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A CONCEPTUAL STUDY:HR ANALYTICS INORGANIZATIONAL EXCELLENCE

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Abstract: The objective of this research paper to analysis the recent management development across the global and focused on practical implications. Human resources have been the most significant asset for the organization. In the organization employees should be treated as valuable resources in the competitive edge. HR analytics plays a significant role to fulfill the gap between HR strategy and overall business strategy. This research paper evaluates the HR analytics is transforming the HRD and HR managers. This research paper examines the how HR Analytics improve the performance of the organization and increase the efficiency of the employees in increasing the revenue generation. This paper try to find out the impact of HR Analytics on organizational excellence and to know the benefits, importance and impact factors. HR analytics based on data integration which focused on overarching business discipline and centralizing data.

Key words: Competitive advantages, HR analytics, organizational excellence, Globalization

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Introduction

"True HR power comes in influencing business outcomes rather than just reporting what happened" Dr. Edward Siegel

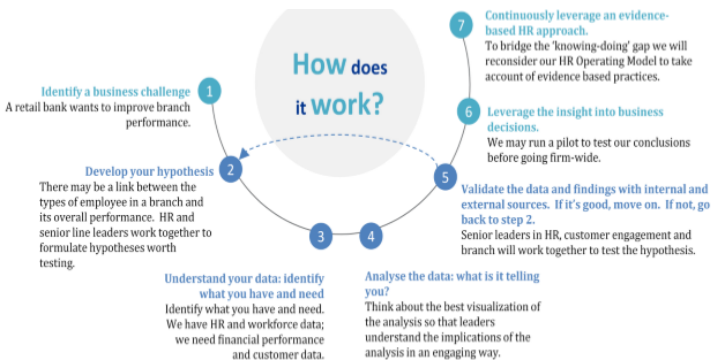
HR analytics play a significant role in the deciding long-term strategic plans for the organization. To fill the gap between HR analytics and Business end results. It is important to know HR analytics helping to

achieve organizational goals. HR analytics refer to applying process to the human resource department of a company with in the hope or rising workers' performance. HR analytics is a good source of competitive advantage for an organization. For professionals HR analytics is valuable tool to test the efficiency of HR policy and different interventions and it includes 2 major

field the Big Data and Hiring Analytics. HR Analytics create differentiation among competitors.

HR analytics generally working on two things 1) "Doing Right things" HR perspectives "inside-out" includes how we can use right recruitment process, ROI factor in training Programme. 2) "Does the right things" HR perspective "outside-in" transformational change

in organizational culture for enhanced pact with market conditions. HR professionals require deciding and accepting growth strategy in the thriving market and distinguish our organization to take competitive advantages. So, role of HR analytics being wide in framing valuable insights which ultimately helps to take significant decisions in HRM.



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Literature Review

Sharma Anshu, Sharma Tanuja, (2017) concluded that HR analytics is a good tool to increasing accuracy and objectivity in appraisal process and Along with implications for both practitioners and researchers in the field of performance management. This paper examined that How HR analytics can offer possible solution which impact employees willingness and improve

performance .This research paper focused on subjectively biased system process as one of the issues that is important to increase its perceived Downloaded by Australian Catholic University At 07:53 29 May 2017 (PT) 16 accuracy and fairness, which in turn affect employees' satisfaction with the appraisal system.

Momin M Yancey Weena& Taruna (2015)concluded that with

the help of HR analytics we can solve the problem of HR like planning, recruitment, manpower planning forecasting of turnover etc. In the organization HR Analytics has help the organization to improve their performance. In the current era HR Analytics is helping HR managers to become a leading leader.

Lochab Anshu &, Kumar Sunil and Tomar Himanshi (2018) examined that In the Organization HR Analytics is valuable tool to improve the performance of decision making related to people and future course of action decide.

Reddy, Raghunatha P &. Lakshmikeerthi P (2017) concluded that HR Analytics is not only useful tool to take the best HR decision with accurate Data and also try to keep plenty data for explaining ROI in HR investment and there must be applicable proof for HR decision.

Anjali, (2018) examined that with the help of HR is a useful weapon for HR Professionals to enhance their decision making abilities and are able to develop interpersonal skills that allow them to more contributions for a company. Now these days, HR analytics develop into the new services in present HR Management. Those companies who are using HR Models spend less resources and time on hiring decision and increase employee engagement.

