

HR Analytics

B.Dhana Sree¹, Dr .Syed Mansoor Pasha²
ANURAG GROUP OF INSTITUTIONS

Abstract- *The HR analytics has emerged as a new fad for the management leaders that captured the head line for business world news. This paper tries to figure out the theoretical and conceptual the framework of analytics in higher education intuitions. The objectives of the study are to understand the role of HR analytics for education institution in increasing the organizational effectiveness and efficiency. The research used exploratory research design. Further study came up with categorizing the data analytics of industry it into Academic Analytics, Operational Analytics and special reference is given to HR analytic as its contribution in attaining the business excellence for the organizations.*

Keywords- HR Analytic , Academic Analytics , Operational Analytics Business Excellence

I. INTRODUCTION

Human Resource Analytics is a data driven approach to managing people at work. HR analytics is also known as people analytics, workforce analytics or talent analytics, revolves around analyzing critical questions about the organisation. HR analytics is the science of gathering, organising and analysing the data related to HR functions like recruitment, employee engagement, performance and retention to ensure better decision making in all these areas. By using various types of HR software and technology, HR departments are creating a large amount of data every day. However, the objective of HR analytics is to actually make sense of this data and turn it into a valuable insight.

Definition:

People analytics is a fairly novel topic; it is still mostly unexplored in the scientific literature. The best known scientific definition of HR analytics is by Heuvel & Bondarouk.

According to Heuvel & Bondarouk, "HR Analytics is the systematic identification and qualification of the people drivers of business outcomes."

Over the past 100 years, HRM has changed. It has moved from an operational discipline. The popularity of the term Strategic Human Resource Management (SHRM)

exemplifies this. The data driven approach that characterizes hr analytics is in line with this development.

By using people analytics you do not have to rely on gut feeling anymore. Analytics enables HR Professionals to make data driven decisions. Furthermore, analytics helps to test the effectiveness of Hr policies and different interventions.

II. BENEFITS OF HR ANALYTICS

1. Increased need for data and analytics tool in HR to make better HR decisions:

An important role of HR analytics is to provide access to critical data and insights about the workforce which can be then analysed for making better decisions. Not only does it improve the HR performance but also provides a better understanding of what motivates employees to work productively, and how do the organizational culture affects employee performance.

2. Better Quality of Hire is one of the HR data analytics benefits:

Running machine learning algorithms on jobseeker's data allows companies to identify the best matching talent for a vacant position, thus improving the quality of hire.

3. A vital benefit of HR metrics and analytics is Employee Retention:

Similarly, using employee data, recruiters can recognize a pattern of high performing employees and accordingly modify their employee hiring and retention strategy. HR analytics helps identify the departments suffering from the maximum attrition and the reasons causing it. It can also help HR in identifying the activities which have the maximum impact on employee engagement and thus allow organizations to invest in such activities.

4. Transformation of HR as a strategic partner is one of the benefits of Workforce analytics:

The application of HR analytics can provide a unique vantage point to HR department to validate its importance and its role as a strategic partner in a business' performance. HR

professionals can provide business leaders with verifiable data to back their talent hiring, retention and engagement policies.

5. Business analytics in HR can help predict the hiring needs of an organization

HR analytics can help predict the changes that may be in the organization's future. Using HR analytics, one can predict the skills and positions which are needed to improve business performance.

With the manifestation of HR technology on a never before scale, we can assume there will be more focus areas adding to this list where HR analytics can play a role in ensuring better HR performance and improving business performance as a whole.

III. DISADVANTAGES OF HR ANALYTICS

While the advantages of HR Analytics are immense, there are also a couple of disadvantages to using it in the current scenario. Since HRs deal with huge amount of sensitive and confidential data, security and privacy are two main concerns. Any HR analytics system which handles this data must be designed to prevent any unauthorized access. There have to be multiple levels of access and the system must be constantly monitored for any data theft. Maintaining such a system will obviously lead to greater costs and that's the second main disadvantage to implementing HR analytics. High acquisition and maintenance costs mostly act as a deterrent, especially for smaller companies to implement such a system. Also, operating a sophisticated HR analytics tool requires special expertise and that results in additional training costs, or the costs of hiring an IT expert to handle this system.

However, since HR analytics is still in development stage, HR are still awakening to its immense potential, there will soon be a time when using these tools will become far easier and cost effective.

IV. 5 HR ANALYTICS EVERY HUMAN RESOURCE MANAGER SHOULD KNOW

1. Employee Churn Analytics:

Huge investments are involved when it comes to human resources and this holds true for any business or organization. Employee churn analytics is the process of assessing your workforce turnover rate. Employee churn analytics helps predicts the future and reduces employee churn. Historical employee churn is the data collected from the past and specifies the employee churn rate since the start

of employment. Predictive and historical churn data both are important for employee churn analytics.

2. Capability Analytics:

Undoubtedly, the success of any business to an extent depends on the level of expertise of the employees and their skills. Capability analytics refers to the talent management process that helps you identify the core competencies of your workforce. Once you know what those capabilities are, you can set them as a benchmark and compare them to the capabilities of your workforce and measure any gaps.

3. Organizational Culture Analytics:

Culture is not only notorious to pinpoint but also, tough to change. It is often the collective unspoken rules, systems, and patterns of human behaviour that make up for the culture of your organization or business.

Organizational culture analytics is a process of assessing and understanding better the culture at your workplace. When you know what the culture of your organization is, you can then evaluate and keep a track of the changes you might observe. Tracking culture changes helps to understand the early signs if the culture is getting toxic.

4. Capacity Analytics:

It's true, capacity affects revenue. The aim of capacity analytics is to establish how operationally efficient is your workforce. For example, in an organization that specializes in designing clothes, people are spending too many times on meetings and discussions than spending that time in more profitable work, or are individuals way too casual about their tasks? This behavioural analysis is capacity analytics that determines how much capacity they as individuals have to grow.

5. Leadership Analytics:

Poor leadership is as good as no leadership at all. Poor leadership costs money, time and employee churn. Employee retention for such an organization becomes extremely difficult and prevents a business to perform at its full potential. Leadership analytics analyzes and unpacks various aspects of leadership performance at a workplace to uncover the good, bad and the ugly! Data can be collected through qualitative research and quantitative research by using a mix of both methods like surveys, polls, focus groups or ethnographic research.

V. CONCLUSION

HR analytics is an essential part of data management and its implementation can yield positive returns for any organisation. The key to successful HR analytics relies on the understanding that the size of the measured data isn't the key to success, but rather, the impact the data can have on decision making in the organisation. HR analytics shouldn't be seen as influential only in the HR department, but rather as something that has the potential to create value throughout the organisation.

REFERENCE

- [1] www.gatesearch.com
- [2] www.wikipedia.com