Impact of HR Analytics in Strategic Decision making in the Info Tech Sector

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Abstract
This paper reviews the role of HR analytics in strategic decision-making in the Info Tech sector. The paper examines the types of HR data used for analytics, the methods used to analyse the data, and the impact of HR analytics on strategic decision-making. The literature review shows that there has been a growing interest in HR analytics, as organizations seek to gain insights into their employees' performance and behaviour. HR analytics can be used to identify high-performing employees, to improve employee engagement, and to enhance organizational performance. The paper also discusses the challenges and limitations of HR analytics and provides future directions for research in this field. The research is exploratory in nature and is based on a review of literature, journals, websites, and other reliable sources. Overall, the paper highlights the importance of HR analytics in improving organizational performance and making data-driven decisions about employees in the Info Tech sector.
Keywords: HR Analytics, Decision-making, Employee Engagement, Employee satisfaction.

I. Introduction

Human Resource (HR) analytics is an important tool for organizations to make data-driven decisions about their employees. In the Info Tech sector, where the workforce is highly skilled and knowledge-intensive, HR analytics can provide valuable insights into employee performance, skills, and retention. This paper reviews the current state of research on the role of HR analytics in strategic decision-making in the Info Tech sector. The paper examines the types of HR data used for analytics, the methods used to analyse the data, and the impact of HR analytics on strategic decision-making. The literature review shows that there has been a growing interest in HR analytics, as organizations seek to gain insights into their employees' performance and behaviour. HR analytics can be used to identify high-performing employees, to improve employee engagement, and to enhance organizational performance. According to Lepak & Gowan (2010), In the Info Tech sector, HR analytics can be used to identify the skills and competencies that are needed for success, to evaluate the effectiveness of training and development programs, and to improve employee engagement and well-being. The most commonly used HR data for analytics includes employee demographics, performance data, training and development data, and employee satisfaction data. In the Info Tech sector, HR analytics can also use data from social media platforms to gain insights into employee sentiment and engagement. HR analytics can use different methods to analyse data, including descriptives analytics, predictive analytics, and prescriptive analytics. Machine learning algorithms can be used to analyse large datasets to gain insights into employee behaviour and performance. Predictive analytics can be used to forecast employee turnover, to identify the factors that contribute to employee performance, and to identify the characteristics of successful employees. Descriptive analytics can be used to identify trends in employee performance, and to track the performance of different groups of employees. Prescriptive analytics can be used to identify areas of the organization that need improvement, and to recommend actions to be taken to improve performance (Holtz, 2018).

The impact of HR analytics on strategic decision-making in the Info Tech sector can be significant. HR analytics can provide insights into the skills and performance of employees, allowing organizations to make informed decisions about recruitment, training, and retention. By analysing data related to employee performance, organizations can identify areas where employees need additional support or training. HR analytics can also be used to measure the effectiveness of training programs and identify employees who are likely to leave the organization. By identifying employees who are at risk of leaving, organizations can take steps to retain these employees by offering development opportunities, incentives, and other benefits (Davenport, 2018). By

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leveraging data analytics, organizations can make informed decisions about their HR strategies, which can lead to better business outcomes. Human resource (HR) analytics has emerged as a valuable tool for organizations seeking to improve their performance by using data to make informed decisions about their employees. Over the past few years, there has been a growing interest in HR analytics in the business world, and researchers have examined its effectiveness and potential in different industries.

Objectives Of the Study The paper titled — Impact of HR Analytics in Strategic Decision making in the Info Tech Sector is aimed to cover the following objectives:
1. To know the concept of HR Analytics
 2. To identify the impact of HR Analytics on Strategic Decision-Making
3. To study the challenges and Limitations of HR Analytics
4. To determine the Future Directions for HR Analytics

Research Methodology
The research is exploratory in nature; it emphasises on Literature reviews, Journals, websites and the other reliable sources.

