

Dissertation Report on
ANALYTICS DRIVEN HUMAN RESOURCE
MANAGEMENT

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Re: Major Research Project May 2021 - Approval

1 message

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Fri, May 21, 2021 at 9:51 AM

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CERTIFICATE

This is to certify that Surabhi Singh, Roll No. : 2K19/EMBA/547 student of Masters of Business Administration (Executive 2019 – 2021) at Delhi Technological University, Delhi has accomplished the project titled “**Analytics Driven Human Resource Management**” under my guidance and to the best of my knowledge completed the project successfully, for the partial fulfilment of the course in 4th semester of the course Executive MBA.

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DECLARATION

I hereby declare that the project work entitled “**Analytics Driven Human Resource Management**”, submitted to the Delhi School of Management, DTU is a record of an original work done by me under the guidance of **Mr. Saurabh Agrawal**, Associate Professor, DTU and this project work is submitted in the partial fulfillment of the requirements for the award of the degree of Master of Business Administration(Executive).

I certify that the final report submitted for approval has a plagiarism level of 1% which is within the guideline prescribed by the department. The Plagiarism report from the department library is enclosed at the end of the report.

Surabhi Singh

2K19/EMBA/547

ACKNOWLEDGEMENT

I am using this opportunity to express my gratitude to everyone who supported me throughout the course of this project. I am thankful for their aspiring guidance, invaluable constructive criticism, and friendly advice during the project work. I am sincerely grateful to them for sharing their truthful and illuminating views on the issues related to the project.

I would also like to thank my project guide Mr. Saurabh Agrawal who provided me with the facilities being required and conducive conditions for my EMBA project.

Surabhi Singh
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EXECUTIVE SUMMARY

This report is an exploratory study on why implementation of Human Resource Analytics has become more prevalent in today's times and what strategies can be taken up by the organization to have analytics driven human resources management.

The application of analytics to human resource (HR) management has been shown to improve business profitability by lowering employment costs, enhancing recruiting quality, enhancing talent retention and employee engagement, and increasing overall productivity. The aim of this qualitative, multi-case analysis was to find out how HR managers use analytics to increase organization results, using the contextually oriented human resource theory as a conceptual basis. The target audience consisted of a carefully selected group of five HR managers from multinational consultancy companies who had prior experience in HR analytics.

Data was gathered via semi-structured interviews conducted over the phone and over the Internet, as well as a scan of business records and websites. Information and thematic analysis are used in the data analysis. The need for HR analytics to comply with corporate strategies, the need for understanding HR metrics and how lessons gained from HR analytics boost business efficiency, HR analytics adoption contributors, and HR analytics adoption hurdles are four concepts that arose from data analysis.

An implementation model is also proposed in the report that the managers can use when they plan to incorporate analytics with human resources management in their firm.

The study's conclusions and suggestions will help HR administrators effectively apply HR analytics. Strong social change outcomes include increased job retention, increased growth, and increased stability in local populations, all of which contribute to positive socioeconomic metrics.

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CHAPTER 1: INTRODUCTION

Organizations in today's world face various people and non people challenges. These can be a result of globalization, advances in technology, talent wars, recessionary economies knowledge-based environments and widening changes in workforce demographics.

All the organizations want to maintain a competitive advantage in such scenarios and so they are making use of high quality analytical decision-making tools available around.

Analytics have been proven to be important for the company's performance. Managers all around the world apply business analytics using relational database systems to establish various causal relationships between different types of inputs processing the data and analyzing the outcomes. These outcomes help in facilitating accurate decisions for the organization.

Through various surveys it is seen that organizations who are making analytics a priority is generating higher stock market returns. This pattern is forcing business leaders to make decisions based on facts and data in all areas of operations. The use of analytics in other roles has increased as the advantages of using data to guide decision-making become more apparent.

Human resource analytics is the practice of collecting, combining, and evaluating data from human resources, banking, and market applications in order to gain actionable insights into how a variety of variables affect employees and business efficiency. HR Analytics has been studied by academics and clinicians, and the results show that it is beneficial. Evidence for a cause and effect relationship between HR Analytics usage and financial results is found in a literature review of empirical and non-empirical case studies. HR managers, on the other hand, are lagging in their use of analytics to make more informed and practical decisions.

The use of analytics in HR is still very much in early stages, with managers relying on descriptive analytics to capture and track events rather than results. HR administrators can produce big data, use it more effectively for decisions, and provide proof of the effect of HR policies on company results and success since

most organizations already use HR knowledge management. HR's business orientation will be improved, and the impression that HR does not bring value to the bottom line would be extinguished.

The lack of a clear model that guides the use of HR Analytics, as well as a lack of expertise, have been identified as major barriers to HR Analytics adoption in previous studies. According to survey data, the biggest barriers to using analytics were administrative and cultural, with a lack of understanding about how to use analytics to develop the company being the most common. Lack of funding and administrative support, an actual or assumed lack of skillset, and a lack of technology and organizational culture were all obstacles to HR Analytics adoption. In terms of methodologies for using analytics to provide realistic and organizational data for optimal HR decisions, there is a void in the academic literature.

1.1 Background of Problem

Company executives spend heavily in their human resources; however, the majority of HR leaders are still unable to demonstrate the worth and return on those investments in workers. Human capital has the greatest impact on business success, and HR administrators fear making ineffective or incorrect decisions if they do not thoroughly investigate people-related problems. Many HR Executives already base their choices on previous patterns, intuition, best practices, and metrics. Although some HR professionals use measurements based on historical data, the inability to incorporate data from other sources reduces the utility of metrics alone in delivering performance-enhancing insights by HR managers.

Most businesses' human resources costs are among their largest, and an inability to use HR Analytics to consider the crucial elements and sources of workforce costs may contribute to unprofitable investment choices. HR Analytics can be used by business executives and HR administrators to unlock the potential of their HR in the new competitive climate. HR Analytics, according to academics, is

context dependent. To satisfy the needs of a given group, human resources leaders should tailor HR activities to the corporate context.

By examining the methods used by HR leaders from different pillars of my organizations to effectively execute HR Analytics, we were able to investigate the variables that promote HR Analytics adoption in relation to organizational contextual dynamics. The research also adds to the sparse scholarly literature on the topic. Our aim is to inspire HR practitioners and organizations, as well as offer a roadmap for HR Analytics adoption and implementation.

1.2 Problem Statement

Organizations where the executives struggle to use data processing for HR decisions are more likely to fall behind financially as well as on intangible aspects when compared with their rivals. According to a global poll done by Deloitte, 89 percent of respondents agree that companies that do not use analytics are losing market share and competitive advantage. HR leaders are usually unable to have competitive recommendations for maximizing investment returns in HR if are not using data-driven analytics to support their arguments. The basic market issue is that some HR managers lack plans for applying HR Analytics in order to boost company efficiency.

1.3 Objectives of the Study

The aim of this qualitative, informative multiple case study was to look at the tactics used by HR managers to incorporate HR Analytics in order to increase company efficiency. The study's target demographic was five HR managers who had used HR Analytics to make business decisions effectively. This study will inspire more HR practitioners and business leaders in related industries to introduce HR Analytics that is appropriate for their national background. Improved labor efficiency as a result of more effective HR administration has implications for social reform.

