

ORIGINAL RESEARCH PAPER

## Human resource analytics: A novel approach to bridge the gap between human resource functions and organizational performance

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### ABSTRACT

**BACKGROUND AND OBJECTIVES:** Human resource analytics played a vital role in human resource practices like training, selection and performance management and other function of human resource management. The objective of this study is to identify the major challenges by understanding when, how and why human resource analytics leads to enhancement of performance of organization and unveil the methods that increase organization performances. The aim of stud is identifying the types of human resource decisions that can benefit from analytics and understanding the challenges and opportunities associated with incorporating data into decision-making. Impact on human resource functions: examine the specific areas within human resource management where analytics can have a significant impact. This may involve studying talent acquisition, employee engagement, performance management, training and development, and other human resource functions to assess how data-driven approaches can enhance efficiency and effectiveness.

**METHODS:** The present study is mainly based on the primary data which is collected from human resource management personal of top 10 private life insurance company is considered for data collection of research. The data were collected from 194 employees of the human resource department. Quantitative methods are used to examine primary data gathered from the companies. The data is collected through a questionnaire-based survey. The questionnaires were distributed to the target population, it is a closed questionnaire. Multiple regression analysis and t-test were applied to analyze the data. The statistical package for the social sciences software was used to process the data. Validity and reliability test along with one sample t-test, independent sample t-test are conducted in this research.

**FINDINGS:** The study found that the benefits of human resource analytics such as quick and reliable information processing, helping managers to draw meaningful patterns in the data, deeper insights in the employee data. Human resource analytics on organizational performance, multiple regressions were applied. The study found that the model explained 59% of the variance (R square = .593). The digitalization of human resource functions refers to the process of leveraging technology and digital tools to automate, streamline, and enhance various human resource processes and activities. It involves using digital platforms, software applications, and data-driven approaches to improve efficiency, accuracy, and effectiveness in managing human resources. Digitizing human resource processes reduces complexity within the department while also improving administrative quality and human resource flexibility.

**CONCLUSION:** The results demonstrated the importance of these fast decision making, better and improvement in the quality of decision-making significantly affects the human resource organizational performance and human resource functions. The study is helpful for human resource professionals to concentrate more on duties that are relevant to their work. In terms of efficiency, it is found that digitizing human resource procedures leads to an increase in administrative quality and human resource flexibility, as well as a decrease in bureaucracy within the function. Digitalization is a tool that speeds up the communication process while lowering costs, allowing companies to be more productive and perform more effectively and efficiently.

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## INTRODUCTION

The concept of “Human Resource (HR) analytics” is still a new impression. Interest in human resource analytics has been exceeded in different disciplines of management, together with human resources management that has been witnessed by increasing number of human resource departments adopting “human resource analytics” to enhance decision making process. Technological innovations like artificial intelligence machine learning and cognitive computing enable human resources practitioners to handle complicated human resources issues and make smarter decisions by analyzing vast volumes of data (Chowdhury et al., 2023). Human resource analytics procedure is becoming popular day by day. Human resource analytics is always found as a part of human resource practices like training, selection and performance management that has long olden times in social sciences, together with organizational and industrial psychology, human resource and organizational behavior (Mishra et al., 2016; Javed, et al., 2020). Human resource analytics also support in analyzing organizational performances by evaluating employee’s performances time to time. Human resource analytics support in establishing the road to analyze the employee’s performance as it helps in indicating low and high performances in an organization. It provides improvements in present performances for further development. Human resource analytics use statistical procedures that support in obtaining information to reflect the influence on the organization. It created form that supports futuristic sites to look for gap in performances, factors that boost or decrease productivity (Allam and Malik, 2020). With the amalgamation of development of technologies and industries advancement, organizations have adopted human resource analytics that increases effectiveness among organizations. Moreover, the noteworthy enlargement of human resource technology access, involving cloud apps and platforms, human resource information systems (HRIS), has supported departments of human resource the ability to gather, administer and evaluation of huge amount of employee information as compare to early inheritance systems of Information Technology (IT). Such shifting act as an encouragement of human resource analytics and adoption level increases within departments of human resource. Advancement in human resource