II.   Meaning Of HR Analytics
        The new analytic techniques such as big data and artificial intelligence has grabbed the attention in recent years (Davenport *et al.*, 2012) and there have been numerous blog posts and press reports on human resource analytics (HRA), however limited attention was given by management researchers to same (Marler & Boudreau, 2017). Although companies were using HR metrics and different levels of analytics in the field of human resource management (Boselie, 2014), but HR people were not accustomed to follow a data driven approach. Although, HR analytics is relatively a new field, it requires experienced professionals in analytics to work in this domain. The analytics software's commonly used in the industry include software's like SAP, Oracle, R studio, SAS, SPSS, Excel etc.)
        The role of HR Analytics is defined as a "process to collect, transform and achieve key HR related data and documents, to investigate the accrued facts the usage of analytics models, and to distribute the evaluation outcomes to selection makers for making highbrow decisions" (Kapoor and Sherif, 2012). Vihari and Rao, 2013 has linked sophisticated data mining and business analytics techniques to the field of HR. HR Analytics is also discussed as quantitative and qualitative data and information management tool that aims to gain insight and support decision-making processes with regard to managing manpower in organizations. HR analytics is not only confined to be defined as a tool but it is a process to produce meaningful insights by following the approach of "garbage in – garbage out" which implies that poor data combined with brilliant analytics will produce little value. In an evidence-based review of HR analytics conducted by Marler and Boudreau (2017), HR is defined as an exercise enabled through statistics that makes use of descriptive, visible and statistical analyses of data associated with HR processes, human capital, organizational overall performance and financial benchmarks to set up business effect and to allow IT based decision-making. Numerous HR managers advocate use of analytics for identifying and quantifying the HR-drivers of business outcomes that lies within the HR function or department. Some leading software vendors (e.g. Workday, SAP's Success Factors) use the term 'workforce analytics' for their products. 'People analytics' may be the most neutral label and it is consistently used by the firm Google that has embraced use of 'people operations' instead of 'HR department'(Heuvel & Bondarouk, 2017).
        HR analytics relies on various types of data to analyse and understand employee behaviour, performance, and engagement. Some of the most commonly used types of HR data for analytics given in the year 2017 by Boudreau & Cascio are discussed as follows:-
        Demographic Data -Demographic data includes information about an employee's age, gender, ethnicity, education, work experience, and other personal characteristics. This type of data can be used to find trends in employee performance and to track the performance of diverse groups of employees. For example, demographic data can help organizations to identify whether there are any gender or age-related disparities in terms of performance or opportunities for career advancement.
        Performance Data- Performance data includes information about an employee's job performance, such as their productivity, quality of work, and attendance. This type of data can be used to identify high-performing employees, to evaluate the effectiveness of training and development programs, and to identify areas for improvement. Performance data can also be used to compare the performance of different departments, teams, or locations, and to identify the factors that contribute to high or low performance.
   Training and Development Data- Training and development data includes information about the training and development programs offered by an organization, as well as the participation and performance of employees in these programs. This type of data can be used to evaluate the effectiveness of training programs, to identify areas for improvement, and to understand the impact of training on employee performance and career

advancement. By analysing training and development data, organizations can identify the training programs that are most effective in improving employee performance and engagement.

Employee Satisfaction Data- Employee satisfaction data includes information about employee attitudes, opinions, and perceptions related to their work environment, job satisfaction, and overall job experience. This type of data can be collected through employee surveys, focus groups, or other feedback mechanisms. Employee satisfaction data can be used to identify areas of the organization that need improvement, and to evaluate the effectiveness of employee engagement programs. It can also help organizations to identify the factors that contribute to high or low employee engagement and to develop strategies to improve employee engagement and well-being.

Social Media Data- In the Info Tech sector, HR analytics can also use data from social media platforms to gain insights into employee sentiment and engagement. Social media data can include information about employee posts, likes, comments, and other online interactions. By analysing social media data, organizations can identify employee sentiment and engagement, and can develop strategies to improve employee engagement and well-being.