CHAPTER 2: REVIEW OF THE LITERATURE

Companies are using big data and analytics for better decision-making as a result of economic development, emerging technologies, intensified innovation, and knowledge-based ecosystems. HR administrators have been asked to work on designing HR plans that add value and measuring the effect of HR practices on corporate success by business executives. Analytics in HR has been shown to enhance decision-making accuracy, objectivity, and timeliness while also the HR's competitive orientation by showing the impact of HR policy on corporate success. In the growing awareness of HRA's value, adoption has been sluggish.

The aim of this analysis has been to look at the tactics used by HR managers to incorporate HRA in order to increase company efficiency. I based on previous HRA studies, the history and historical antecedents of HRA, and industry-specific developments in this literature review. Since previous studies indicated that HRA adoption has been slow, I looked into the obstacles and challenges of using HRA, as well as HRA models and applications. According to previous reports, corporate culture, a lack of analytical capacity, data accuracy, and top management support are all potential barriers to HRA adoption.

These factors are part of the organization's operational context, which led me to choose Paauwe's (2004) CBHRT as the conceptual lens through which to examine the subject. According to researchers, effective HRA implementation necessitates an awareness of the company and the corporate background variables.

HR Analytics and its Evolution

HR metrics were created to assess HR effectiveness. Fitz-enz (1984) collaborated with the Saratoga Institute to develop HR measures that could measure the importance and feasibility of HR programmes in areas such as

recruitment, recruiting, return on human resources, labor costs, and expenditures per employee in a seminal study on HR metrics. HR measurements have advanced and reached a point of standardization, allowing companies to use them as benchmarks for performance, efficacy, and effects, resulting in competitive advantages.

The drawback to using metrics as benchmarks was the assumption that all organizations are the same and that the same approach will apply with all firms regardless of their operational background. Although HR managers can find HR metrics useful for evaluating the success of HR program, the problem with metrics is that they have little strategic utility. Metrics are based on historical data, are calculated using nonstandard idiosyncratic computations, and are typically not business-oriented. For fostering competitive advantage and encouraging economic success, measuring the effect of people strategies on organizational performance is important.

Metrics itself are insufficient because they do not reveal hidden causes, clarify variations in events, or forecast the probability of possible occurrences. HR metrics alone did not offer the responses that corporate owners were looking for when it came to the importance of HR to the company's success.

HR thought makers stepped up their attempts to monitor and calculate the return on investment in individuals in the 1990s. As a result of these efforts, people are now seen as a powerful corporate resource capable of generating competitive advantage.

Huselid (1995) identified a connection between HR management systems and organizational success through his research on high-performance work systems. Kaplan and Norton's (1996) balanced scorecard, which centered on measures of HR effectiveness from important operational viewpoints, was another notable advancement in the area of assessing HR effectiveness versus performance. HR

academics and professionals started to look for better ways to measure the impact of HR on corporate success.

Evidenced-based management originated in the mid-2000s as a trend of using scientific approaches to test management activities. As a result of this practice, there has been a growth in demand for more scientific and evidence-based HR management methodologies. Evidence-based management is described as making managerial decisions based on empirical evidence. Evidence-based management is described as the method of valuing decisions and then assessing the outcomes of those decisions using the best examples from multiple sources. Lengthening the use of evidence-informed resolutions to HR promotes success and a more active population, and evidence-based management improves corporate effectiveness.

Evidence-based management developments, as well as the continuing search for HR to become strategic, were the primary factors of HRA achieving the status of being vital for competitive advantage, according to Madsen and Slitten (2017). HR can no longer continue to make decisions based on the manager's expertise, instincts, or best practice in today's dynamic and knowledge-based contexts and must now employ more rational and quantitative approaches to decision-making. HR, like any other capital, must demonstrate a superior return on investment in resource-constrained environments or face losing funding for HR investments.

HR administrators were able to make the most of data thanks to technological advancements. The HRA drive was aided by increased IT capacities, HR information systems (HRIS), and big data. Automation, efficient HRIS, and multiple data collection systems were supported by technology, resulting in a large amount of HR data.

IT advancements improved processing capacity and networking, allowing a company to access and process large amounts of data more easily and cheaply. More organizations are attempting to collect and handle people-related data

through HR management networks, which has an effect on modern-day strategy formulation.

Contemporary enterprise resource planning (ERP) applications with improved predictive calculation capabilities and the potential to combine HR data with operating and financial data open up a plethora of ways for businesses to gain advanced visibility into performance factors through HRA. HR administrators may use big data to understand patterns and discover critical lessons that mold HR strategies and procedures and drive habits that lead to profitable business performance.

HR Analytics and its Characteristics

HRA standards and a general definition are yet to be agreed upon by academics and practitioners. One of the obstacles to HRA acceptance, according to the researchers, is the absence of a clear paradigm. According to Levenson and Fink (2017), the definition of HRA actually encompasses a broad variety of numerical procedures and processes applicable to HR work due to the lack of common HRA structures.

HRA definitions encompass a wide range of operations, including metrics and statistics, as well as various viewpoints. HRA was identified as a means of communication by Fitz-enz and Mattox (2014), who agreed with Sesil (2014) that it is both an art and a science.

HRA is described by Narula (2015) as methods for incorporating data into metrics to analyze relationships or adjustments in order to promote evidence-based managerial decisions.

HRA, according to Handa and Garima (2014), is a method for disclosing HR measurements, a comparative test, a forecasting tool, a success facilitator, and a talent optimization approach.

HRA is described by George and Kamalanabhan (2016) as a process for demonstrating the direct effect of HR-related activities on market outcomes.

HRA is an evidence-based decision-making methodology for HR topics that uses a variety of techniques and innovations to cover everything from basic HR metric reporting to statistical modelling.

HRA is said to be used by some HR administrators who use productivity and efficacy measurements. Others could say that they are using HRA whether they use metrics to assess the effect of HR decisions. Some HRA models call for reporting descriptive metrics as the first step in the process.

Minbaeva (2017) described HRA as three types of organizational capability that should exist at three levels: person, process, and corporate, and that require three elements: data quality, analytical skills, and strategic determination. This disparities in HRA concepts and methods make it impossible for potential consumers to grasp what HRA is and how to appreciate and communicate the benefit it brings to businesses' performance.

Another problem with HRA interpretations is the variety of terminology used to define the operation. HRA, workforce analytics, and people analytics are all terms that people use interchangeably. While the different expressions of HRA may refer to the same processes for the rational and systemic discovery and quantitative analysis of people-related catalysts of market results to make better decisions, the definitions of HR/workforce/people analytics vary in terms of predicted outcomes and determinants of performance. To add to the debate, some academics have proposed that HRA is either a fad or irrational movement that does not have a long-term effect as a management strategy.

HRA, according to Marler and Boudreau (2017), allows managers to achieve better outcomes than HR indicators by linking HR activities to corporate success, elevating HR management to a strategic stage. HR managers began building measurements of relationships between important variables through HR metrics, according to Sesil (2014), and HRA will expand the understanding to enhance decision-making.

Given that HR managers use typical HR metrics to report HR data, HRA should be based on these specific HR metrics and reporting, with HRA being the method of combining these metrics with data from other sources and statistically interpreting the information to establish causal correlations to important organizational performance. To produce the insights that boost company efficiency, HRA includes mathematical analysis of HR data combined with data from other sources. The majority of HRA concepts provide the need for a sophisticated study of HR-related data as well as the inclusion of data from other sources.

