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website : www.siberindia.edu.in
E-mail : editorsajmr@siberindia.edu.in

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South Asian Journal of Management Research (SAJMR)

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South Asian Journal of Management Research
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HR Analytics: A Quantitative Analysis of Employee Data and Business Outcomes in Private Sector Organizations in India

Mr. Atul Chanodkar

Research Scholar, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, M.P., India

Dr. T. K. Mandal

Professor, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, M.P., India

Abstract

Data is the form of evidence. In the business context, data is significant to derive organizational performance. Data is keynote for decision making by professionals in an organization. HR data in an organization is its internal data and can be utilized to understand the organizational performance insights and future predictions. Research in the recent past has shown that organizations are replying on HR analytics and evidence-based decisions through people data to understand the workforce parameters, practices, issues, and challenges.

Digital transformation is pushing HR departments to embrace data analysis. Organizations are using workforce data to inform critical decisions in areas like recruitment, performance management, diversity & inclusion, and workforce planning. With the availability of multiple tools in the market, it is easy for organizations to introduce HR metrics and initial practices of HR analytics among people.

Organizations have grown from initial levels of analytics like descriptive and diagnostic analytics to advance level analytics like predictive and prescriptive analytics. It is one of the important tools to understand role of people in value creation in organizations. People data is critical to define the connect between people and performance.

This paper focuses on finding the impact of HR analytics on organizational performance in private sector organizations in India.

Keywords: HR analytics (HRA), organizational performance, people data, people analytics

Introduction

There has been increasing attention on concept of data, analytics, and its application in recent times among professionals and researchers. Researchers and Professionals aim to understand how actionable insights can be derived from data. How these insights from the data lead to improve organizational performance (Chierici, Mazzucchelli, Garcia-Perez, & Vrontis, 2019).

This interest to transform the data into actionable insights is moved into the business domains like marketing, finance, HR and other business departments. This is recently started reflecting in the area of human resource management through implementing data practices in HR (McCartney, Murphy, & Mccarthy, 2021).

Earlier the analysis was focused on domains of HR like recruitment and selection, performance management, engagement records etc. in the form of metrics and statistical tools. There has been a shift from working in silos to checking an overall impact of human resources on multiple organizational factors (Huselid, 2018). This research is also based on understanding whether there lies a relation between HR analytics and its factors on organizational performance.

Development of technology, introduction of HRIS systems, availability of cloud platforms, interoperability among different devices, large data storage facilities have provided significant growth to HR analytics (Kim, Wang, & Boon, 2021). With the recent technological advancements, organizations are willingly adopting the newer practices of HR analytics, analysis the data and taking decisions based on the evidence of data. Many of the organizations find it effective in the area of recruitment and selection. It has provided opportunities to address HR issues and improve performance (Simón & Ferreiro, 2018).

This study will identify if there is relation between HR analytics and its factors with organizational performance. Study is limited to private sector organizations.

Review of Literature

HR Analytics

With the information technology transformation, HR departments in the organizations have started to utilize employee data to make data driven decisions in HR areas like talent acquisition, performance appraisals, HR planning, retention etc. (Hamilton & Sodeman, 2020).

In the theoretical terms, HR analytics can be defined as systematic identification of people data and derive business decisions with technological and statistical approach (Margherita, 2022).

As defined by Minbaeva (2017), there are three dimensions to HR analytics, that are, high quality data, analytical competence & strategic ability. Data used in the study should be of high quality, it should be correct, data should be available in real time, there should be consistency in data reporting and should be collected on regular basis. Teams must be well competent in analysis of the data (McCartney, Murphy, & Mccarthy, 2021). For the strategic decisions and implementation of the decisions, managerial support is required.

Organizational performance

It is critical for the professionals and theorists to measure the organizational performance in rapidly changing economic word. In general sense, it is defined as to accomplish the required levels of major stakeholders in the organization (McNeese-Smith, 1996) and assesses the organization's accomplishment (Wall, et al., 2004).

Organizational performance management is a combination of analytical procedures and management into the business. It is supported by technology and allows organizations to define and meet its objectives, manage, and evaluate the performance based on the objectives.
In other terms, it is defined as the ability of an organization to get profit from the available resources and reach to the desired state (Terpilowski, 2022).

For defining the organizational performance, it is important that the organizations focus on objectives it would like to achieve. There are multiple metrics to reach on the exact objective organization wants to achieve. It may include costs, margin rates, people operations, contingency management, overheads etc. It is the mix of financial and non-financial heads. The next stage is to initiate the operations, monitor and optimize and adjust the predictions. This will require planning, statistical analysis, strategic and analytical capabilities (Gu & Luo, 2022).