technologies supports in collection and evaluation of employees and candidate information. Human resource analytics in google has built a proof-based method to enhance its selection and recruitment process by exploring various elements of better performance that may forecast employee’s success in future (Malik and Allam 2021). Likewise, along with selection and recruitment, human resource analytics supports companies with the ability to identify various challenges of human resource together with engagement of employee, inclusion and diversity, and returns. Human resource analytics is still at developing stage and therefore, practitioners and scholars are hovering to carry out researches showcasing digitization of human resource and handling of increasing amount of employee’s information can influence decision making of human resource and organizational returns (Pape, 2016). Human resource analytics leads to companies to achieve its objectives and insights by obtaining and translating huge quality employee’s information. In comparison to human resource, the use of data is extensively used in other application areas of an organization. In order to deal with this extensive data, the organizations are popularly using human resource analytics, frequently promising not less than the revolving of the “human resource management” (McCartney and Fu, 2022). The importance of human resource analytics is highlighted in the situation of pandemic where the organizations are raising details about remote work culture, employee engagement, and well-being in order to have a good picture of employee’s individual needs. Basically, the situation had offered number of different types of new data sources that particularly promotes the quality of human resource analytics (Bryce et al., 2022). Crucial roles are played by human resource analytics in solving issues related human resource. It is responsible to assist human resource to solve the issues and ensure to follow the policies and objectives of the organization as well. Employments are increased, process of decision making is fastened and the productivity is improved by the use of human resource analytics. Big data is not helpful for the company; therefore, it is systematically extracted with the help of right technology from different sources. This can also find the pattern, trend and also correlate with the data. It is found that actionable insights are provided by the analytics into the behavior of the user which assist to reduce the cost, drives the

revenue and provide good experience as well (Nagpal *et al.*, 2022). The methods used in earlier research on digitalization of human resource functions are more analytical and exploratory, where secondary sources of information have been given greater significance and the conclusions have been drawn based on the available data and literature. There is a lack of descriptive research that is grounded on empirical evidence and that particularly derives its conclusions from primary data.

#### *Aims of study*

1. To know the role of “human resource (HR) analytics” to bridge the gap between human resource functions and “organizational performance.”
2. To know the impact of human resource (HR) analytics on human resource functions.
3. To know the impact of human resource (HR) analytics on organizational performance.

To achieve these objectives, the research survey was conducted in Lucknow, India in 2023

#### *Literature review*

Cartney and Fu (2022) explored that to adopt proper human resource analytics and to carry out value addition; companies must possess high quality of information, analytical potential and the planned ability to take action. Gupta and Sadique (2020) examined that department of human resource must optimize the method and human resource analytics is very important to take fast and better decisions to match with people capabilities and requirements along with decrease in costs. Tomar and Gaur (2020) explored that as companies are globally rising, they possess huge amount of data in each department. Therefore, it has become difficult to collect and analyze human resource information, so it is important to have human resource analytics also in human resource department. Angrave *et al.* (2016) examined that specific approach or policy brings enhancement or improvements in employees’ performance. Hence analytics has the capability to optimize the performances which can effectively resource the talents needed in coming future. Rasmussen and Ulrich (2015) explored that human resource analytics was adopted to set up an association among quality of leadership and low level of turnover that leads to high level of operative competency that further lead to few or a smaller

number of miss-happenings and low time for maintenance and high satisfaction among customer. Douthit and Mondore (2014) explored that human resource information system (HRIS) software involves employee’s face graphical user interfaces that are built to design to support in performance management, career planning, knowledge sharing and learning enrolments. Its main objective is to enhance the operations and process of human resource by making it easy and quick to understand. Momin and Mishra (2015) explored that human resource analytics involves complicated project with multi stage including formulation of questions, data organization, research design and statistical modeling of various level of complications and rigor. This complicated method then changed to simplest form by human resource analytics which helps in future management actions. Hota and Ghosh (2013) examined that human resource analytics help organizations to make strategic Decisions which ultimately helps in final analysis of decision making. Verma and Mehrotra (2017) explored that human resource analytics helps in efficiency, accurateness, and overall development of human resource functions which ultimately give worth to human resource department. Lochab *et al.* (2018) explored that human resource analytics possess association with the company’s performance. Making decision is a difficult part in every company. It is a tool to enhance the decision-making performance associated to workforce in the company (Allam *et al.*, 2021; Srivastav and Mittal, 2021). George and Kamalanabhan (2016) explored that the biggest factor to accept human resource analytics in a company needs Analytical skill of a person. The adoption of “human resource analytics” is more when the technology accepted for analytics is user friendly. Ramanathan *et al.* (2017) examined that when human resources and companies’ leaders work together to deal with main reasons of issues experiment new methods to solve them, at that moment human resource analytics become successful which ultimately help companies to grow. Sharma *et al.* (2014) explored that human resource analytics enhance organizational as well as an individual performance. It also improves the quality of decisions taken by company. The worth of prognostic analytics is more and hence relevant in all areas related to human resource. Lakshmi and Pratap (2016) examined the various purpose of human

