also required.
3. **Analysis Skill:** HR is often not the analytical expert in an organization; instead it is the CFO or quality team. Enhancing analysis and data evaluation skills may be a professional development focus for some HR professionals.
4. **Curiosity:** Ask, "What is the most important thing needed to be evaluated to impact the business and to help leaders make informed decisions."
5. **Assessments in Hiring:** Uniform pointers on worker choice procedure (from Dept. of labor) need all processes/practices accustomed hire/promote to be valid. Too often, assessments or practices are used that have not been internally validated (tests, assessments, interview practices, review of application).

6. **Big Data and Not So Big Data:** If the organization is giant, it is straightforward to gather massive information on recruiting, training, succession coming up with turnover. However, organizations that are smaller do not have massive information. Therefore, analysis and demanding thinking associated with tinier information need totally different approaches once small samples are accustomed to build massive selections.

Suggestions and Recommendations

- **Build the Right Team.** The team should include diverse individuals who provide a combination of business knowledge and technical skills.
- **Start with the Tools You Have.** Use the analytical tools in the software you already have before investing in new software. This gives you a better understanding of how to use your data and what technology you will need down the line.
- **Partner with IT.** Data quality is a big issue, especially when working with data based on people. Establish a relationship with IT early on to help with data cleansing and integrity.
- **Use Analytics on HR Department to Show Potential.** Try using data to improve the operations of the HR department to show the potential of using people analytics.
- **Focus on Business Needs.** Analytics is not solely an HR tool. Focus on larger issues within the company that can relate to HR.
- **Upgrade Technology Platforms.** Many HR professionals still use Excel sheets and outdated technologies to get data. Once you have evaluated the tools you have, update your technology to the best platforms suited for the company (example: using the cloud).

MANAGERIAL IMPLICATION

HR analytics is not designed to unravel the matter of one department; rather it is an understood information system designed to

support the organization's day-to-day operations, administration, and higher cognitive processes. It provides comprehensive data on handling challenges and opportunities existing in competitive surroundings to manage business demands, upraising business benchmarking, liaising with government laws, meeting the norms of accreditation society, perceive the analytical frame work and particularly human resource domain will have a big mark within the structure growth. Time unit analytics proves to be a brand new strategic tool to boost potency and structure excellence provided it is wholly understood and accepted.

CONCLUSION

Worldwide, organizations today have been using HR analytics software to increase the workforce performance. The deluge of unit of time knowledge is that the supply of data that helps the executive's associate degree unprecedented ability to know their workers and business expect challenges and determine opportunities. Within the article, however, unit of time analytics will remodel the workplace [2], explains, however, the flexibility to capture knowledge and analyzing them has helped the organizations to extend each its revenues by higher understanding and exactly targeting customers and cutting prices through the improved business methods. He conjointly says that unit of time managers are currently ready to analyze mountains of structure and unstructured knowledge to answer important queries relating to work force productivity, impact of coaching programs on performance, expression of attrition and conjointly ready to determine the potential leaders of the organizations. During this intensive competitive market, each organization needs to face tremendous quantity of challenges ahead. These challenges may be simply met with new leading-edge technology, viz., unit of time analytics that helps unit of time managers to require a truth based mostly call

supported by knowledge proof. By mistreatment of unit of time analytics, senior unit of time managers will currently justify investments created on human resource comes and conjointly predict future outcomes. Hence, unit of time analytics is the dawn of recent era for human resource management for overcoming its crucial problems and challenges.

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