Research Objectives

This study is to identify the relationship between factors of HR analytics and organizational performance.

Objective 1: To examine the relationship between HR analytics and organizational performance. To achieve the objective mentioned above, following sub-objectives can be stated:

- To examine the impact of HR analytics on organizational performance.
- To examine the impact of high-quality data on organizational performance.
- To examine the impact of analytical competency on organizational performance.
- To examine impact of strategic ability on organizational performance.

Hypotheses

Following hypotheses are derived to reach to objectives:
$H_0(1)$: There is no significant impact of HR analytics on organizational performance.
$H_0(2)$: There is no significant impact of high-quality data on organizational performance.
$H_0(3)$: There is no significant impact of analytical competency on organizational performance.
$H_0(4)$: There is no significant impact of strategic ability on organizational performance.

Research Methodology
Conceptual Framework

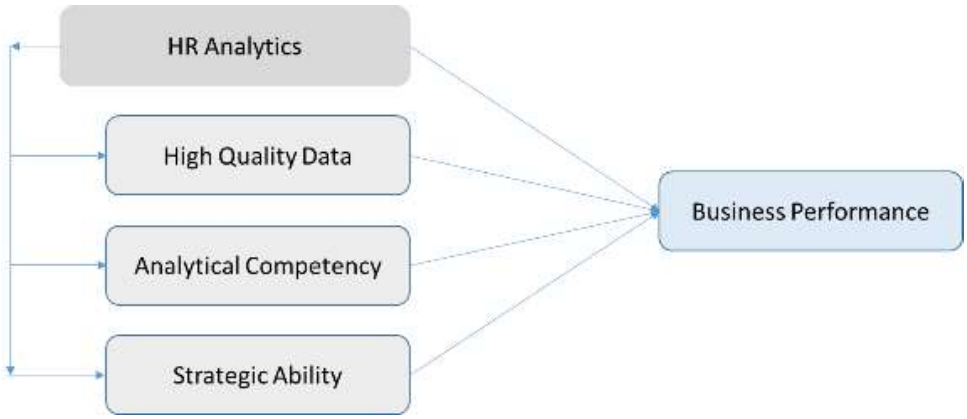

figure 1: Diagrammatic Representation – Conceptual Framework

As the objective suggests, the research finds the relationship between HR analytics and organizational performance, each factor of HR analytics is considered if there lies a relationship between organizational performance across the factors of HR analytics.

Diagrammatic representation (figure 1) above clears the fact that the overall relationship is with HR analytics. It is significant to study whether all the factors of HR analytics have relation with organizational performance or its few factors contributing to the relationship between HR analytics and organizational performance.

For the analysis, following variables are used in the research:

Table 1: Independent and Dependent Variables

Independent Variables	**Dependent Variable**
HR Analytics High Quality Data Analytical Competency Strategic Ability	Organizational Performance

Research Design

The study is conducted on the basis of quantitative data. The data is collected from respondents and will be calculated with statistical tools to find the relationship between independent variable and dependent variable. It will evaluate the relationship between the HR analytics with organizational performance. It will also assess the relationship between HR analytics factors like high quality data, analytical competency and strategic ability with organizational performance.

Population, Sample Size and Data Collection

The study focuses on individuals working in the field of HR analytics, including those in managerial positions who employ HR analytics and data analysts supporting HR analytics initiatives. This population selected are HR analytics professionals from private sector organizations in India.

Simple random sampling was used for the study as this is a straightforward and unbiased method for selecting samples. It ensures that every individual in the population has an equal chance of being selected.

Population size: The total number of 300 HR analytics professionals were reached to share the responses on the survey.
Desired level of confidence: 95%
Margin of error: The acceptable level of error between your sample estimate was 5%
Sample responded and considered: A total of 236 respondents responded the survey. After data cleaning, responses of 220 employees have been undertaken in the study (Table 1).

Table 2: Frequency Distribution of Questionnaire

Elements	No. of Questionnaire
No. of questionnaire distributed	300
No. of questionnaire collected	236
No. of questionnaire incomplete or with missing values	16
No. of questionnaire (responses) considered	220

Questionnaire on HR analytics and Organizational performance:

The HR analytics scale developed by (McCartney, Murphy, & Mccarthy, 2021) was utilized. The HR analytics responses were collected on five-point Likert scale (1=Strongly Disagree to 5=Strongly Disagree).

The organizational performance scale utilized in the study is developed by (Miah, 2018). The responses were collected on five-point Likert scale.

