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

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**Introduction:**

Human resource analytics has begun as new development and challenge in the business environment, emphasizing the value of HRM to top management. HR analytics is talent data to improve business and talent outcomes. The process can also be known as talent analytics, people analytics, or workforce analytics. This method of data analysis collects data regularly gathered by HR and correlates it to HR and business goals.

“(Kirtane 2015), this study reveals that green HR practices, HR analytics, and HR Metrics, which are utilized 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.”

“(Opatha, 2019) author defines sustainability as a conscious effort to use natural resources and other resources to satisfy the requirements of living things while not compromising the ability of future generations of living things to use natural resources and other resources to meet their needs.”

**The Review of Literature:**

(Lochab et al., 2018) the author says that currently, numbers are known as the business language. Organizational decision-makers make choices based on the data from descriptive, predictive, and prescriptive studies. As a result, organizations are attempting to use data analytics to increase decision accuracy and effectiveness.

“(CIPD 2018) defines people data in analytical procedures to address business issues is known as HR 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) 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 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.”

**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:** Human resource experts must determine the top objectives. For instance, goals could understand the elements that improve employee productivity, estimate the percentage of employee attrition rate for the following year, measure employee satisfaction levels, and determine the effect of workplace hazards on employee 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:** After data collection, the next step is to decide on human resource metrics that an organization will use for efficient decision-making for the identified objectives.

**4. Analysis of data**: this is the fourth step of the process that requires statistical analysis to analyze the data to come up with meaningful information. It helps the human resource department make efficient human resource decisions.

**5. Decision-making stage:** The last step is to base judgments on the data after data analysis and relevant information extraction. To accomplish the organizational strategy, it is frequently necessary to make judgments about changing the present HR rules, procedures, and processes or creating new HR policies.

**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) has established a modern tool in HR for Predictive Decision Making refers to the application of statistical or HR analytics techniques to analyze HR data related to employee performance, attrition, recruiting, training, and other topics. As a result, based on analyzed data, decisions can be made about employee performance, attrition, recruiting, and training.

**Types of Human Resource Analytics:**

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

**Descriptive Analytics:**

The fundamental kind of descriptive analytics involves taking historical information and summarising it into an understandable form.

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

**Predictive Analytics:**

Predictive analytics works to look forward, while descriptive analytics seeks 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 identify the organization’s needs.

Predictive analytics can assist talent acquisition teams in determining whether they would be a cultural fit for the company.

**Prescriptive Analytics:**

Prescriptive analytics provides references on what to do base on predictions and what has happened in the past. This analytical approach can be helpful for organizations with high or busy seasons. Prescriptive analytics helps to decide how to onboard a new joined, based on skills and knowledge, and across the employee life cycle.

**Findings:**

1. HR Analytics is critical for developing talents and retaining human capital in any industry.
2. HR Analytics provides statistically sound data and evidence to make new HR decisions.
3. HR Analytics provides insights to an organization for efficiently managing employees to achieve organizational goals quickly and effectively.
4. HR analytical techniques help organizations to analyze the collected data in a meaningful way and make informed HR-related decisions.

**Conclusion:**

This study concludes that HR Analytics provides a data-driven framework to address workplace problems through a blend of technology and methodology that uses statistical models to produce fresh insights that help decision-making. It helps business owners to improve HRM by increasing its strategic value.

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