In conclusion, HR analytics relies on various types of data to gain insights into employee behaviour, performance, and engagement. By analysing these data types, organizations can make informed decisions about recruitment, training, and retention, and can improve employee engagement and organizational performance.
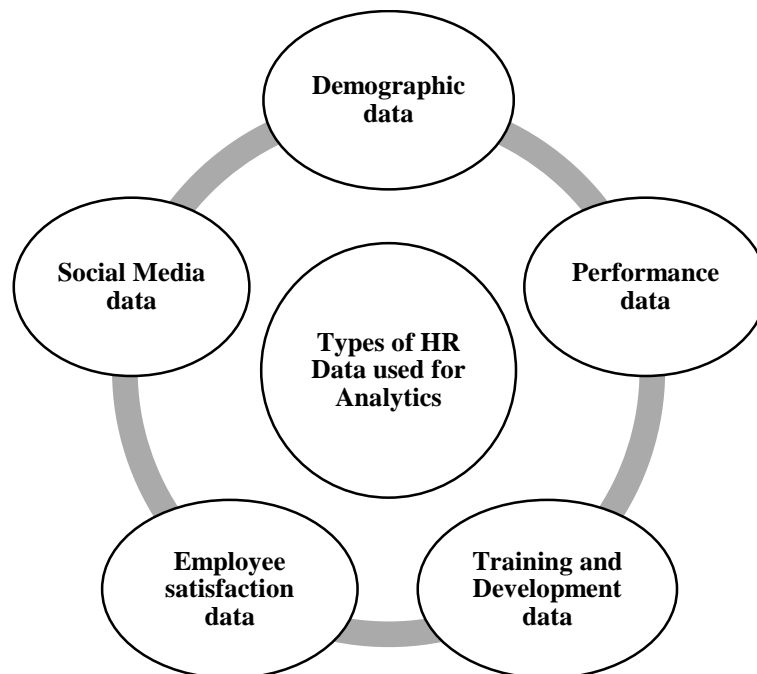
Source: Fitz-enz, J. (2016). Predictive analytics for human resources. John Wiley & Sons.

III.   Literature Review

In recent years, there has been a growing interest in HR analytics, as organizations seek to gain insights into their employees' performance and behaviour. According to Lawler, Levenson, and Boudreau (2004), the use of HR metrics and analytics has become increasingly popular in organizations. The authors argue that HR analytics can help organizations to identify and track HR-related metrics, and to use data to make informed decisions. Aquinas and O'Boyle (2014) argue that HR analytics can be used to identify high-performing employees, to improve employee engagement, and to enhance organizational performance.

In the Info Tech sector, HR analytics has become particularly important, as the workforce is highly skilled and knowledge-intensive. In 2015, Rasmussen and Ulrich conducted a study on the use of HR analytics in 44 organizations across various industries. The study found that organizations using HR analytics had a higher return on investment in HR and higher revenue per employee. The authors also found that organizations using HR analytics had a better understanding of the skills and competencies needed for success, which helped in recruitment and talent management. Furthermore, HR analytics can be used to identify the characteristics of successful employees and to align HR strategies with business objectives. Similarly, in 2016, Bechtoldt, Kim, and Yusko studied the use of HR analytics in talent management in 26 large multinational corporations. The authors found that the use of HR analytics was positively associated with employee performance and retention. They also

found that organizations using HR analytics were better able to align their HR strategies with business objectives, resulting in improved financial performance.

According to Lee and Kim (2017), HR analytics can be used in the Info Tech sector to identify the skills and competencies that are needed for success, to evaluate the effectiveness of training and development programs, and to improve employee engagement and well-being.

In 2020, Pillai & Sivathanu (2020) conducted a study on the use of AI in talent acquisition in the Info Tech sector. The study found that HR analytics could be used to identify high-performing employees and develop targeted retention strategies. The authors also found that organizations using HR analytics had a better understanding of the factors that contributed to employee turnover and were better able to address them.

