

A STUDY ON THE ROLE OF HR ANALYTICS IN PERFORMANCE IMPROVEMENT OF EMPLOYEES WITH REFERENCE TO MNCS (IT SECTOR)**Mrs. J. Jayalakshmi¹, Dr.M. Geeta²**¹ResearchScholar,KLHBS,KoneruLakshmaiahEducationFoundation Deemed to be University, Off Campus, Hyderabad.²AssociateProfessor,KLHBS,KoneruLakshmaiahEducationFoundation Deemed to be University, Off Campus, Hyderabad.**Abstract**

Human Resources has always been a vital asset of the company. Analyzing multiple data sources from global information technology (IT) consulting Multinational Companies (MNCs), this research unpacks the configuration of a digitalized HR ecosystem of data-assisted human resource management (HRM) applications and HR platforms. The study uses a mixed-method approach, using surveys, interviews, and secondary data analysis to analyze how the digitalized HR ecosystem and HR Analytics tools affect delivering exceptional employee performance and career development. The study's results highlight the role of HR Analytics in defining the professional growth and career planning and development of software workers. The study examines how HR Analytics facilitates the improvement of workforce performance and employee career development in an organization thus increasing the productivity of the employees. This article aims to establish how HR Analytics fits into an organization's ecosystem and, second, how it impacts PI and CD. We also see an increase in employee productivity and HR function's effectiveness. Implications for research and practice are also discussed.

Keywords: HR Analytics, HR analytics tools, performance, Career Development, Data Metrics, Organizations

Introduction

Human resources are always being very vital to the organization's success. To have a competitive edge, employees should be considered as resources, and thus by aligning human resource ecosystem to the core business goals, organizations can achieve success in the competitive market. With increased digitalization at the workplace, especially as we manage HR ecosystems, the use of Analytics and other disruptive technology platforms for enhancing the employee experience of HR practices and employee career planning and development at work is gaining importance. As workplace digitalization increases, employees interact with the various digitalized assets in an organization's ecosystem. Despite its increase, there is a limited theoretical basis for understanding how HR Analytics and HRM infrastructure fit into an organization's broader ecosystem and how firms design and implement an HR ecosystem and a configuration of digitalized applications to cater to the firm's digital, human and physical aspects of the work environment for improving employees experience levels. Theoretically, this problem is further

compounded as there is significant diversity in the conceptualizations of employees' career planning and development.

Human Resource analytics is a part of analysis that focuses on metrics and measures related to human processes. It enhances employees' productivity and ensures the measure of investment in HR. It authenticates the decision process from recruitment to employee integration in the organization. Analyzing data to draw conclusions based on factual evidence is more likely to be an objective decision, than those decisions that are made with intuition. Adopting HRA will help organizations with a competitive advantage by engaging and retaining the top talent.

On the contrary, failure to accept HRA will hurt the organization's competitive advantage. Similarly, the research pinpoints that HR is aligned to know the impact of business outcomes in financial terms which could help the firms to be in sustainable improvement. The purpose of the research is to categorize the factors involved in the adoption of HR analytics in the context of employees and create a better awareness of the usage of analytics which provides comprehensive growth in the organization. The present analysis has pointed out that analytics data which could track workplace attendance, accidents, injuries, turnover costs, and recruitment decisions, engagement are used to predict the future HR aspects in the organization. It provides a sustainable contribution to the economic outcome of the organization. The strategies could address the quality and cost issues related to recruitment, development activities, and welfare provisions during environmental changes.

Literature Review

The article Human Resource Analytics (Talent Analytics) (Rouse, M. 2012) [6], clearly states that HR analytics is the sophisticated application of data mining and business analytics techniques to human resource data. HR analytics gives an insight for effectively managing its employees to achieve business goals quickly and efficiently. She also explains that HR analytics helps to identify what data should be captured and how to use the data to model and predict

the capabilities so that the firms can get maximum Return on Investments (ROI) on their human capital.