According to Levenson and Fink (2017), one of the major problems with HRA that leads to abandoned HRA ventures is the belief that simply measuring HR practices can yield actionable and useful insights. Although improving HR productivity should result in increased operational success, this might not be the case.

HR administrators must address all aspects that influence the organization in order to appreciate what affects organizational success, necessitating the incorporation of data from diverse sources, as well as information from other functional fields.

To arrive at causal relations, robust statistical analysis is needed to determine the causal factors of results. Experimentation should be used in HRA to determine sources of problems and measure returns. Information is created by the synthesis and interpretation of HR data with data from other sources, which results in a competitive advantage.

The aim of HRA, which is to increase business efficiency by relating HR decisions to business results and performance, is another significant and recurring aspect of the different concepts of HRA. According to Turner and Zytowskiak (2016), the aim of HRA should be to change business rather than HR.

Value Creation via HR Analytics

HRA allows administrators to concentrate on enhancing company efficiency rather than just HR scheduling. HR representatives used to concentrate on determining the performance, feasibility, or influence of HR programmes, but in today's information and data-driven organizational world, those criteria are no longer sufficient. HRA's goal should be to add value by solving market challenges, gaining a competitive edge, or transforming a company. HRA is an effective instrument for maximizing HR to promote the achievement of sales success and improvement, and strategic HR leaders must discuss the company's overall business plan. HRA provides benefits to the enterprise in a number of areas.

HRA, according to the researchers, will help a company's bottom line by controlling labor costs and improving HR reputation. Other advantages of HRA include the ability to separate staff, workforces, talent markets, or critical expertise for more responsive and effective HR decisions, making HRA critical for decision-making in today's market world. HR-related data is a kind of 'big data,' and it is a rare, useful firm resource that can have a strategic edge in the long run.

The HRA method aids in the accurate diagnosis of problems and the creation of targeted remedies. HRA is a management method used to find markets, solve challenges, and forecast investment returns in order to maximize profit.

Scholars opined that HRA facilitates quantifying, assessing, and monitoring human behavior, which is vital for increased employee efficiency, supporting the belief that individuals are the most important factor impacting company performance.

Fitz-enz and Mattox (2014) used a basic analogy of HRA as a problem-solving method to explain how it works. According to the writer, if one gathers detailed data from different sources about a problem (descriptive analytics) and carefully analyses it to assess the causes of the problem and the consequences of allowing

the problem to persist (predictive analytics), one will most likely create a solution and avoid the problem from recurring (prescriptive analytics). The use of evidence in HRA means that managers make rational and impartial decisions on the resource that has the most impact on business success, whilst the method of causal and predictive analysis boosts the likeability of the resource.

The use of evidence in HRA means that managers make educated and impartial decisions on the resource that has the greatest impact on organization success, while the process of causal and predictive interpretation raises the probability that choices can produce the desired outcomes.

HRA allows for accurate workforce segmentation, allowing HR administrators to recognize and consider the causes of patterns and, as a result, eliminate the guesswork from seeking remedies.

HRA is synonymous with or may trigger change in market efficiency and competitive advantage, according to scholars who support the resource-based theory, while using the perspectives produced to promote specific benefit.

According to some analysts, HRA's predictive efficiency and insights enable business leaders to recognize threats and opportunities and lead to them ahead of rivals.

I discovered examples of how organizations used HRA to generate profit, most commonly in standard HR systems, but also for improved corporate efficiency, in the literature I reviewed. It is well known that Google uses HRA to assess the most efficient HR tactics and the most and least effective leadership practices at their business. HRA was used by JetBlue to connect employee motivation to financial results, Dow Chemical for workforce planning, and Sysco for measuring delivery associate satisfaction levels to increase retention and achieve savings. Although these case studies are not scientific literature, they do include real-life explanations of what can be done using the technology and analytics

CHAPTER 3: RESEARCH METHODOLOGY

Qualitative, quantitative, and hybrid analysis approaches are the three most common types of study. Since through this study we are to investigate the effective tactics HR managers use to incorporate analytics into operational conditions, qualitative approach is used here.

HR Analytics(HRA) is a new phenomenon of HR experience that has not yet been widely embraced by HR practitioners. The subject's emergent essence demanded a qualitative approach. Qualitative analysis is well suited to investigating, justifying, or presenting research issues involving specific situations that are yet to be addressed in the literature.

The aim of this research was not to test hypotheses related to HR Analytics, but instead to recognize and explore effective strategies for HR Analytics adoption in organizations, so a quantitative approach was not appropriate. In social psychology, the quantitative approach is useful for predicting and monitoring outcomes in organized and supervised societies using inferential statistics.

Since case studies assist researchers in delivering enlightenment by full and meaningful accounts of a social event within its real-world context, descriptive multiple-case study style was chosen. Since HR managers use analytics in different corporate contexts, the qualitative viewpoint was crucial. Using a descriptive case study technique, we were able to gain a thorough understanding of the phenomena in order to solve relevant people and non people issues faces by any organization.

3.1 Research Design

Exploratory Research: This is a conceptual study through which it is attempted to understand existing research in the area and draw inferences from them. The literature has been reviewed to understand the present status of conceptualization

followed by inferences and conclusions drawn considering these theoretical perspectives.

Also, in-depth interviews were conducted with senior level human resource managers across different pillars of the organization to understand how analytics can be blended with human resources management and how this can be ultimately benefitting for the organization.

3.1.1 Interview Questions

The related interviews questions are as follows:

- ❖ What do you understand by Human Resource Analytics?
- ❖ What strategies are used in the organization for implementing analytics for driving human resources polices?
- ❖ How is the organization using Human Resource Analytics to improve business performance?
- ❖ What are the different factors that are influencing/influenced the adoption of Analytics in Human Recourses in your organization?
- ❖ What according to you are the key challenges or issues faces in implementation of HR analytics?
- ❖ What measures are taken by the organization to address the challenges and issues to implementing HR analytics?
- ❖ According to you, how has Analytics in Human Resources helped in improving the peoples and business' performance?
- ❖ What are some of the pros and cons that you have observed in using analytics with Human Resources Strategies in the firm?
- ❖ Is there any additional information that you would like to share to help us understand how analytics can be used to drive Human Resource management?

3.1.2 Participants for the study

Five participants for this study were chosen based on their familiarity with HR Analytics and their work in the area of HR management.

HR Analytics is a relatively recent practice that few HR practitioners have adopted; a random sampling approach would not have offered the necessary practical information on the topic. My professional association network helped me find participants who meet the requirements for research work.

Purposeful sampling was needed for the research designs to classify participants who met the requirements for providing elucidation on the subject. Purposeful sampling is a process of intentionally choosing participants in order to ensure that accurate and appropriate data is produced for the sample.

According to the review of the literature, HR Analytics is a subject that is receiving a lot of coverage in the HR profession right now, so I expected the affiliates to be involved in promoting the research for the sake of strengthening their HR profession. HR managers with HR Analytics expertise were emailed invites explaining that engagement was optional and including information about how to maintain their confidentiality.

The risk of false representation is another ethical dilemma that many participants in the study are concerned with. This problem was solved by assuring prospective interviewees that they will have the chance to review the discussion documentation.

Confidence was built with the participants by being honest and clear about the study's goal and methodology. This allowed for free and open conversations. To maintain anonymity, names of these participants are not disclosed in this document. For the purpose of the study we will address them as Interviewee 1, Interviewee 2, Interviewee 3, Interviewee 4, and Interviewee 5.