In 2020, Gupta and Varma conducted a study on the use of HR analytics in performance management in the banking industry. The study found that HR analytics could be used to identify the factors that contributed to employee performance, such as job satisfaction and motivation. The authors also found that organizations using HR analytics had a better understanding of the drivers of employee performance and were better able to design performance management systems that aligned with business objectives.

Most recently, in 2021, Bose and Subha conducted a study on the use of HR analytics in talent acquisition in the IT industry. The study found that HR analytics could be used to identify the skills and competencies needed for success in different roles, and to develop targeted recruitment strategies. The authors also found that organizations using HR analytics had a better understanding of the factors that contributed to successful recruitment and were better able to design recruitment processes that aligned with business objectives.

In conclusion, the literature suggests that HR analytics can provide valuable insights to managers and help them to make informed decisions about their employees. By leveraging data analytics, organizations can make informed decisions about their HR strategies, which can lead to better business outcomes. HR analytics has been shown to be useful in enhancing organizational performance, increasing employee engagement, and identifying high-performing employees. The Info Tech sector can benefit from using HR analytics to improve the skills and competencies of its employees, and to improve recruitment and retention. The literature supports HR analytics as a promising area of research and practice, with many potential applications across industries to improve organizational performance.

IV.   IMPACT OF HR ANALYTICS ON STRATEGIC DECISION-MAKING

Research has shown that organizations that use HR analytics have a better understanding of their employees' skills and performance, which enables them to make more informed decisions about training, development, and retention (Cascio, 2018; Lee & Kim, 2017). HR analytics can also help organizations to identify the characteristics of high-performing employees, enabling them to recruit candidates who possess similar qualities.

Furthermore, HR analytics can impact strategic decision-making by providing insights into the alignment of HR strategies with business objectives. Firstly, by analysing HR data, organizations can determine whether their HR strategies are achieving the desired outcomes and make necessary adjustments. This can lead to a more efficient and effective use of resources and can ensure that the organization is investing in the right areas to achieve its strategic goals.

Secondly, HR analytics can also inform strategic decision-making by identifying trends in employee engagement, job satisfaction, and well-being. By analysing employee survey data, for example, organizations can identify areas where employees are struggling and take steps to address these issues. This can lead to a more engaged and productive workforce, which can positively impact the organization's bottom line.

Thirdly, HR analytics can support strategic decision-making by providing insights into diversity and inclusion. By analysing HR data related to employee demographics, organisations can identify areas where diversity is lacking and take steps to improve diversity and inclusion initiatives. This can lead to a more diverse and inclusive workforce, which can improve creativity, innovation, and overall organizational performance.

Finally, HR analytics can impact strategic decision-making by providing insights into the effectiveness of HR policies and programs. By analysing data related to HR policies such as compensation, benefits, and performance management, organizations can identify areas where policies are not effective and make necessary adjustments. This can lead to a more motivated and productive workforce, which can positively impact the organization's bottom line.

HR data can be analysed using a variety of methods, each with their own strengths and weaknesses.

1) Descriptive analytics is the most commonly used method, as it provides a historical view of employee performance by summarizing and presenting data in a way that is easy to understand. For example, HR metrics such as employee turnover rate, absenteeism rate, and time to hire can be analysed using descriptive analytics. This information can be used to identify trends and patterns in employee behaviour, and to track the performance of different groups of employees (Smith, 2018).

2) Predictive analytics is a more advanced method of analysis that involves using statistical models to forecast future trends based on historical data. In the context of HR, predictive analytics can be used to forecast employee turnover, identify the factors that contribute to employee performance, and identify the characteristics of successful employees. Machine learning algorithms can be used to analyse large datasets to identify patterns and relationships between different variables. This approach can help organizations to make more informed decisions about their employees, such as which employees are most likely to leave the company or which employees are most likely to succeed in a given role.

3) Prescriptive analytics takes predictive analytics one step further by providing recommendations for actions to be taken based on the analysis of data. In the context of HR, prescriptive analytics can be used to identify areas of the organization that need improvement, and to recommend actions to be taken to improve performance. For example, if predictive analytics identifies that employee turnover is likely to increase in the next quarter, prescriptive analytics can provide recommendations for how to reduce turnover, such as increasing employee engagement or improving benefits packages.