This paper on employees' experience (Ashish Malik, Pawan Budhwar, Hrishi Mohan, Srikanth, 2023) aims to establish how AI-assisted HRM fits into an organization's ecosystem and, second, how it impacts EX and EE. Our findings show that AI-assisted applications for HRM enhance EX and, thus, EE. We also see increases in employee productivity and HR function's effectiveness. Implications for research and practice are also discussed.

The paper on HR Analytics and its Impact on Organizational Performance (Mr. Hritik Kale, Dr. Dilip Aher, Dr. Nilesh Anute, 2022 IJRAR) explores the various uses of HR Analytics in different organizations and the benefits of the use of HR Analytics. With the help of analytical tools organizations can recognize issues like performance, employee turnover, retention employee behavior, etc by using the data available to the organisation.

The research literature on Adoption Factors Impacting Human Resource Analytics Among Employees by (R. Alamelu, R. Nalini, L. Cresenta Shakila Motha, R. Amudha, and S. Bowiya, 2017) proposes that HR is aligned to know the impact of business outcome in financial terms which could help the firms to be in sustainable improvement. The analysis has pointed out that analytics data which could track workplace attendance, accidents, injuries, turnover costs, and recruitment decisions, engagement are used to predict the future HR aspects in the organization.

The study An ROI-based review of HR analytics: practical implementation tools (Chalutz Ben-Gal, H.(2019)) aims to provide a return on investment (ROI) based review of human resources (HR) analytics. The study first, offers an integrative analysis of HR analytics to provide scholars and practitioners a comprehensive yet practical ROI-based view on the topic; second, it provides practical implementation tools to assist decision-makers concerning questions of whether and in which format to implement HR analytics by highlighting specific directions as to where the expected ROI may be found.

The article on HR analytics and employee turnover HR analytics is essentially based on the well-known management maxim that what cannot be measured cannot be (efficiently) managed, applying this maxim to human resources. But whether you use only basic reporting or some more advanced analytics, the objective is always the same – try to use data and their analysis to suitably influence the individual HR processes that help organizations achieve their strategic goals.

Objectives of the Study

1. To study the various Analytic tools adopted by different MNC's.
2. To Investigate how HR Analytics elevates the performance of employees.
3. To investigate the influence of HR Analytics on overall Human Resource development which results in achieving organizational goals.

Research Methodology

This research paper covers the individuals currently employed in ITES Hyderabad. Using a stratified sampling method, grouped the IT firms in Hyderabad by characteristics such as size, age, and focus.

The primary data was collected using a standardized questionnaire covering self-efficacy, quantitative efficacy, data & tool availability, fear appeal, social influence, performance outcome & effort, and level of acceptance. The collected data were analyzed using simple tables and tools as factor analysis, multiple regression was used to know the impact and effects of HR analytics at the workplace.

Complement primary data from surveys with secondary data from sources like corporate reports, performance indicators, and industry journals.

Data Analysis and Interpretation:

Reliability Statistics		
	Cronbach's Alpha	Items
A		

Reliability: Reliability reflects the extent to which the item within an instrument measure the various aspects of the same characteristics or construct.

Interpretation: The reliability of an evaluation method is defined as the degree to which its results would remain stable if the method were used again. Cronbach's Alpha of variable Human Resource Analytics is 0.833, Performance Improvement is 0.779 and Career Development is .809. According to experts, Cronbach's alpha value must be more than 0.70 then the questionnaires are stable. Since the Cronbach's alpha of

all the variables is more than .70, hence our questionnaire to measure the variables is stable.

