

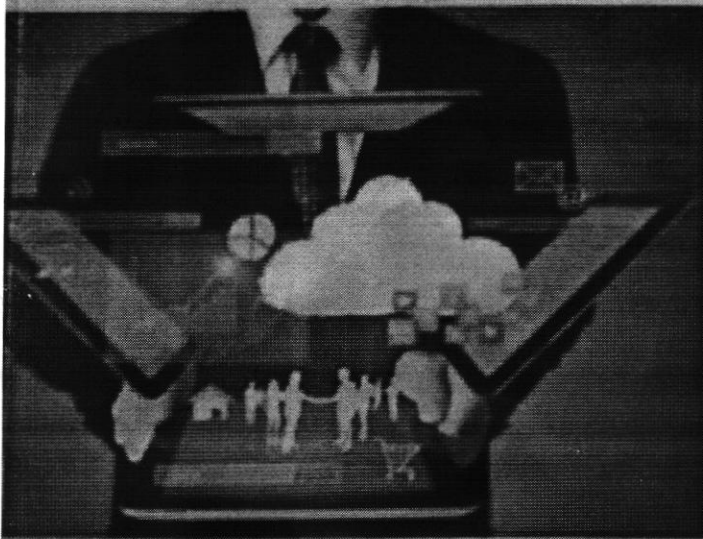
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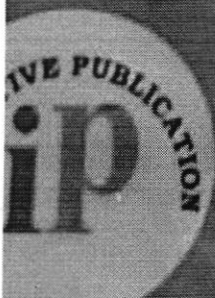
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# A study on the HR analytics- Applications and challenges

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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 the organization are mainly based on the output and quantifiable data like sales and profit unlike in HR decisions 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 making 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 analytics.

Focuses on the Importance, Applications, Tools Challenges faced by the organization in implementing HR analytics and analytics.

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

is regarded as a contemporary topic and it is still mostly unexplored in the scientific literature. The best definition of HR analytics is by Heuvel & Bondarouk. According to them, HR analytics is that the definition 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 using analytical process to the human capital within the organization to enhance employee performance and retention. HR analytics doesn't collect data about how your employees are working at work, instead, its only better insight into each of the human resource processes, gathering related data then using this data to decisions on the way to improve these processes. Analytics enables HR professionals to make data-driven more, analytics helps to test the effectiveness of HR policies and different interventions.

Human Resource Management

analytics has revolutionized the sector of selling, HR analytics is changing HR. It enables HR to:

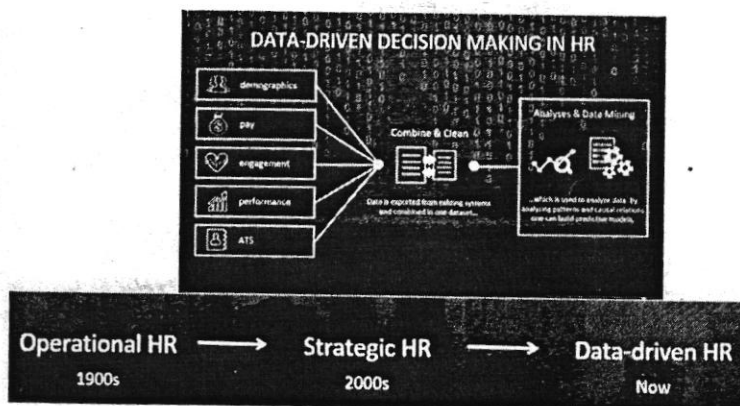
decisions using data

business case for HR interventions

effectiveness of these interventions

an 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 and 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 there is a need to understand the importance and the challenges faced by the companies in implementing the HR analytics into 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 incorporating HR 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 metrics' and 'more sophisticated solutions, based on 'predictive models' and 'what-if scenarios'. In addition, Bassi's definition includes the notion of taking an 'evidence-based approach' to making decisions on the 'people side of the business'. She concludes that HR Analytics 'is an evidence-based approach for making better decisions on the people side of the business; it consists of an array of tools and technologies, ranging from simple reporting of HR metrics all the way up to predictive analytics' (Bassi, 2011, p. 16)'. Finally, focusing on the link with strategic HRM, Mondare, Douthitt, and Carson (2011) define HR 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 Analytics is a fad. Fads are 'largely insignificant, non-rational swings that come and go with little or no lasting impact on the management techniques or organizations themselves' (Abrahamson & Eisenman, 2008). They arise from a conjunction of forces that trigger diffusion largely based on bandwagon effects and eventually disappear when the initial expectations for the innovation are not realized (Abrahamson, 1991; Abrahamson & Eisenman, 2008).

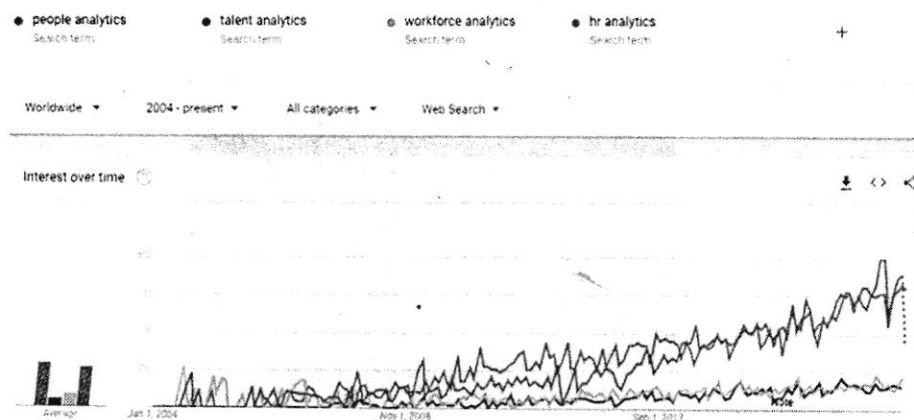
### Importance of HR Analytics

HR analytics is that the application of statistics, modeling, and analysis of employee-related factors to enhance business 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 analytics 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 tend to encompass a broader scope of knowledge, while people analytics and talent analytics ask data points specific to people.