4) In the Info Tech sector, machine learning algorithms can be used to analyse large datasets to gain insights into employee behaviour and performance. This approach is particularly useful in the Info Tech sector, where the workforce is highly skilled and knowledge-intensive. According to Lee and Kim (2017), machine learning algorithms can be used to identify the skills and competencies that are needed for success, evaluate the effectiveness of training and development programs, and improve employee engagement and well-being.

Overall, HR analytics can have a significant impact on strategic decision-making in the Info Tech sector. By providing insights into employee performance and retention, alignment with business objectives, employee engagement and well-being, diversity and inclusion, and the effectiveness of HR policies and programs, HR analytics can enable organizations to make more informed decisions and ultimately achieve their strategic goals.

V. CHALLENGES AND LIMITATIONS OF HR ANALYTICS

While HR analytics has the potential to provide significant benefits to organizations, there are many challenges and limitations that must be addressed to effectively implement HR analytics programs. One of the key challenges in implementing HR analytics is the **availability of accurate and reliable data**. HR data can be complex and may be scattered across various systems and databases, making it difficult to extract and integrate relevant data for analysis. Furthermore, **data quality** can be a challenge, as data may be incomplete, outdated, or incorrect. In order to effectively implement HR analytics, organizations must ensure that they have access to clean, reliable data that can be used for meaningful analysis (Marr, 2018).

Another challenge is the **complexity of HR analytics**. Conducting HR analytics requires specialized skills and knowledge, such as statistical analysis, data modelling, and machine learning. These skills may not be available within the organization, requiring the hiring of external consultants or the development of internal expertise. Organizations must also ensure that HR analytics are conducted ethically and in compliance with relevant laws and regulations, such as the General Data Protection Regulation (GDPR) in the European Union (Rouse & Spohrer, 2018).

Data privacy and security is another major challenge in implementing HR analytics. HR data typically includes sensitive and personal information, such as employee performance ratings, salary data, and health information. As such, organizations must take steps to ensure that this data is kept secure and confidential, and that it is not used in a way that violates employee privacy rights. This includes ensuring that data is stored securely, that access to data is limited to those who need it, and that data is only used for legitimate business purposes (Deloitte, 2018).

Finally, there may be challenges in gaining **employee trust** and buy-in for HR analytics. Employees may be concerned about the collection and use of their personal data, and may view HR analytics as invasive or untrustworthy. In order to address these concerns, organizations must be transparent about how employee data is collected and used, and must communicate the benefits of HR analytics to employees (KPMG, 2019).

In summary, while HR analytics has the potential to provide significant benefits to organizations, there are a number of challenges and limitations that must be addressed in order to effectively implement HR analytics programs.

VI. FUTURE DIRECTIONS FOR HR ANALYTICS

As technology continues to advance and become more accessible, the future of HR analytics is likely to see a range of new developments that will further enhance the field. In this section, we will explore some of the potential future directions for HR analytics, including the use of artificial intelligence (AI) and machine learning, the integration of HR analytics with other business functions, and the use of HR analytics to promote employee engagement and well-being.

The Use of Artificial Intelligence and Machine Learning in HR Analytics One of the most promising areas of future development in HR analytics is the use of artificial intelligence (AI) and machine learning. These technologies can be used to analyse large data sets quickly and accurately, identify patterns and trends that may be difficult for humans to detect, and automate certain HR processes, such as recruitment and selection.

One key advantage of AI and machine learning is their ability to analyse unstructured data, such as social media posts or employee feedback, which can provide valuable insights into employee sentiment and engagement. By analysing unstructured data in addition to more traditional sources of HR data, such as employee performance and turnover, organizations can gain a more comprehensive understanding of their workforce and make more informed decisions.

