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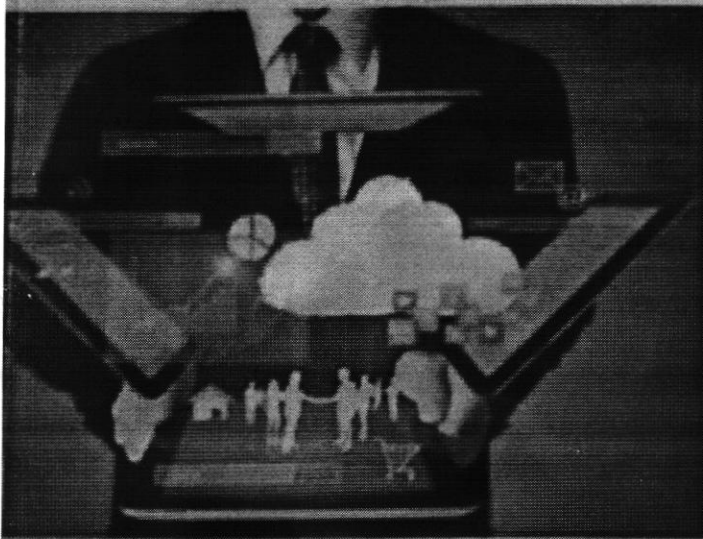
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CONTENTS

A study on the HR analytics- Applications and challenges

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driven by data , every decision in the business world being in financial , sales or any other decision is taken by
data to make sure the decisions taken are benefiting the organizations in long run and to predict a positive futuristic
of an organization depends on a collaborative function of its each and every department, the decisions taken in
of the organization are mainly based on the output and quantifiable data likes sales and profit unlike in HR
ons are mainly taken based on past performance or as we do the things because we've always done it that way. HR
and measure its success, as marketing and finance do. HR analytics changes all of this. A lot of the challenges can be
more data-driven and analytical savvy. HR departments have a tradition of collecting vast amounts of HR data.
often remains unused. As soon as organizations start to analyze their people problems by using this data, they are
tics.

cuses on the Importance, Applications , Tools Challenges faced by the organization in implementing HR anslytics and
alytics.

ytics, Data Driven, people analytics, Applications, Challenges.

regarded as a contemporary topic and it is still mostly unexplored in the scientific literature. The best
efinition of HR analytics is by Heuvel & Bondarouk. According to them, HR analytics is that the
cation and quantification of the people drivers of business outcomes (Heuvel & Bondarouk, 2016).
analytics (HR Analytics) is defined because the area within the field of analytics that deals with people
ing analytical process to the human capital within the organization to enhance employee performance and
ee retention.HR analytics doesn't collect data about how your employees are working at work, instead, its
ly better insight into each of the human resource processes, gathering related data then using this data to
cisions on the way to improve these processes. Analytics enables HR professionals to make data-driven
ore, analytics helps to test the effectiveness of HR policies and different interventions.

Human Resource Management
alytics has revolutionized the sector of selling , HR analytics is changing HR. It enables HR to:
ecisions using data
ness case for HR interventions
tiveness of these interventions
operational partner to a tactical, or even strategic partner

is usually insufficient to feature strategic value. In the words of Carly Fiorina: "The goal is to show data
d knowledge into insight". This also applies to HR.Doing this permits HR to become more involved in
a strategic level. The picture below shows how this works in practice.
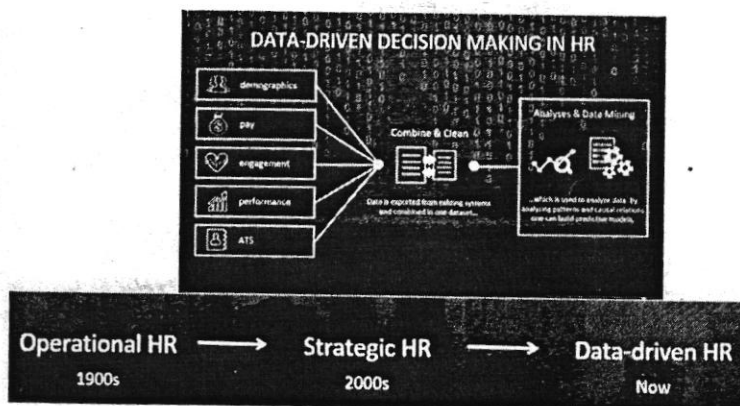
Need of the Study
As today's world is mainly focusing on taking decisions based the measurable outcomes of a particular process the... need to understand the importance and the challenges faced by the companies in implementing the HR analytics con... their organizational functioning for making effective HR decisions.