3.2 Assumptions

The key premise that underpins this research is that specialist evidence promoting the advantages of HR Analytics is accurate. Another presumption was that the claim that using HR Analytics to gain a competitive edge, as reported in other studies, was correct and would proceed over time. I also believed that the HR managers interviewed for this analysis were heavily involved in HR Analytics implementation in their organizations and had sufficient experience to provide valuable perspectives. The final presumption was that those who were questioned answered the interview questions truthfully and openly. To encourage honesty, I made sure that participation was willful and told the participants that their information would be kept private.

3.3 Limitations

Limitations are variables that are beyond the researcher's reach and can have an effect on the report's credibility.

The restricted sample size of HR managers resulting from purposeful sampling was the first drawback. Multiple case studies provide more reliable and repeatable conclusions than single case studies. My study focused on three instances, allowing me to capture the nuance and qualitative realities of the firms' organizational environments without sacrificing my cognitive capacity to process any of the data.

Another deficiency was that the interviews were limited to HR executives, while other workers may have had different perspectives or contributed considerably to the effective adoption of HR Analytics. To increase efficiency, I looked at supplementary archival records.

3.4 Delimitations

Delimitations correspond to the researcher's determination of the study's boundaries or scope. The study's boundaries were defined using the overarching research issue and theoretical context. The aim of this analysis was to look at the tactics used by HR managers to incorporate HR Analytics in order to increase company efficiency. Only the company's HR managers were interviewed and no inquiry about the opinions of other HR Analytics practitioners was done to streamline the study.

3.5 Significance of the study

Since it has been proposed in the literature that using HR Analytics provides a strategic edge, the research may be useful to businesses. HR Analytics will help managers increase the economic return on their HR resources and boost employee participation. The results of this study can allow business leaders to use HR Analytics to explore new ways to manage their workers in order to promote strategic synergy and improve the value HR brings to the organization in order to achieve or maintain a competitive advantage.

Application to Corporate world

HR Analytics can boost economic efficiency by relying on facts rather than speculation to justify HR decisions, and it can help HR become more rigorous by increasing rationality. HR leaders may benefit from this research by using data-driven analytical models to maximize organizational efficiencies by building links between HR initiatives and market outcomes. HR administrators already gather and archive a large volume of employee records, and some businesses use HR management information systems. Identifying tactics to improve HR Analytics implementation and efficacy will improve company efficiency by allowing companies to make more use of employee information.

Significance in Social Change

Any major change in behavior patterns, cultural beliefs, and norms over time is referred to as social change. Sociologists define "major" change as changes that have far-reaching social implications.

The results of this study can help to bring about social change by allowing more HR managers to shift away from using metrics and intuition in favor of facts and reasoning to support evidence-based decisions, resulting in improved productivity. Productivity growth would have a favorable impact on the social climate. Leaders of organizations that use analytics appear to have achieved a strategic edge as a result of their efforts. Improving HR's strategic orientation will also benefit the organization's belief structure if it pertains to HR management.

CHAPTER 4: ANALYSIS AND RESULTS

The aim of this qualitative, informative multiple case study was to look at the tactics used by human resource managers to incorporate analytics with HR management in order to increase company efficiency. Semi-structured interviews, a compilation of company records, and content from corporate website were among the data collection techniques used. To provide the knowledge needed to address the research query, participants were with background knowledge and experience of using analytics in the human resource pillar of the company.

The data review revealed four key concepts:

- i. Human resource analytics must conform with corporate policy,
- ii. The importance of recognizing Human Resource metrics and how HR Analytics perspectives boost organization's efficiency,
- iii. Major contributors of HR Analytics adoption, and
- iv. Inhibitors in adoption of Human Resources Analytics.

4.1 Interview Analysis

4.1.1 Concept 1: Human resource analytics must conform with corporate policy

HR Analytics' goal should be to provide information that helps a company make smarter choices. HR Analytics should be based on more than just collecting data; it should also be designed to solve a compelling market challenge, which should be derived from the organization's agenda and goals. Organizations achieve a competitive edge by creating capabilities that maximize efficiency, profitability, and value creation. HR management should coordinate HR strategy and HR Analytics to drive revenue, and the company's strategy should concentrate on strengthening strategic capability. Analytics should be aligned with corporate planning to provide systemic and organized solutions to business challenges.

While contemplating about strategies for driving human resource management with analytics, all five interviewees called out the requirement for HR Analytics to associate and align with corporate policies.

Interviewee 4 suggested that analytics in HRM is not about collecting interesting data but collecting data that is relevant and helpful to strategize what is effective and is going to work for the company growth. Interviewee 4 also said that the aim of HR Analytics is to assist in the implementation of policy and the achievement of organizational objectives.

According to Interviewee 3, HR Analytics must begin with the corporate plan and what the company is attempting to accomplish. If the approach is growth, the analytics will vary from those of a company focusing on cost reduction, just as they will distinguish from those of a business-oriented organization.

Interviewee 1 emphasized the importance of HR Analytics aligning with the organization's agenda and goals, while Interviewee 2 said, "You can always start from what is the company need; what question are we trying to address."

The need to match HR Analytics with business culture was a recurring element in the literature studied, and it was backed up by the interviews. According to researchers, HR Analytics should be derived from the overall organizational approach and take into account the operating climate. HR Analytics must be focused on a particular problem and the form of HR Analytics and data needed to resolve the issue would be determined by this. HR Analytics does not gain benefit by presenting information on a subject that was irrelevant to the company's executives. Interviewee 3 reiterated that the HR Analytics plan to deploy is determined by the organization's clear long and short-term priorities at any given time.

The HR Analytics goal is determined by the business requirement, which then drives the HR Analytics data approach. According to Interviewee 4, after you've identified your targets, you'll need to figure out what kind of data you'll need to achieve them. The first tactic, according to Interviewee 2, is to have a straightforward and unambiguous view of the business issue you're trying to address. If you've established that, you should start thinking about what kinds of details you'll need to answer the query and where you'll find them.

Interviewee 3 gave an example: "You need to take the time to learn the company and its approach," he said.

For example, if the company is focusing on selling assets and firm coming up with HR Analytics that focuses on expanding the company, firm does not understand what the company wants. If firm is focusing on hiring young talent because the majority of the experienced engineers and project managers will eventually retire, and it is weighing the problems of those senior citizens who will soon retire rather than the inflow of new people, the firm is doing it wrong. Through addressing a particular market need and collecting insights that can offer feedback to overcome that need, the method of aligning HR Analytics to company strategies adds benefit. A good interpretation of the corporate strategy and its operational policies is needed to achieve alignment of HR analytics with actual needs of the organization.

HR Analytics can identify, diagnose, and facilitate awareness of market issues in order to develop assessment-based solutions that are tailored to the changing demands and environments of businesses. Starting with a simple goal allows for the purposeful collection of appropriate data that can be used to solve the problem. Interviewee 2 recommended that you begin with a straightforward aim or build a hypothesis about the question you're trying to answer, then test and disprove the theory to find an answer.

The first concept is consistent with the literature and CBHRT, which consider using in and out value chain analysis of the organization to match HR policy with organizational context. Interviewee 1 claimed that use of HR Analytics must be customized to the organization's needs, while interviewee 2 stated that there is no one fundamental approach to implementation of Analytics in HR.

