

TO STUDY THE ROLE OF DATA ANALYTICS IN HR DECISION MAKING TOWARDS AVEON INFOTECH PVT LTD AT COIMBATORE

Dr.P.Ganapathi¹, M. Hari Devi², S.K.Sendhilsabriviswanath³

¹Associate professor/Head, Master of business administration, Muthayammalengineering college (Autonomous), Rasipuram, Namakkal, Tamilnadu, India. Email ID: hrganapathi@gmail.com

²Student, Master of business administration, Muthayammalengineering college (Autonomous), Rasipuram, Namakkal, Tamilnadu, India. Email ID: harisara97@gmail.com

³Assistant Professor, Master of business administration, Muthayammalengineering college (Autonomous), Rasipuram, Namakkal, Tamilnadu, India.
Email ID: sendhilsabriviswanath@gmail.com

Abstract—HR Analytics act as a tool which is a combination of statistical techniques that enable collection, interpretation, measurement, and forecasting of data. It enlightens solution to the organizational problems and make accurate decisions. Despite the success, the business faces some big challenges like data governance, skill gap among employees, top management support, and many other such challenges in implementing and using the HR Analytics tool in business. Various research scholars have discussed HR analytics from so many years. So many papers have come focusing on the conceptual part of HR analytics, past present and future scenario of HR analytics, acceptance of HR analytics in organizations, the extent of its utility, rise of HR analytics, and various other related studies. This paper aims to find out the challenges and opportunities faced by the business firm in implementing HR analytics as a tool in organizations.

1. INTRODUCTION

Human resource management is aligned towards investing all the tools & techniques, practices & strategies and approaches & measures to understand the performance of employers and employees who work together to achieve organizational goals. Humans are important resources for any organization.

HR analytics is a methodology that uses statistical tools and techniques to unify and evaluate employees quantitative and qualitative data that helps in bringing out meaningful insights to develop better future decision making.

HR analytics is an experimental approach that uses software and method based on HR metrics to provide reliable and justifiable human capital results impact effectively and efficiently.

TYPES OF HUMAN RESOURCE ANALYTICS

Gartner's model has described various kinds of depth levels HR analytics includes which are discussed below:

- Descriptive: it explains "What" of HR data. It interprets the historical data to analyses results.
- It includes key performance indicators and dashboards to explain the data.
- Diagnostic: it explains the "Why" of HR data. It gives a deeper analysis of descriptive data.
- Predictive: it explains "What will" of HR data. It uses statistical modelling to predict results. It explains the trend that would occur in the future.
- Prescriptive: it guides to understand the HR data and provide evidence-based results. It uses simulation and optimization techniques.

ROLE OF HUMAN RESOURCE ANALYTICS IN HUMAN RESOURCE

HR analytics plays a significant role in human resources. Using analytical techniques HR functions can grow at a faster pace and can have evidence-based decision making. HR analytics gathers, assess previous information which provides organizations with positive and negative trends. It evaluates the organizational performances against its competitors easily. HR analytics plays a major role in workforce planning, competitive advantage, employee acquisition to employee retention, leveraging data, developing insights and models for organization, helps in performance management, data manipulation, selecting suitable modelling techniques, and others. Some of the key roles of analytics in Human Resources are discussed below

- Employee Engagement
- Performance Management
- Statistical Analysis
- Develop and provides insightful Models
- Data Privacy

2. OBJECTIVE OF THE STUDY

Primary objectives:

- To study the role opportunities and challenges of using HR analytics in business
- Secondary objectives:
 - To study, how the human resource analytics are be using in the business.
 - To understand how to select and identifying the characteristics of high performing job applicants for the business.
 - To analyze the high value career path and leadership candidate for the business.
 - To reducing the rate of employee reduction in business

3. LITERATURE REVIEW

Boudreau and Ramstad (2004) as in Levenson (2005) - HR Analytics is about statistics and research design, but it goes beyond them, to include identifying and articulating meaningful questions, gathering and using appropriate data from within and outside the HR function, setting the appropriate standards for rigor and relevance, and enhancing the analytical competencies of HR throughout the organization.

Kapoor and Sherif (2012) - HR analytics means managing key HR related data and documents in order to analyse the gathered data using business analytics models and disseminate the analysed results to decision makers for making appropriate decisions.