resource analytics and apparatus that results in better opportunities for human resource and support in strategic planning of employees in a company, for example compilation of human resource investments, computation, actions and determines the influence of practice and program of human resource on bottom line. [Anam and Haque \(2020\)](#) found that human resource analytics is data driven and supports in taking better decisions starting from recruitment to retaining the finest talent in the company. It supports organizations to recognize talented employees and take decisions on the basis of facts and figures. [Kale, Aher and Anute \(2022\)](#) have focused on human resource practices that has the ability to change the “traditional roles to transformational roles” in organizations, like improvement of quality of recruitment, talent management, employee productivity and decreasing employee turnover. [Kiran et al. \(2022\)](#) examined the relation between “human capital management, human resource analytics and organizational performance” through systematic literature survey. It is found that the human capital management is easily tracked with the help of human resource analytics in the organizations. [Kaur and Dhawan \(2021\)](#) revealed it is difficult for the human resource practitioners to practice analytics due to “lack of necessary expertise and understanding to use the human resource analytics technology, and there may be information security or data management concerns.” [Rao and Vaidya \(2018\)](#) examined that execution of human resource policies and strategy is a major challenge and is human resource professional ready to use and implement various tools and technique such as artificial intelligence, intelligent assistants chat box, etc. [Stefan \(2020\)](#) explored that it is not only aligning digital technologies but strategically executing the technology which helps to create value to the organization and to also observe and evaluate that both are balanced. [Baykal \(2020\)](#) revealed that Electronic Human Resource Management (EHRM) helps human resource professional to focus more on strategic human resource activities rather than the procedural work, it helps in all human resource function and even change the behavior, think pattern, attitude towards work. [Gigauri \(2020\)](#) explored that covid-19 had made organization to switch to digitalization aspect which is the now a most demanding skill of an employee and what effect it has

on work life balance of an employee, up skilling of an employee is very important for sustainability ([Malik, 2023](#)). [Majid \(2019\)](#) found that due to the shift in digitalization and human resource analytics human resource professionals are undergoing a tremendous change in their mindset as well as in technological aspect and a shift from service provider to solution facilitator. [Fernandez and Gallardo \(2019\)](#) found that there is a lot of confusion in concept of human resource analytics i.e. it is not going to replace the traditional method rather it will help in decision making and leveraging value from the data which provide different ways to solve problems effectively and more efficiently. [Suvalova et al. \(2020\)](#) studied human resource field is now changing its trends towards digitalization and human resource analytics and chat bots are helping in solving lots of accounting and compensations calculation, which analyze the effectiveness, only concern is how these changes will be implemented. [Chytiri \(2019\)](#) observed that digital skill gap should be filled by digital technologies and human resource managers have to work as a change agent who promotes human resource analytics and digitalization among all employees of an organization. [Das and Sureshkrishna \(2019\)](#) observed that to remain competitive organization has to adopt new technologies in coordination with human resource and they cannot escape from it. [Sinha and Mishra \(2014\)](#) found that all the tools which were used by human resource professionals are not fully utilized in line with human resource analytics and digitalization, for this training, information, and awareness has to be imparted. [Prakash et al. \(2019\)](#) observed that digitalization has pushed all the departments in the organization to fall in line which help to deliver best result which is expected and if not the purpose will be defeated. [Pushpalatha and Pandian \(2021\)](#) observed that human resource managers have to play a more active role and give their contribution towards the era of digitalization to ensure that the human capital is skilled as well as educated in order to meet the demand of digitalization. [Raghavendra et al. \(2018\)](#) revealed that the system of e-recruitment is very convenient and helpful for many organizations because it’s not just hiring the people its hiring the right candidate so the role of human resource analytics and digitalization is very pivotal. [Bala \(2015\)](#) observed that the transformations begin and end on the basis of the demand and dominance of