Data Analysis
Statistical test Parson correlation and one-way ANOVA is utilized to study the hypotheses:

H_0(1): There is no significant relationship between HR analytics (HRA) and organizational performance.
Table below has two significant indicators. R value or Pearson correlation value demonstrate the strength of relationship among variables.

Table 3: Summary of Data – HRA and Organizational performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.443[a]	.197	.193	.46868

a. Predictors: (Constant), HRA

There is moderate positive correlation between HR analytics and organizational performance with Pearson correlation (R) value of 0.443 (Table 3, Table 4).

Table 4: Correlation between HR Analytics and Organizational performance

Correlations

		OP	HRA
Pearson Correlation	OP	1.000	.443
	HRA	.443	1.000
Sig. (1-tailed)	OP	.	.000
	HRA	.000	.
N	OP	220	220
	HRA	220	220

Following is the ANOVA table to understand if there is significant relationship between HR analytics and organizational performance.

Table 5: ANOVA – HR Analytics and Organizational performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.717	1	11.717	53.341	.000[b]
	Residual	47.886	218	.220		
	Total	59.602	219			

a. Dependent Variable: OP
b. Predictors: (Constant), HRA

As per the ANOVA table (Table 5), the p value is less than 0.05. It is .000. The null hypothesis is rejected, and it indicates that there is significant relationship between HR analytics and organizational performance.

H_0(2): There is no significant relationship between high quality data and organizational performance.
The second hypothesis suggests that there is no significant relationship between high quality data and organizational performance. Finding the significance with the correlation table below:

Table 6: Correlation between High Quality Data and Organizational performance

Correlations

		OP	HRA1
Pearson Correlation	OP	1.000	.428
	HRA1	.428	1.000
Sig. (1-tailed)	OP	.	.000
	HRA1	.000	.
N	OP	220	220
	HRA1	220	220

There is moderate correlation between high quality data and HR analytics (Table 6, Table 7). The same is also clear with summary below.

Table 7: Summary: High-Quality Data and Organizational performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.428[a]	.183	.179	.47256

a. Predictors: (Constant), HRA1

Meanwhile, to find if there exists a relationship, following table of one-way ANOVA explains that:

Table 8: ANOVA: High-Quality Data and Organizational performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.920	1	10.920	48.900	.000[b]
	Residual	48.682	218	.223		
	Total	59.602	219			

a. Dependent Variable: OP
b. Predictors: (Constant), HRA1

The significance value p is less than 0.05. Hence the null hypothesis is rejected and high-quality data and organizational performance are significantly related (Table 8).

H_0(3): There is no significant relation between analytical competency and organizational performance.

With Pearson correlation, let's find the correlation between analytical competency and organizational performance:

Table 9: Correlation: Analytical Competency and Organizational performance

Correlations

		HRA2	OP
HRA2	Pearson Correlation	1	.352**
	Sig. (2-tailed)		.000
	N	220	220
BP	Pearson Correlation	.352**	1
	Sig. (2-tailed)	.000	
	N	220	220

**. Correlation is significant at the 0.01 level (2-tailed).

There is moderate correlation with values of .352 between analytical competency and organizational performance (Table 9).

The following table one-way ANOVA determined if there is significant relationship between analytical competency and organizational performance.

Table 10: Summary: Analytical Competency and Organizational performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.352[a]	.124	.120	.48942

a. Predictors: (Constant), HRA2

With the R value .352, it verifies that analytical competency and organizational performance are moderately correlated (Table 10).

Table 11: ANOVA: Analytical Competency and Organizational performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.385	1	7.385	30.832	.000[b]
	Residual	52.217	218	.240		
	Total	59.602	219			

a. Dependent Variable: OP
b. Predictors: (Constant), HRA2

With the p-value .000 which is less than 0.05 establishes that null hypothesis is rejected. There is significant relationship between analytical competency and organizational performance (Table 11).

H_0(4): There is no significant relation between strategic ability and organizational performance.

Initially, test the correlation with the Pearson correlation coefficient:

Table 12: Correlation between Strategic Ability and Organizational performance

Correlations

		HRA3	OP
HRA3	Pearson Correlation	1	.355**
	Sig. (2-tailed)		.000
	N	220	220
OP	Pearson Correlation	.355**	1
	Sig. (2-tailed)	.000	
	N	220	220

**. Correlation is significant at the 0.01 level (2-tailed).

There is moderate correlation between strategic ability and organizational performance (Table 12).
To understand the significant relation between strategic ability and organizational performance, following ANOVA table may help:

Table 13: Summary: Strategic Ability and Organizational performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.355[a]	.126	.122	.48891

a. Predictors: (Constant), HRA3

Model summary provides and verifies the correlation is moderate with a value of 0.355 (Table 13).