Singh Priyanka & Upadhyay Kumar Rajesh and Srivastava Monika (2017) Concluded that HR Analytics new weapon to enhance the efficiency of the organizational

Excellence and HR analytics is not a problem solution tool of one department. It is a comprehended data system design to support the Academic learner, decision maker & administrator of the higher education institutions. HR Analytics as a new emerging trend for management leaders that capture the head line for new business world.

Mohammed Quddus Abdul (2019) examined that The development factor of HRM are fast being integrated with corresponding changes in information process and data, which are reorganize our environment. HR analytics can also be useful tool for comprehending the range of possibilities that HR analytics opens for tasks such as predictive decision-making and the limitations of these posited tasks. The conclusion points is the success of HR analytics based intervention and how it impacts the predictive decision making on parameters which are pivotal to the operation within the organization.

Objectives

The objective of this paper to explore the role of HR analytics on organizational excellence. Specific objectives are mentioned below:

1. To examine the role of HR analytics in transforming HR managers.
2. To study the importance of HR analytics in organizational improvements
3. To evaluate the role HR Analytics as increasing the efficiency of the employees

4. To examine the role of HR analytics as revenue generation

Research methodology

This research is based upon secondary data. Secondary Research is a common research method; it involves using information that others have gathered. The data is collected through books, newspapers, magazines and journals and the samples were selected through convenience sampling method. This study concludes that HR Analytics contributes an Organization to appreciate and evaluate the outcome of HR practices and Policies on organizational excellence and consequently to persuade business strategic plans.

Organizations Need HR Data Analytics

In the organization there are so much expenditure on poor hiring, inappropriate training and erroneous compensation strategies. These activity lead to inconsistent business outcomes. HR Managers is not only responsible to collect and tracks employees' personal and professionals details. But are expected to carefully analysis HR data to make well informed and timely decisions. In the global era HR analytics data and dashboards are used to evaluate employee engagement and identify employees with the required skills to meet company goals. With the help of HR Analytics HR managers can easily interpret data, identify issues or trends and take suitable steps to streamline organizational people related process. The requirement of Hr to play an

Vigorous role in planning and meetings organizational goals, HR analytics allow them to do successfully.

HR analytics transforming Human resource managers

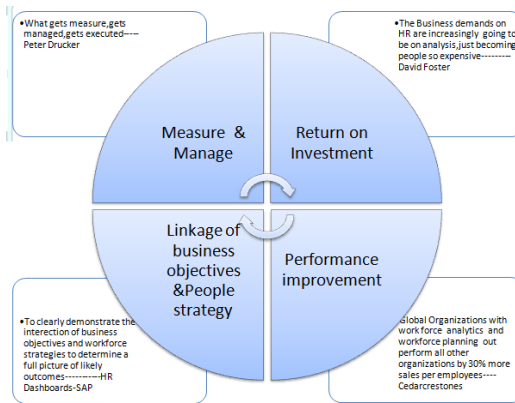
In the competitive era changing scenario of business has increased the tasks to HR and the management. Now a days business challenges claim more than better efficiency in the HR department and it increased competences gained through a comprehensive understanding of the factors driving workforce performance. In the organization HR analytics is helpful to reducing the costs, identifying the revenue streams, ease risks, and implement effective business strategies. In the globalization era HR analytics are able to transforming Human resource Management in organizations and HR analytics software to increase the workforce performance. In the article How HR Analytics can transform the workplace (Nerney, C. 2014) [2], examined that how the ability to capture data and analyzing them has helped the organizations to both increase the revenues by better understanding and targeting customers and cutting costs through the improved business process.

In the organization HR manager are able to examine the structured and unstructured data to answer the unstructured questions regarding productivity of the organization, impact of training program in the organization and able to identify the leader in the organization.

HR analytics in organizational improvements

HR analytics helps every organization in crucial aspect decision making. HR analytics is an instrument to increase the staging of people centered decisions. This study has been done to reveal the role of HR analytics in every aspect

of organization performance. various dimensions of HR analytics (a evidence based study, Reporting of range of HR Metrics, quantifying the HR functions for creation value to business, setting priority in HR investment patterns) contributes in performing organization exceptionally good.