digitalization and now it's time to call it as a "digital age" and human resource technologies needs to enhance in order to survive in this era of human resource analytics and digitalization. [Samson and Agrawal \(2020\)](#) explained that digitalization not only help in filtering good talent but also helps in keeping a close track on the performance as well to understand is there any need of training or not and for this to happen human resource professional has to be more strategic and proactive. [Okoronkwo \(2021\)](#) studied that human resource management has transformed the traditional style of business model with digitalization; digital approach in line with human resource plays a key role in up-gradation and being competitive in the market and business. [Mohammed \(2019\)](#) observed that it is the human resource which is responsible for the success of any organization and how they have been selected is a matter of great concern and human resource analytics along with digitalization plays a key role in this which helps to build a great organization. [Rani et al. \(2019\)](#) observed that there is a lot of difference in digitalization and implementation of human resource analytics in private sector organization and public sector organization which will affect the growth of the industry as a whole so irrespectively all should be on same page to give best output. [Nivlouei \(2014\)](#) observed that EHRM simplifies the usage of the human resource marketplace and also offers more self-services' to its employees and provide an advanced business solution which is more reliable and efficient. [Malika et al. \(2021\)](#) observed that convergence- divergence theory is very important and useful if it is developed with a collaborative partnership perspective in the global information technology (IT) industry. [Yipeng et al. \(2020\)](#) observed that there is a much more need of such type of human resource and its functions which take a lead role in bicultural individuals in cross cultural mergers and acquisition with the help of human resource analytics and digitalization. [Varma et al. \(2019\)](#) explored that human resource analytics helps in measuring performance of different functions and gain insights of employee effectiveness and efficiency. Human resource analytics has emerged as an important tool which helps identify factors which has deep intervention and helps build understanding of employee behavior and create a sustained and high-performance ecosystem. [Opatha \(2020\)](#) observed

that human resource analytics has emerged as a new trend and challenge in the business context emphasizing the strategic value and find solutions or to make sustainable decisions relating to issues based on evidences. [Jana et al. \(2022\)](#) examined that high-end technology is being applied in all departments like marketing, finance, operation, production, logistics and adoption of technology in human resource function. The results suggested that technological, organizational and environmental factors play a key role in the adoption of human resource analytics in companies. [Vargas et al. \(2018\)](#) explored that high performing organizations are using analytics for evidence-based decision-making. [Gurusinghe et al. \(2021\)](#) examined that digitization, new technologies and artificial intelligence demand organizations for new ways of working with a different skill set to accomplish strategic objectives. Human resource analytics is the scientific solution enabling organizations to make significant human capital and strategic business decisions and thereby gain a competitive advantage. [Muhammad et al. \(2023\)](#) investigates the impact of external factors on the adoption of human resource analytics. The finding obtained from the study confirms that social influences are the significant factors that influence the adoption of human resource analytics among human resource professionals. [Ellmer et al. \(2021\)](#) explored that human resource analytics are said to create value when providing analytical outputs that are relevant to decision-makers' immediate business issues. [Ratnam et al. \(2023\)](#) observed that in the competitive world, organizations are facing many pressures that demand organizational excellence. This paper sheds light on the reasons for the slow adoption of human resource analytics and provides inputs to human resource development professionals of early majority and late majority adopting organizations in terms of how to overcome the challenges and gear up for effective human resource analytics adoption and implementation. [Philipp et al. \(2022\)](#) observed that many firms still make business critical decisions intuitively, despite clear evidence that analytics-based decision-making is likely more effective in creating corporate and social value. [Giermindl et al. \(2022\)](#) explored that technological advances in the field of artificial intelligence are heralding a new era of analytics and data-driven decision-making. Recent progress in the field of AI

and ever-increasing volumes of digital data have raised expectations and contributed to a very positive image of people analytics (Joo et al., 2022). Mohammed et al. (2023) examined the cross level effects of 2 prevalent contextual elements human resource systems and relational climates on individual and team creativity. The results suggested that relational climates represent more effective positive predictors of creativity at both levels, above and beyond the effects of human resource systems.