Hypothesis -1 (H1): Human Resource Analytics has a significant impact on the Performance improvement of Employees with Reference to MNCs (IT Sector)

The Mean, Std. Deviation and Kurtosis Values for the data

Descriptive Statistics

	Mean	Std. Deviation	Kurtosis	Skewness	Normality Test	Shapiro-Wilk	Anderson-Darling	Kolmogorov-Smirnov
A1	5.36	.31	-.06	-.03	.987	.987	.987	.987
A2	5.67	.31	-.06	-.03	.987	.987	.987	.987
A3	5.10	.31	-.06	-.03	.987	.987	.987	.987
A4	5.20	.31	-.06	-.03	.987	.987	.987	.987
A5	5.10	.31	-.06	-.03	.987	.987	.987	.987
A6	5.24	.31	-.06	-.03	.987	.987	.987	.987
A7	5.79	.31	-.06	-.03	.987	.987	.987	.987
A8	5.90	.31	-.06	-.03	.987	.987	.987	.987
A9	5.20	.31	-.06	-.03	.987	.987	.987	.987
A10	5.10	.31	-.06	-.03	.987	.987	.987	.987
A11	5.37	.31	-.06	-.03	.987	.987	.987	.987
A12	5.20	.31	-.06	-.03	.987	.987	.987	.987
A13	5.20	.31	-.06	-.03	.987	.987	.987	.987
A14	5.30	.31	-.06	-.03	.987	.987	.987	.987
A15	5.30	.31	-.06	-.03	.987	.987	.987	.987
P1	5.28	.31	-.06	-.03	.987	.987	.987	.987
P2	5.20	.31	-.06	-.03	.987	.987	.987	.987
P3	5.10	.31	-.06	-.03	.987	.987	.987	.987
P4	5.77	.31	-.06	-.03	.987	.987	.987	.987
P5	5.36	.31	-.06	-.03	.987	.987	.987	.987

P6)		5))
P7				3	7	3))
P8				3	5	1		3)
P9				7	5	1		5)
P10				7	2	7		5)
P11)		3))
P12				4		5		3)
P13				3	3	2		9)
P14				5	5	3		2)
P15)	2	2		2)
P16))	7))
P17				7		9		2)
P18				3	5	0		4)
P19)	4	2		3)
P20				5	5	6		3)
idN wis									

Interpretation: The mean, Standard Deviation values for Human Resource Analytics and Performance Improvement variables are in the range of 1-5 Values and all the scale values are created with five pointsscalei.e.,1-StronglyDisagree,2-Disagree,3-Natural,4-Agree &5-StronglyAgree.Distributionsthatarepeakierthanaveragehave a positive kurtosis. When the kurtosis is negative, the form is flatter thanaverage. Ifthe kurtosisisover +2,the distributionisexcessively peaky, which is analogous to when the skewness is above +2.

HypothesisTesting:RegressionAnalysis-CoefficientTesting

H1: Human Resource Analytics has a significant impact on the Performance Improvement of Employees with Reference to MNCs (IT Sector)

Coefficients

Standardized Coefficients		Standardized Coefficients	
Model	Error	Model	Error
Constant	1.13		.05
HR Analytics	.52		.372

a. Dependent Variable: PI

Interpretation: According to the above table, the significance value is less than 0.05 and t-value is more than 1.96. In our test, the value of t-value is 7.905 i.e., significant and sig. value is < 0.001 which indicates significant. Finally, the hypothesis statement is accepted, i.e., Human Resource Analytics has a significant impact on the Performance Improvement of Employees with Reference to MNCs (IT Sector).

Conclusion:

To conclude, Human Resource Analytics significantly impacts Performance Improvement and overall Human Resource Development. Human Resource Analytics and its predictive capabilities will strengthen performance and career development by way of aligning Analytics metrics and HR practices with the strategic goals of the organization. With the help of analytical tools organizations can recognize issues like performance, employee turnover, retention employee behavior, etc by using the data available to the organisation. Analytics is a new trend in the HR area, which leads to decision-making based on data instead of intuition and estimates. This study on HR Analytics and its impact on the performance improvement and career development of employees of MNCs in the ever-changing IT sector enlightened us with valuable insights. It explored the connection between the adoption of HR Analytics tools and its positive effect on performance and career development of employees in an organization which results in the attainment of the mission of the organization.

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