The opportunity to offer insights into relevant market issues increases HR's reputation, while using a strategic approach for HR Analytics improves chances of acceptability. Establishing a connection between analytics and overall business strategy, according to Alharthi, Krotov, and Bowman (2017), encourages, accelerates, and embeds the discipline in corporate culture.

Interviewee 1 backed up this claim by emphasizing the value of finding a big differentiator in order to build a business case on how analytics would improve results. Interviewee 1 believes that a convincing business argument will persuade others to consider analytics.

4.1.2 Concept 2: The importance of recognizing HR metrics and how HR Analytics perspectives boost organization's efficiency

All the interviewees unanimously concluded that analytics with HRM increases company results, confirming the statements made in the literature review. Improved worker cost management, more efficient HR choices, greater employee participation, and simply concentrating HR approach on market results are some of the ways HR Analytics increases organization results found in the literature.

HR Analytics is a value-adding mechanism that increases business profitability by using data to facilitate decision making, lowering costs and enhancing the accuracy of business decisions, according to all participants.

The ability to gather data, organize it, and identify trends in it to assist in making an educated decision improves the efficiency of the firm's management, according to Interviewee 3. Interviewee 4 claimed that decisions based on

evidence are more likely to be properly executed and achieve the desired outcomes than decisions made on the spur of the moment or based on incorrect assumptions, while Interviewee 1 claimed that HR Analytics offers a competitive edge. Both researchers and participants of the study cautioned, however, that it is the understanding of HR Analytics in relation to the organization's meaning that provides significance, not the HR Analytics itself.

Focusing on discrete metrics without taking into account applicable contextual considerations results in poor judgments. According to Levenson and Fink (2017), simply measuring HR practices with HR metrics does not result in practical lessons that improve efficiency. HR managers should consider the fiscal, technical, cultural, political, and shaping variables in their operating context, according to CBHRT supporters, since these factors influence the recommended responses. HR managers must realize that HR Analytics adds value by adding sense to data after taking into account all other related variables influencing business results.

When HR data is combined and analyzed with other related data, the manager just gets observations that give them a competitive edge. The participants acknowledged that data are not inherently information; they must be analyzed and contextualized in order to become accurate information that policy and strategy makers on the organization will use to make well-informed decisions.

HR Analytics, as described by Interviewee 3, is the process of taking available data and arranging it in such a way that it makes sense for management decisions. Interviewee 3 went on to say that analytics are created by starting with data, turning it into something measurable (a metric), and then combining a series of metrics.

Interviewee 2 believes that the HR individual should spend time learning about HR Analytics, not just in terms of what they calculate, but also in terms of why you need them. Interviewee 4 advised against looking at statistics and drawing

conclusions without doing further research to figure out what the figures said. Interviewee 5 stressed the importance of contextualization of data, explaining that the context reaffirms the data and the data itself may not tell the whole story. Interviewee 5 gave an example of a firm that failed in its effort to offer cell phone insurance based on evidence about the market's prospects in the Ethiopia. The company refused to understand the social background, according to Interviewee 5, because the average Ethiopian is stoic and considers insurance to be a rarely important.

HR managers must consider HR metrics, the market, and the tools they use to extract metrics in accordance to how HR Analytics increases company results. Interviewee 2 remembered an incident in which an unintended gender imbalance in candidate selection was implemented by a recruiting algorithm. Interviewee 1 described a scenario in which turnover and substitution rates were rising while recruiting costs were decreasing, highlighting the dangers of not getting a detailed understanding of HR metrics and HR Analytics. The abnormality, according to Interviewee 1, led them to find a flaw in the HR programme algorithm. Failure to use the right metrics or a lack of knowledge of the foundation was the reason behind this flaw in the algorithm.

These cases support the argument made by some writers that HR decisions should not be based solely on statistics. As Interviewee 4 points out, data by itself does not reveal the whole picture or add meaning. To help HR decisions, HR managers must blend their comprehension of individuals, knowledge of the company context, and adequate data analysis. HR managers employ HR Analytics to boost business efficiency by combining both of these considerations.

4.1.3 Concept 3: Major contributors of HR Analytics adoption

When asked what factors affected HR Analytics implementation in their organizations, the participants cited service, competition, and technology as the most influential coalition factors.

Interviewee 1 indicated that the use of HR Analytics is influenced by the implementation of technology because if you embrace technology, you can have derivatives such as data from it. People use analytics, according to Interviewee 2, because they want to create strategic choices in order to succeed and prosper by reducing the costs of iterating and predicting what works.

In a VUCA (volatile, uncertain, complex, and ambiguous) context, Interviewee 4 indicated that HR Analytics affects market economic performance and provides a competitive edge by improved planning and implementation of policies, as well as allowing forecasting.

The people who will be your rivals, according to Interviewee 2, are international companies, so if you want to play and avoid becoming a low-performing business, your goal should be to rise, prosper, and conquer. You must make educated decisions; you cannot afford to take risks, iterate, or lose money, or your development will be stunted.

In both the research study and the interviews analysis, factors classified within the CBHRT Social, Cultural and Legal dimension were found to have a significant influence on analytics implementation in HRM. According to the literature, factors influencing HR analytics include interest provided by HR Analytics software and technology vendors and advisors, legal enforcement, and isomorphic pressures from other large effective businesses that use analytics. The impact of SCL variables was also evident in the responses of the interviewees.

Interviewee 1, an HR consultant, claimed that the majority of the HR analytics ventures he worked on were the result of instruction on the emphasis of analytics results that his company provided to businesses, showing HR Analytics supply-side impact.

Present management and HR practices, according to Interviewee 3, have a huge impact on adoption of analytics in HRM. Interviewee 3 continued, "For example, about 15 years ago, people started talking about talent diversity, and the most important diversity indicators are gender and age." To determine how far you're

adhering to diversity standards, you'll need to keep track of statistics and measures that show how far you've come. You'd also want to persuade industry owners that hiring employees with varied backgrounds makes sense by comparing the organization to those that are more diverse and productive.

Interviewee 2 backed up the idea that emerging HR activity trends have an impact on implementation of analytics in HR function by stating that successful HR administrators must be tech enthusiasts, data-oriented, and have inclination towards financial side of the firm. Interviewee 3 mentioned that they place a premium on achieving business objectives by people.

As a result, prospective HR leaders who are dedicated to delivering market outcomes by people will have a big impact on how HR Analytics is implemented.

Interviewee 3 suggested that irregular social patterns might necessitate HR Analytics adoption when discussing the impact of the social component. People began refusing the company's job opportunities at some point in the past, prompting Interviewee 3 to use HR Analytics to figure out why people were declining offers from the company, which was listed as an industry leader. Interviewee 3 explained how the legal and regularity climate affects HR Analytics by stating that improvements in regulations have an impact on HR Analytics because they specify what HR must monitor and what details HR is supposed to have to fulfil legal requirements.

Many of the participants agreed that business executives have a huge impact on HR Analytics adoption. Interviewee 5 claimed that a new executive chief was the driving force behind HR Analytics adoption, while Interviewee 2 stated that the CFO and CEO were the principal influencers in a successful adoption of analytics in their company. Interviewee 2 elaborated, "If the CEO is very data and numbers-focused and prefers to make choices based on statistics rather than sentiments, then he would have a significant influence in adoption of HR analytics in any firm"

HR Analytics adoption is context dependent, according to the literature and study, and HR managers must be mindful of how the company's climate can affect HR Analytics adoption. The organizational background suggests HR Analytics preparation and recognizing the organization's influencers allows the HR manager a better view of the stakeholders whose assistance is critical. The crucial success drivers for effective HR Analytics plan formulation and execution will be identified using a contextual approach.