#### *Hypothesis*

*Ha1 There is no significant impact of HR analytics on Human resource functions.*

*H01 There is a significant impact of HR analytics on Human resource functions.*

*Ha2 There is no significant impact of HR analytics on organizational performance.*

*H02 There is a significant impact of HR analytics on organizational performance.*

Based on the above review and the hypotheses, following aim will be achieved and this study will help the human resource management department to utilize human resource (HR) analytics as an integral policy in the current technological environment.

- To know the role of human resource (HR) analytics to bridge the gap between human resource functions and organizational performance.
- To know the impact of human resource (HR) analytics on human resource functions.
- To know the impact of human resource (HR) analytics on organizational performance

The current study has been carried out in city of Lucknow, India in March, 2023.

## **MATERIALS AND METHODS**

The present study is mainly based on the primary data which is collected from human resource management personnel of top 10 private life insurance company is considered for data collection of research. The data were collected from 194 employees of the human resource department by using simple random sampling method. Quantitative methods are used to examine primary data gathered from the companies. The data is collected through a questionnaire-based survey. Employees from human resource department holding different designations were considered for the survey of present study. Total 194 respondents were surveyed with the help of a structured questionnaire

(Hota and Ghosh,2013; Anam and Haque,2023; Baykal, 2020; George and Kamalanabhan, 2016) to know the role and importance of human resource analytics to bridge the gap between human resource functions and Organizational performance. Multinational human resource company was targeted to get the data in city of Lucknow, India in 2023. The total number employees are around 290. A Simple random sampling method was used to collect the primary data. Validity and reliability was checked and found above 0.60 for all items (Drost, 2011). The statistical tools like mean, t-test and multiple regressions were applied to analyze and evaluate the data to get the appropriate end results. Multiple regressions were run on statistical package for the social sciences (SPSS) 20 software (Sanie Jahromi et al., 2023).

## **RESULT AND DISCUSSION**

Table 1, is showing demographic details in which, it is found that in total 194 respondents 67.5% are male and 32.5% are female. Among them 30.4% are below 36 years of age, 34.5% are from the age group 36-43 years and rest 35.1% are above 43 years of age. 21.1% of the respondents are working as human resource directors, 27.3% are human resource managers, 30.9% are human resource information specialist and rest 20.6% are working on the post of recruiters in human resource department of different companies.

Table 2, demonstrating the different roles of "human resource analytics" that bridge the gap between human resource functions and organizational performance. The respondent says that human resource analytics uplifts the status of human resource profession and become a core source for competitive advantage among companies with mean value 4.01 and supports to take fast and better decisions that match with people capabilities and requirements at effective cost with the mean value 3.98. In google human resource analytics has built a proof-based method to enhance its selection and recruitment process with the mean value 3.91 and human resource analytics support human resource department to analyze the employee's performance with the mean value 3.89. Human resource analytics support organizations to recognize talented employees and take decisions on the basis of facts and figures with the mean value 3.86 and

Table 1: Demographic

Variable	Respondents	Percentage
Gender		
Male	131	67.5
Female	63	32.5
Total	194	100
Age		
Below 36 years	59	30.4
36-43 years	67	34.5
Above 43 years	68	35.1
Total	194	100
Designation		
HR Director	41	21.1
HR Manager	53	27.3
Human resource information specialist	60	30.9
Recruiters	40	20.6
Total	194	100
Work Experience		
Less than 5 years	55	28.4
5-8 years	71	36.5
More than 8 years	68	35.1
Total	194	100

Table 2: Role of “human resource (HR) analytics” to bridge the gap between “human resource functions” and “organizational performance”