However, the use of AI and machine learning in HR analytics also raises concerns around the potential for these technologies to perpetuate bias and discrimination. For example, if the data used for analysis is not representative of the entire workforce, or if the algorithms used to analyse the data are biased, the results may be skewed, leading to unfair or inaccurate conclusions. As such, it is important for organizations to ensure that the data used for analysis is diverse and representative of the entire workforce, and that the algorithms used for analysis are regularly audited and monitored for bias.

Integration of HR Analytics with Other Business Functions- Another area of future development for HR analytics is the integration of HR data with data from other business functions, such as sales, marketing, and finance. By integrating HR data with other business data, organizations can gain a more holistic view of their operations, and make more informed decisions that consider the interconnections between different aspects of the business.

For example, by combining HR data with sales data, organizations can identify which sales teams are most effective, and which employees are contributing the most to sales success. This information can then be used to inform decisions around recruitment, training, and compensation.

Similarly, by integrating HR data with finance data, organizations can gain a more accurate understanding of the cost of labour and identify areas where costs can be reduced or optimized. By taking a more data-driven approach to workforce planning and management, organizations can make more strategic decisions that support overall business objectives.

Using HR Analytics to Promote Employee Engagement and Well-Being While HR analytics has traditionally been used to identify areas where employee performance can be improved, it can also be used to identify factors that contribute to employee engagement and well-being. By analysing data related to employee satisfaction, stress levels, and work-life balance, organizations can take steps to create a more supportive work environment.

For example, by analysing data on employee stress levels, organizations can identify specific departments or teams that may be experiencing high levels of stress, and take steps to address the underlying causes of this stress. This could involve implementing policies around workload management, or providing additional support for employees who may be experiencing mental health challenges.

Similarly, by analysing data on employee work-life balance, organizations can identify areas where employees may be struggling to achieve a healthy balance between work and personal life. This could involve implementing flexible work arrangements, such as remote work or flexible hours, or providing additional support for employees who may be struggling to manage their workload.

VII.   CONCLUSION

In conclusion, HR analytics is a powerful tool for organizations in the Info Tech sector to make informed decisions about their workforce. By using HR data, organizations can gain insights into employee performance, productivity, and satisfaction, allowing them to develop effective strategies for recruitment, training, and retention. Descriptive, predictive, and prescriptive analytics are commonly used methods for analysing HR data, each with its own strengths and limitations. While HR analytics has significant potential benefits, there are also challenges and limitations, such as the availability of accurate data and the need for specialized skills and knowledge.

One of the biggest challenges for organizations implementing HR analytics is the availability of reliable and accurate data. HR data can be incomplete or inaccurate, making it difficult to draw valid conclusions and make informed decisions. Additionally, analysing large amounts of data requires specialized skills and knowledge, which may not be available within the organization. Organizations may need to invest in training or hire external consultants to conduct HR analytics effectively.

Data privacy and security is another significant challenge in the ethical use of HR analytics. Organizations must ensure that employee data is kept secure and confidential, and that data is not used in a way that violates employee privacy. Moreover, organizations must be transparent about how employee data is collected, analysed, and used, and ensure that employees understand how their data is being used.

Looking forward, the future of HR analytics is likely to involve more advanced methods and techniques. One area of future research is the use of AI and machine learning to conduct HR analytics. Machine learning algorithms can analyse large datasets and identify patterns and trends that would be difficult for humans to identify. AI can also be used to automate certain HR processes, such as recruitment and selection. Another area of future research is the use of HR analytics to improve employee engagement and well-being. By analysing data related to employee satisfaction, stress levels, and work-life balance, organizations can take steps to create a more supportive work environment.

In summary, the use of HR analytics in the Info Tech sector has significant potential to improve organizational performance and employee well-being. However, to ensure the ethical use of HR analytics, organizations must establish clear guidelines and policies for the collection, use, and protection of employee data. Future research should focus on developing more advanced methods and techniques and addressing the ethical use of HR analytics. By doing so, organizations can harness the power of HR analytics to create a more productive, engaged, and satisfied workforce.

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