4.1.4 Concept 4: Inhibitors in adoption of Human Resources Analytics

The mystery of low HR Analytics adoption notwithstanding multiple benefits offered by scholars necessitates an examination of the causes or obstacles to HR Analytics adoption. Understanding the problems would aid those preparing for HR Analytics in devising strategies to resolve them. Lack of funding, managerial support, an unconducive society, a lack of expertise, and an inadequate technological infrastructure were the key barriers identified in the literature. The lack of traditional HR Analytics structures was cited by other researchers as an obstacle to HR Analytics adoption.

While all of the obstacles listed in the literature were also recognized by the interviewees, the lack of understanding of how HR Analytics adds value for the firm's growth emerged as a distinct trait. This challenge is given such a high priority as it has an effect on all other aspects of implementation of HR analytics. HR managers who don't realize how HR Analytics brings value won't be able to persuade their firm leaders, resulting in a shortage of funding and inability to devote necessary capital for HR Analytics technologies and capability development.

Interviewee 4 mentioned that the failure to correctly recognize data collection and analysis in order to produce analytics that will direct decision making is a deterrent because CEOs may be unable to engage in what they do not value.

Interviewee 1 suggested that HR Analytics awareness is still emerging, and many people, including management, do not even have a complete understanding of it; thus, before adopting, the first approach should be to create a business case to show stakeholders the value. There are many aspects analytics will influence the bottom line, but expressing the magnitude is difficult; for example, it's difficult to conclude that if we spend X dollars on analytics, we'll get Y dollars back on our bottom line.

Failure to persuade management that HR Analytics is valuable and would make a dramatic contribution to the organization, according to Interviewee 2, ensures the project will never be accepted. Many CEOs, according to Interviewee 3, are still wary of HR info, so you'll have to persuade them that HR Analytics adds value. Other obstacles to HR Analytics adoption that HR administrators must address include HR practitioners' lack of expertise and data problems. Four of the researchers cited a shortage of expertise as a major impediment to HR Analytics. Many HR professionals, according to Interviewee 1, struggle with the skillset needed for HR Analytics.

The analytical skills required, according to Interviewee 4, were the ability to deal with numbers, mathematical analysis, economic criteria, and general mathematical ability, which most HR professionals lack. Nobody likes numbers in HR, according to Interviewee 3. You must note that the people who work in HR are usually those who have ignored numeracy since elementary school and have practiced humanities. They don't like statistics, but they'd opt for other ways to view their data that didn't include analytics. As a result, physicists and mathematicians who work in HR are better at analytics than attorneys, social scientists, and political scientists. The fact that three of the five sample respondents studied science, one studied biomedical engineering, and the other studied finance, and all converted to HR later in their professions, demonstrates the truth of these claims.

Data was mentioned as another major obstacle to HR Analytics by the participants. Although the participants accepted that meaningful HR Analytics involved a mixture of internal and external data, there was a notable gap in data problems in Ethiopia versus the United States. The problem that data posed to the Ethiopia participants was the lack of accurate data. The availability of data and the capacity to interpret data, according to Interviewee 1, is a significant problem for HR Analytics because many people have data but do not know how to obtain useful knowledge from it.

Interviewee 4 noted that collecting data is a challenge, and that implementing HR Analytics would be difficult if data collection is inefficient. HR Analytics deployment is hampered by the scarcity of automated data mining systems, according to Interviewee 4.

The data used by HR Analytics from internal HR data systems was just a small part of the data specifications, according to Interviewee 2; data difficulties included a lack of expertise and technical know-how needed to extract the data, as well as ethical risks associated with accessing external data. The ability to correctly analyze the data and consider what assumptions one could objectively and logically draw from the data was the key difficulty for Interviewee 5.

Another obstacle to HR Analytics, according to the participants, is a shortage of financial and technical capital. In some cases, the large distance between the company's current level of technological implementation and the conditions required to enforce competitive HR Analytics posed too much of a chasm for the companies to resolve, according to Interviewee 2. Creating information about the value HR Analytics offers, using suitable tools to mine data, generating organizational buy, and taking a collective approach to HR Analytics were all suggested tactics for overcoming these obstacles.

4.2 Application of Human Resource Analytics to Corporate world

During analysis of the literature, an intriguing dilemma is observed: the literature abounds with benefits of using HR Analytics, but acceptance remains poor. This dilemma remains because the obstacles to HR Analytics implementation remain largely unanswered, including a lack of expertise among HR managers, a lack of organizational resources, and a lack of proven HR Analytics frameworks. Despite the growing recognition of HR Analytics' importance, according to Nair (2018), HR Analytics acceptance remains poor since much of the literature is promotional and lacks details about how to put theory into effect.

HR Analytics may help in more in-depth governance of a valuable organizational resource: personnel. Since people have the greatest impact on company efficiency, effectively implementing HR Analytics will help ensure organizational agility and staff optimization, resulting in a more efficient market.

HR Analytics' statistical capability enables businesses to review large volumes of data and forecast patterns. Such awareness gives a business a strategic advantage as it shifts from reactionary to proactive mode, taking advantage of perceived trend openings ahead of the competition or mitigating anticipated risks.

In this report, I looked at the HR Analytics implementation techniques used by some HR managers to enhance organizational efficiency. The results of this study reflect real-world HR Analytics tactics that have been successfully implemented. HR Analytics must comply with business strategies, according to the results, and HR managers must grasp and market how HR Analytics experiences boost organization results. Managers should recognize the factors that affect HR Analytics adoption and address issues such as HR Analytics praxis awareness, skills gaps, and details. The results of the study could help HR managers and business leaders who want to use HR Analytics to increase their competitiveness.

With the implementation of HR Analytics, it is expected that HR management will shift, becoming more proactive and consistent with company goals and strategies. This study offers managers a step-by-step method for moving HR management's emphasis from productivity to effect, thus increasing HR's strategic leverage and meaningful impact to the bottom line. The concept of HR Analytics being situation specific resounds in the literature and among the participants in the study. HR administrators must have a thorough view of the organizational environment in order to execute HR Analytics successfully.

The measures proposed in this study for conducting a change impact review would provide HR managers with a strategic plan for evaluating their existing organizational context from the external, internal, historical, and influential coalition viewpoints. The change impact review would show the current state of HR Analytics readiness and the reasons that managers should use to gain management approval for a competitive HR analytics implementation. HR administrators will be able to create constructive plans to decrease the chances of HR Analytics project delays based on the specifics of the challenges to progress for HR Analytics and the proposed HR Analytics model.

4.3 HR Analytics' significance in Social Change

There are important consequences for sustainable social impact if HR administrators use HR Analytics to pursue a more evidence-based approach to HR management. Individually customized employee policies have a positive impact on total workforce job environment. HR Analytics facilitates segmentation of workers, providing distinct workforce practices and practices, and customizing employee value sets by harnessing and encouraging more insightful review of HR related data. HR Analytics eliminates ambiguity in decision-making, thus resulting in more straightforward systems and decisions.

Removing prejudice and pure speculation from employee choices can result in decisions that produce the expected results, resulting in content workers. HR Analytics decreases discrimination and improves flexibility of recruiting and also its usage at the time of performance appraisals increases acceptability of the appraisal outcomes while instilling a sense of fairness among workers and has a beneficial impact on their desire to change. Employee engagement and good experience, as observed from previous projects, will contribute to a positive organizational reputation and increased customer satisfaction.