Dooren, (2012) as in Lochab et al. (2018) - A methodology for understanding and evaluating the causal relationship between HR practices and organizational performance outcomes (such as customer satisfaction, sales or profit etc.), and for providing legitimate and reliable foundations for human capital decisions for the purpose of influencing the business strategy and performance, by applying statistical techniques and experimental approaches based on metrics of efficiency, effectiveness and impact

Vihari and Rao (2013) as in Ben-Gal (2018) - The application of sophisticated data mining and business analytics techniques to the field of HR

Jain and Nagar (2015) - A mixture of quantitative and qualitative data and information that derives important insights which help to support in making decisions by the management

Bhattacharyya (2017) - The application of analytic logic for the HRM function

Reddy and Lakshmi Keerthi (2017) - Evidence-based HR (EBHR) is a decision- making process combining critical thinking with the use of the best available scientific evidences and business information. It uses data, analyses and

research to understand the connection between people management practices and business outcomes, such as profitability, customer satisfaction and quality

Kiran et al (2018) - HR Analytics means providing a data driven framework for solving business problems using existing information to drive new insights. It is about smart decision making, delivered with the combination of software hardware and methodologies that applies statistical models to work related data, allowing business leaders to optimize human resource management

Jabir et al. (2019) - HR analytics is about analyzing and understanding how and why things happen, produces alerts about what the next best action is, and make interpretation about what the best and the worst are that can happen based on the analyzed data.

4. RESEARCH METHODOLOGY

Research is important both in scientific and non-scientific fields. In our life new problems, events, phenomena and processes occur every day. Practically, implementable solutions and suggestions are required for tackling new problems that arise. Scientists have to undertake research on them and find their causes, solutions, explanations and applications.

Precisely, research assists us to understand nature and natural phenomena.

RESEARCH DESIGN

The researches use descriptive design in this study. It involves survey and fact findings enquire of different kinds. The major purposes of descriptive research are the state of affairs as it exists at present. Descriptive research can only report what is happened and what is happening

There are various designs which are used in research, all with specific advantage and disadvantage. Which one the scientist uses, depends on the aims of the study and the natural of the phenomenon

- Descriptive designs
- Descriptive research
- Case study
- Naturalistic observation
- Survey

5. SOURCES OF DATA COLLECTION

PRIMARY DATA

A primary data is a data which is collected for the first time for a particular interest to collect more information. In this study the primary data was collected through questionnaire.

SECONDARY DATA

This data is collected from books, journals, newspapers, magazines and online information.

6. SUGGESTIONS

- The company should give the compensation as per to the skills, so that the employees could do the efficient work.
- Organization's must enhance work force motivation to improve productivity, workers must be encouraged and motivated to develop a customer satisfaction mind set.
- Organization needs to empower their workers by allowing them greater autonomy and control and to designs jobs that are more stimulating, this will enhance the personal productivity.
- Interdependency of different departments should be well studied, coordinated for effective output.
- Training schedule is worked out well here with proper planning schedule.

- Recruitment proper planned, structured according to openings in the plant, new vacancies.
- Goal setting programs undertaken with schedule to find potential prospective employees for higher posts, giving training, discussing the on-job responsibilities.
- The employee goals are well studied and structured. The key related areas are properly designed and clearly mentioned to employees.

7. CONCLUSION

With the technological development and advancement in industries, business has developed the use of HR analytics that improves organizational effectiveness. HR analytics quantifies and provides data-driven decision making by using statistical models and techniques. HR analytics handles all relevant data related to HR and interpret better result.

Through this paper, it is analyzed that implementation and usage of HR analytics in business has been challenging as the HR professionals may lack the required skills and knowledge of using the HR analytics tool or there may be data quality or data governance issues. Due to such an issue's organization may not get the support of top management.

Despite such challenges, HR analytics has been helping businesses in gaining competitive advantage, solving HR related problems, improving organizational performance, and has improved HR function. Knowledge and skill gap can be filled by learning and adopting certain knowledge and skills. Data can be used and maintained ethically and legally if the organization follows relevant policies and norms.

The study explains that HR analytics usage and implementation have both pros and cons but if analyzed on a broader concept then opportunities of using HR analytics diminishes the challenges and lead to tremendous growth of the organization.

It is analyzed that if an organization understands the right purpose of implementing HR analytics than they can get a better return on investment and businesses will accept and start involving HR analytics in HR departments.

Soon HR analytics usage will rise and help the organization in getting evidence-based results and will transform the working of HR department from traditional to statistical decision making. The right use of HR analytics at the right time and in the right business can lead to tremendous growth of HR analytics in an organization providing them to grow faster.

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