Table 14: ANOVA: Strategic Ability and Organizational performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.494	1	7.494	31.352	.000[b]
	Residual	52.108	218	.239		
	Total	59.602	219			

a. Dependent Variable: OP
b. Predictors: (Constant), HRA3

The significance value (p) <0.05. Null hypothesis is rejected. There is significant relation between strategic ability and organizational performance (Table 14).

Research Findings and Discussion

This study demonstrates a significant relationship between HR analytics and organizational performance. It establishes that various factors within HR analytics are directly linked to positive outcomes for organizations. The findings highlight the importance of high-quality data, analytical capabilities, and strategic insights derived from HR analytics in making informed business decisions.

The study's analysis reveals a moderate correlation between specific factors of HR analytics and organizational performance. This suggests that while HR analytics can contribute to improved outcomes, the strength of the relationship may vary depending on the specific factors considered and the context of the organization.

As HR analytics continues to evolve, future studies can explore emerging trends and technologies that may enhance its effectiveness. This includes advancements in data analytics, machine learning, and artificial intelligence. By staying abreast of these developments, organizations can leverage the latest tools and techniques to extract maximum value from their HR data.

In conclusion, this study provides valuable insights into the relationship between HR analytics and organizational performance. While the findings highlight the potential benefits of HR analytics, further research is needed to fully understand its impact and identify best practices for implementation. By investing in HR analytics and leveraging its capabilities, organizations can make data-driven decisions that drive improved performance and achieve their strategic objectives.

Limitations and Conclusion

This study contributes to the growing body of research on the relationship between HR analytics and organizational performance. While limitations such as the duration of response collection and sample size should be acknowledged, the findings align with contemporary research in this field. The study's results provide further evidence supporting the positive correlation between HR analytics factors and organizational outcomes.

One area for future research is to delve deeper into specific organizational performance dimensions impacted by HR analytics. While previous studies have identified general correlations, future research could focus on more granular aspects such as productivity, employee satisfaction, or customer loyalty. This would provide a more nuanced understanding of how HR analytics can drive specific business outcomes.

Another area for future exploration is the development of alternative theoretical frameworks to explain the relationship between HR analytics and organizational performance. While existing theories provide valuable insights, new frameworks could offer fresh perspectives and deepen our understanding of this complex relationship.

In addition to theoretical frameworks, the development of more comprehensive and up-to-date scales to measure HR analytics implementation is essential. Existing scales may not fully capture the nuances of HR analytics practices in today's organizations. By developing more robust measurement tools, researchers can gain a more accurate assessment of the level of HR analytics adoption and its impact on organizational performance.

Overall, this study contributes to the ongoing research on HR analytics and its relationship with organizational performance. By addressing the identified limitations and exploring future research directions, researchers can continue to advance our understanding of this critical area and its implications for organizations.

Recommendations

To maximize the benefits of HR analytics and drive improved organizational performance, organizations should prioritize several key areas. First, investing in data quality is crucial for ensuring that HR data is accurate, consistent, and accessible for analysis. By implementing data governance practices and investing in data infrastructure, organizations can create a solid foundation for effective HR analytics.

Second, developing analytical capabilities within the HR team is essential for extracting meaningful insights from HR data. Training HR professionals in data analysis techniques and tools, fostering a data-driven culture, and collaborating with data scientists can enhance the organization's ability to leverage HR analytics effectively.

Third, focusing on key HR metrics that align with organizational objectives is critical for measuring the impact of HR initiatives. By tracking and analyzing key performance indicators (KPIs) related to employee engagement, talent acquisition and retention, and productivity, organizations can identify areas for improvement and make data-driven decisions.

Fourth, leveraging advanced analytics techniques, such as machine learning and artificial intelligence, can uncover hidden patterns and insights in HR data that may not be apparent through traditional analysis methods. By utilizing data mining techniques, organizations can identify trends and anomalies that may impact organizational performance.

Finally, integrating HR analytics into decision making at all levels of the organization is essential for driving positive change. By developing data-driven HR strategies and using HR analytics to support evidence-based decision making, organizations can ensure that HR initiatives are aligned with overall business objectives and contribute to organizational success.

By implementing these recommendations, organizations can enhance the impact of HR analytics on organizational performance, drive innovation, and achieve sustainable competitive advantage.

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