HR Analytics advocates the strategic value of human resource in a firm and facilitates a constructive societal shift away from the widespread perception of HR pillar as just another department. According to a new global survey conducted by Deloitte's Bersin, only 9% of respondents believed they knew the employee related variables that help their businesses perform better. This research aims to assist Human resource executives in using HR Analytics to gain a deeper understanding of the drivers of organizational success and to produce data to back up their recommendations. According to Kryscynski et al. (2018), there is a connection between HR Analytics usage and the HR manager's view as a strategic and beneficial high performer.

HR managers who use HR Analytics are more likely to be successful because they may uncover insights that some can overlook and use data to build awareness and support for their programs. Managers who use HR Analytics would be able to collaborate more efficiently with team management and other numbers-driven positions such as finance, sales, and analysis by using quantitative language. The results of this study show that HR Analytics increases the understanding and importance of individuals in the corporate value chain while still supporting and enhancing the HR value proposition.

HR Analytics improves business efficiency in a variety of areas, including bettering choices, engaging workers with a better match, empowering employees, and allowing for optimum resource use. When data from many sources is

combined, better-informed decisions are made, which increase organizational competence and competitiveness. The findings of this study can encourage business leaders to implement HR Analytics in order to boost company performance, resulting in increased labor efficiency, job rates, and community prosperity.

This research could increase business efficiency by influencing more firms to use HR Analytics, which would have a positive impact on many social indicators such as unemployment, salaries and earnings, and corporate profits.

4.4 Model proposal for Human Resource Analytics implementation

The use of analytics is enhancing processes in other operational fields, and research shows that analytics in human resource management will assist HR managers in enhancing HR's contribution to organizational effectiveness and business performance. One of the inhibitors to adoption, according to scholars, is the scarcity of tested HR Analytics models. Since implementation of analytics in human resource management is still in its infancy, there are few longitudinal researches defining normative templates, and low acceptance is impeding the creation of widely agreed HR Analytics best practices.

The intention of this dissertation was to look at the methods used by HR managers to incorporate analytics with human resource management in order to boost organization's efficiency and performance. An analysis of technical and educational literature revealed a variety of techniques and strategies for implementing HR analytics, including analytical models and guidelines based on HR Analytics application key lessons learnt. A Human resource Analytics implementation model, as seen in Figure 1 has been curated based on the inferences from the interviews and review of the literature's relevant studies.



Figure 1: Proposed Model for HRA Implementation

The model includes procedures that are essential for HR Analytics implementation to be effective.

It is learned from the research that approaching HR Analytics from both a person and organizational viewpoint, as well as taking situational considerations into account, is critical. The measures are shown below.

4.4.1 Measure 1: Analyze current workforce management

An evaluation of the organization's current workforce management practices is the first step in strategic planning. HR administrators should first perform a force

field study, to assess the significant factors affecting HR activities on the extraneous factors such as product/market/technology, as well as socioeconomic, multicultural, and regulatory operational aspects, as well as domestic behavioral and technological resources. Through this measure we will be able to understand the shortcomings and privileges that we have in the current practice. These will serve as a basis for developing the HR Analytics implementation approach, while defining the leading alliance will expose the strategic partners needed to make the HR Analytics a success.

4.4.2 Measure 2: Articulate strategy

The next move is to create an HR Analytics approach that is in line with the overall business plan. HR leaders must take a methodical approach after evaluating the organizational structural conditions if HR Analytics is to excel in transforming the organization. Since HR Analytics necessitates a thorough understanding of the market and its meaning, HR Analytics promoters may use workforce management analysis to identify the most relevant situational factors.

Seeking a holistic approach to HR Analytics implementation would help the initiators understand all possible aspects in order to ensure a successful implementation. HR Analytics goals, governance model, team membership, finances, expertise, data processing and incorporation, legal and ethical challenges, change management, indicators, and risks can all be included in the plan. Beginning with an HR Analytics approach ensures that HR Analytics goals are aligned with organizational capabilities. It's pointless to continue to introduce HR Analytics in a company that doesn't have appropriate statistical analysis capabilities or an Human Resources Information System.

Corporations who are new to analytics should concentrate on developing detailed reporting and data infrastructure. HR Analytics can be made an embedded, repeatable, and continuous method by establishing an HR Analytics strategy.

4.4.3 Measure 3: Group people with different expertise

The next phase will be to determine the HR Analytics team outlined in the strategic plan's criteria. Scholars stressed the importance of HR Analytics management at the corporate leadership level in order to foster a data-driven decision-making process and ensure that the project receives the funding and tools it requires. The HR Analytics team should include associates that make policies in the loop so that they take responsibility of it and are eager to put the data to use. Since HR Analytics should solve market issues, experts advise grouping people from different expertise and pillars on the firm and forming a cross-functional team.

To have an overview of the organizational issues, the squad should include representatives from the company's core operational areas, as well as Human Resource and Information Technology departments. Communication, re-orientation, and progress management strategies can be aided by including influencers and other leaders who might act as supporters of the necessary improvements to the community and processes.

4.4.4 Measure 4: Identify areas for implementation

Following selection and strategy formation, the team will begin looking at ways to apply HR Analytics to market issues. HR Analytics deployment, according to researchers, should begin on a small scale to meet the most pressing market needs. The following are some methods for finding HR Analytics opportunities: focusing on conditions that support the company's competitive edge capability or focusing on strategic transition criteria in employee and organizational capabilities. The initial HR Analytics activities should concentrate on the main factors that support the company's value. After the team has prioritized areas for HR Analytics activities, they must create hypothetical problems, the replies to which would include the solutions required.

HR Analytics' goal is to create a relationship between HR services and market outcomes, which necessitates a testing methodology and methodological methods to uncover cause and effect linkages and connections that are exclusive to each organization. An HR Analytics project should be conducted in the same way as a research analysis is approached: define the market challenge, formulate a research question that addresses the problem, and determine the related variables.

The HR Analytics team will then determine what data is required to investigate the issue, collect the data, interpret the data using suitable statistical methods, and announce the findings in an acceptable manner for the crowd.

The related variables relating to the issue will be determined by the cross-functional committee, which includes individuals with in-depth experience of the factors that affect the company's efficiency. Based on experience, insight, or previous study results, they use theories to determine how HR factors would impact company outcomes. The aim of HR Analytics is to provide proof of HR's effect on business performance growth. As a result, HR Analytics findings would disclose the links between HR policies and company outcomes. The type of data and analysis required to resolve the problems that will yield the most important strategic insights will be determined by the nature of the query.

4.4.5 Measure 5: Collect and analyze data for specific areas

The team must figure out what kind of data is needed to address the study problem. The team can confirm which datasets are needed, if they already have the information, and, if not, how they can access it. Instead of focusing on what is simple to assess, the HR Analytics team should concentrate on what is important to analyze and is needed to guide decision making. HR Analytics should be based on agreed-upon, well-defined indicators that address questions, show operational dynamics, or create a link between HR and market outcomes. The group should also settle on the company efficiency criteria that would be used to evaluate their HR Analytics implementation proposal.