HR Analytics Dimension

- An evidence based study
- Reporting of range of HR Metrics
- Quantifying the HR functions for creation value to business
- Setting priority in HR investment patterns
- Measurement of HR function from hiring to turnover, compensation & incentives system & skill inventory

Effective HR Analytics will be helpful for the HR Manager in Performing HR functions such as forecasting the requirement of the people, identifying suitable

employments tests to suit applicant profiles, assessing training needs of employees, implementing pay for performance, and maintaining effective employee information to decide on rewards and managing employee discipline which ultimately improving overall performance of organization.

HR Analytics increasing efficiencies of employees

In the current era for organization it's a big challenge to deal with employees with diversified competencies and mapping their outputs in line with the organizational strategy. This is helpful

to creating, analyzing and storing vast amount of data to support decision making. Human resources Management requires tools to facilitate managers to get insights into the patterns that emerge from various HR functions, which will help the organizations in filtering the star performers from the pool of huge employee database.

Levenson 2005 concluded that the use of research design, statistical technique, and algorithms to evaluate employee data and translating results into evocative reports. "HR Analytics" includes the use of statistical techniques, research design, and algorithms to evaluate employee data and translating results into evocative reports. HR Analytics includes statistical models to get insights into employee data, patterns revealed by the data makes it possible to predict employee behavioural patterns like attrition rates, training costs, and employee contribution. This is also called as predictive analysis.

In the organization HR analytics system collects employee data from Human resource information system, business performance record, business performance records, mobile applications and social media merges into a Data Warehouse, applies big data, statistical analysis and data mining techniques to give better understanding of hidden data patterns, relations, probabilities and forecasting.

Data collection & analysis, transformation & storing Data on

various database deals with Data warehousing system. HR analytics can be better understand more realistic because it provides statistically valid data and evidence that can be used in the process of creating new strategies and during the implementation of existing HR strategies.

HR analytics as revenue generator for organization

HR tools as compared to going through various platforms that could have a list of candidates suitable for the kind of role your company needs. Another factor that impacts the not only your hiring process but also the company's stability overall is the number of people exiting the company every year. Any instability in the balance between recruitment and exits can greatly impact the company negatively, thus affecting the ROI.

Comparing the revenue of a company before and after a particular recruitment can help you gauge the difference and figure out if the employee has indeed been an asset to the company so far. A substantial or consistent increase in the revenue is all that you need to justify the decision of recruiting the individual with the help of the HR Analytics tools your company favors.

FINDINGS

- Effective decision making can be achieved through process improvement.
- Organizational strategic goals can be achieved by enhancing ability to line up with HR practice.

- HR analytics improving efficiency of HR manager giving direction to work for actual targets.

- An improved credibility for the discipline of human resource practice and for practitioners HR analytics contributing to help HR professional practicing in ethical ways.

- HR analytics develops an approach based on existing information and knowledge to be held within the organization.

- HR analytics makes organization extrasteady assessment and interventions; and valuable operation of threat.

LIMITATIONS

The key impediments of the function of HR analytics recognized are (Van Dooren 2012) incompatible and detachment of information, information value issues, common methodologies to examine HR data, talent gap in analytical data, supporting issues, incorrect or not target the correct analytical opportunities, evils in starting the plan and inappropriately timing. Dooren in his conclusion asked the purpose of applying HR analytics in an organization outside its basic

procedure while more than 73.6% of the studied organizations accepted of enhancing potential to exploit just the necessary univariate statistical tools. Major impediment in increasing HR analytics capabilities is the apparent skill gap in the organization to examine data by common investigating methods (2012).

CONCLUSION

In HR Department, HR Analytics is a powerful tool to add value to their organisations (Lawler, Levenson & Boudreau, 2004). HR plays very important part to fulfillment of Organizational Goals. After aligning HR practices to business outcomes, importance and contribution of HR analytics can be measured. This procedure completed by addition of significance to company decisions- by knowing how to take decisions that mediate and generate company victory. The object is to obtain competence in HR practices and decisions i.e. matter much. HR analytics embrace the assure of both stirring the position of the HR occupation and helping as a cause of aggressive gain for organizations that set it to good quality employment.

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