Scope
The present study is carried out only to know the importance and challenges faced by the organizations in incorpo... analytics into their organizational functioning .

Objectives
1. To understand the concept of HR analytics
2. To know its role and importance in decision making
3. To analyse its applications in various areas of Human Resource.
4. To know the challenges faced by the companies in incorporating HR analytics into their system.

Review of Literature
Bassi (2011) argues that HR Analytics can be considered both as 'systematically reporting on an array of *HR* ... more sophisticated solutions, based on 'predictive models' and 'what-if scenarios'. In addition, Bassi's definition i... notion of taking an 'evidence-based approach' to making decisions on the 'people side of the business'. She con... Analytics 'is an evidence-based approach for making better decisions on the people side of the business; it con... array of tools and technologies, ranging from simple reporting of HR metrics all the way up to predictive ... (Bassi, 2011, p. 16)'. Finally, focusing on the link with strategic HRM, Mondare, Douthitt, and Carson (2011) ... Analytics as demonstrating the direct impact of people on important business outcomes.

Adding controversy, Rasmussen and Ulrich (2015), and also to some extent Angrave et al. (2016), suggest HR A... fad. Fads are 'largely insignificant, non-rational swings that come and go with little or no lasting impact on the l... management techniques or organizations themselves' (Abrahamson & Eisenman, 2008). They arise from ... conjunction of forces that trigger diffusion largely based on bandwagon effects and eventually disappear when th... expectations for the innovation are not realized (Abrahamson, 1991; Abrahamson & Eisenman, 2008).

Importance of HR Analytics
HR analytics is that the application of statistics, modeling, and analysis of employee-related factors to enhance bus... outcomes.

Hr analytics is usually referred as
1. People analytics
2. Talent analytics
3. Workforce analytics

The below graph provided by Google Trends shows search interest for these terms since 2004. Both the terms HR a... and other people analytics have grown in popularity and still gain interest.
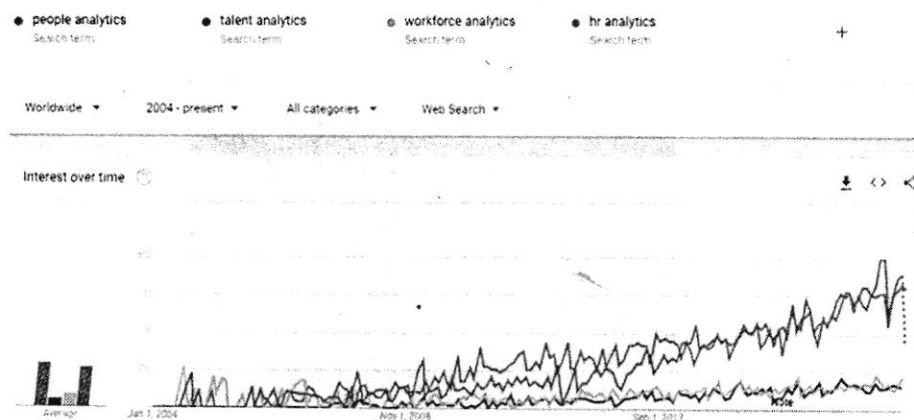
These terms are often used interchangeably, although some debate their differences. Definitions of HR analytics te... encompass a broader scope of knowledge , while people analytics and talent analytics ask data points specific to peo...