Since HR Analytics is situation, as previously mentioned in this study, the HR Analytics team must choose predictive analytical approaches that will yield the optimal results and address the query. Allowing information or technologies to assess the solution is a general error. HR Analytics is the product of meticulous analytical research using sophisticated mathematical and computational modeling methods that go beyond the evaluation of correlations between factors and include experiments and quasi-experiments in order to determine how human resource inputs influence organizational efficiency. To get a better interpretation of the issues, the HR Analytics team should review it to find trends, associations, and new patterns that were previously unknown.

4.4.6 Measure 6: Socialize results

HR Analytics is also a relatively recent phenomenon in many organizations, and few people are familiar with it. The team should make sure that the reports are clear and easy to interpret for line managers when delivering them. Presentation is crucial and disseminating and socializing the data is half the job of a good HR Analytics. According to experts, the HR Analytics team can develop a clear and convincing presentation for managers around the organization, utilizing visualization tools to tell powerful stories that elicit personal ties, in order to achieve approval.

4.4.7 Measure 7: Enforce Transformation

HR Analytics' overarching goal should be to force change. HR Analytics would not be useful until consumers accept the information and use it to make decisions. Users must agree that the HR Analytics team's recommended results are important and convincing enough to warrant their consideration or intervention, and HR Analytics should help them understand the consequences of their actions or decisions. The organization may perform a pilot to validate the findings before implementing them across the board, depending on the potential effects and risks

involved in the decision. When the outcomes are compared to the pre-determined metrics, it will be clear whether adjustments or scale-up are needed.

Under this measure, the transformation can be enforced by following 3 simple steps:

- ❖ **Implement** the required changes for driving HR management using Analytics
- ❖ **Evaluate** the before and after scenarios and do benchmarking
- ❖ **Adjust** the implementation policies if required.

Some Best Practices for HR Analytics Implementation

Researchers and the interviewees suggested some key problems that businesses ought to consider and integrate to ensure best outcomes during the HR Analytics implementation process.

- ❖ Test back your analysis models' effects. The average age of models in marketing research is two years and although HR Analytics can vary, the high risks of any possible effect need continuous testing.
- ❖ Ensure compliance, create procedures to ensure privacy protection, develop data management and storage strategies, and uphold ethical accountability.
- ❖ Facilitate citizens analytics, use the time and resources needed to achieve workforce recognition and management to include analytics in the company's DNA. Ensure that the HR Analytics team has a thorough understanding of the market, its enablers, and challenges, and that HR Analytics is focused on people.
- ❖ Incorporate transition management tactics and share your achievements both inside the organization and to outside customers.
- ❖ Get the fundamentals right; reliable, integrated data is essential. Create a single framework for combining and evaluating information from all sources

available to HR and other participants and see analytics as a long-term investment.

4.5 Recommendations for Action

The aim of this analysis was to figure out how to execute HR Analytics successfully. My results affirm the advantages of a well-designed and executed HR Analytics initiative, which should inspire HR managers to follow the new practice. HR Analytics is a vital skill for more oriented and proactive HR management and can have a competitive edge. In today's intensely competitive climate, HR and company leaders cannot continue to disregard this rising value-adding pattern. HR professionals who have not begun preparing for HR Analytics should be aware that they are at danger of failing their authority and influence, as HR Analytics is now seen as crucial to HR managers' potential prosperity.

The results of this report should be reviewed by HR and industry executives, as well as leaders from other strategic fields. HR Analytics necessitates a data-driven corporate philosophy, which top management would embrace. Since the emphasis of HR Analytics should be on commercial viability rather than HR, leaders from other functional fields should work with HR on applying HR Analytics to tackle their business challenges.

The value of developing the HR Analytics plan in line with the company strategy has been highlighted in concept 1 based on interview responses and document reviews.

The results of the study showed the significance of the organizational background in HR Analytics deployment.

Managerial assistance, analytical capabilities, and suitable technologies for information collection and mining were found to have the greatest impact on HR Analytics adoption and progress, according to the results. HR administrators and

corporate owners should start planning how HR Analytics can be implemented in their companies. HR management should shift its focus from relational to strategic concerns, with a focus on market performance rather than HR quality.

HR Analytics is a mechanism that allows HR programmes to be linked to specific business results, as well as the use of relevant benchmarks to evaluate all employee-related decisions.

Using a cross-functional team is recommended to incorporate HR Analytics because it necessitates a wide range of expertise, including data analysis, solid HR management experience, industry knowledge, teamwork, and organizational change. A team-based strategy would maximize the chances of obtaining the required HR Analytics expertise, while heterogeneity would encourage competition and imagination.

Using a workforce management study to assess the current situation and pick relevant variables that encourage or discourage HR Analytics in an organization, effective HR Analytics involves close evaluation of all the PMT, SCL, structure that fall under CBHRT.

The HR Analytics team should use the field force review to assess the organization's HR Analytics readiness and create action plans to close any holes. It is proposed through this study that the HR Analytics team begin their journey by gaining a better understanding of the company and its key success indicators. Then, before deciding the correct metrics and methods to maximize results, begin asking the right questions to solve the organization's problems. The HR Analytics model suggested in this study could be used as a reference for the team's HR Analytics implementation plan.

CHAPTER 5: CONCLUSIONS

Organizational leaders must illustrate that we are having the best results on our investments in employees in today's rapidly changing resource-constrained world. HR management must start talking about HR's effect on business success in monetary terms and with the right metrics. To have an adequate evaluation of the statistics and to produce useful analytics to help improved judgments, the data must be contextualized.

The aim of this analysis was to look at the tactics used by HR managers to incorporate HR Analytics in order to increase company efficiency.

The emerging trends stressed the importance of aligning HR Analytics with corporate policy, recognizing how HR Analytics adds benefit, aligning variables that affect HR Analytics adoption, and developing plans to address HR Analytics adoption challenges. The major reason HR managers didn't use HR Analytics was that they didn't understand how and where to use analytics to maximize company results. This research serves as a link between academia and practice by offering straightforward methods and a method blueprint that HR managers and market leaders may use to put HR Analytics into practice.

It's not as easy as it seems to use analytics correctly. To reap the rewards of this powerful instrument, businesses must act with caution. While some companies are farther along than others, the pattern is clear: human resource analytics is here to stay, and its expansion is unavoidable. Progress may be hindered by logistical or cultural barriers, but it will not be halted outright in a world where data is abundant, accessible, and agreeable to sophisticated research. The scope for analyzing the effect of different personnel management activities on company success and overall results is far too great to be overlooked. While the field's future seems secure, it is not clear that the HR role will be eliminated.

HR, on the other hand, must be interested in order to have the proper meaning and people experience to the study. HR also has learning to do in terms of

developing the requisite skills, identifying business requirements, and learning how to effectively approach workforce analytics.

Small analytics programs that produce promising results would improve further investments and the HR function's reputation, allowing for even more success. And, after significant accomplishments have been recorded, good leadership support for expanded use of people analytics would be more possible.

Others would take suit if one company gains a genuine strategic edge from workforce analytics. Several forward-thinking businesses are forming functional areas of HR-focused data scientists, which may be the start of a revolutionary analytics movement. It is expected that the findings of this study instigate a shift in how people are valued in organizations by inspiring more corporate leaders to implement HR Analytics and affirm that people are their most valuable resource. This realization should help to promote social transformation by focusing on people-oriented strategies that would encourage workers to be more active and, in turn, boost the socioeconomic metrics of the corporation's host communities.

CHAPTER 6: BIBLIOGRAPHY

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