Item No.	Statements	Mean value	t value	Sig.
1.	Human resource analytics support human resource department to analyze the employee’s performance	3.89	5.528	0.000
2.	Human resource analytics support to get information to reflect the influence on the organization through statistical procedures	3.65	2.139	0.017
3.	In Google human resource analytics has built a proof-based method to enhance its selection and recruitment process	3.91	5.941	0.000
4.	Human resource analytics identifies challenges of human resource together with engagement of employee, inclusion and diversity, and returns	3.73	3.266	0.001
5.	Human resource analytics helps company to attain its objectives and insights by collecting and transferring employee’s information	3.62	1.732	0.042
6.	Human resource analytics supports to take fast and better decisions that matches with people capabilities and requirements at effective cost	3.98	6.810	0.000
7.	Human resource analytics collect and analyze human resource information	3.70	2.864	0.002
8.	Human resource analytics support organizations to recognize talented employees and take decisions on the basis of facts and figures	3.86	5.179	0.000
9.	Human resource analytics along with human resource support in strategic planning of employees in a company	3.67	2.416	0.008
10.	Human resource analytics uplifts the status of human resource profession and become a core source for competitive advantage among companies	4.01	7.375	0.000

human resource analytics identifies challenges of human resource together with engagement of employee, inclusion and diversity, and returns with the mean value 3.73. The respondent also says that human resource analytics collect and analyze human resource information with the mean value 3.70 and human resource analytics along with human resource

support in strategic planning of employees in a company with the mean value 3.67. It is also found from the [Table 2](#), that human resource analytics support to get information to reflect the influence on the organization through statistical procedures with mean value 3.65 and human resource analytics helps company to attain its objectives and insights by

Table 3: Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.103	.144		-.716	.475
Human resource analytics support Quick and Reliable Information Processing	.193	.066	.194	2.931	.004
Human resource analytics enables the managers to draw meaningful patterns in the data	.589	.068	.573	8.635	.000
Human resource analytics helps to get deeper insights in the employee data	.104	.045	.101	2.334	.021
Human resource analytics supports to take fast and decision making better	.107	.047	.109	2.261	.025
Human resource analytics improves the quality of decision making	.041	.021	.056	1.939	.054

Dependent Variable: Human resource (HR) analytics improves the human resource function

Table 4: Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.134	.257		.522	.602
Human resource analytics support Quick and reliable information processing	.323	.118	.298	2.745	.007
Human resource analytics enables the managers to draw meaningful patterns in the data	.364	.122	.324	2.980	.003
Human resource analytics helps to get deeper insights in the employee data	.169	.080	.149	2.116	.036
Human resource analytics supports to take fast and decision making better	.050	.085	.046	.587	.558
Human resource analytics improves the quality of decision making	.073	.038	.092	1.936	.054

Dependent Variable: Human resource (HR) analytics improves the Organizational Performance

collecting and transferring employee’s information with mean value 3.62. To know the significance of the statements, t-test was applied. In this study, to measure the impact of all the statements related to human resource analytics on human resource function, multiple regressions were applied. It is found that the model explained 84% of the variance (R Square = .848).

Table 3, shows that all the statements like human resource analytics support quick and reliable information processing, human resource analytics enables the managers to draw meaningful patterns in the data, human resource analytics helps to get deeper insights in the employee data. Human resource analytics supports to take fast and decision making better and human resource analytics improves the quality of decision making which are related to human resource analytics significantly improves the human

resource Function as the value under significant column is below 0.05 for all the statements except, human resource analytics improves the quality of decision making. This variable is significant at 10% level of significance; however, others are significant at 5%. Further in this study to measure the impact of all the statements related to human resource analytics on organizational performance and multiple regressions were applied. It is found that the model explained 59% of the variance (R Square = .593).

Table 4, shows that all the statements like human resource analytics support quick and reliable information processing, human resource analytics enables the managers to draw meaningful patterns in the data, human resource analytics helps to get deeper insights in the employee data. Human resource analytics improves the quality of decision making which are related to human

resource analytics significantly improves the human resource function as the value under significant column is below 0.05 (Samimi and Nouri, 2023) for all the statements except human resource analytics supports to take fast and decision making better. Through its capability to do statistical and predictive analysis, human resource technology makes the process of turning employee data into information easier for executives, Rasmussen and Ulrich, 2015; Douthit and Mondore, 2014; Ramanathan et al., 2017) human resource specialists, and managerial staff to use to make critical personnel decisions (Anam and Haque, 2023; Baykal, 2020). Additionally, human resources professionals are now able to aggregate data and carry out predictive analyses, which would not be possible without technology for human resources (Malika et al., 2021). Access to human resources technology is essential for giving human resources professionals the tools they need to collect, analyze, and visualize data so that senior management can make better decisions (Rao and Vaidya, 2018) Rasmussen and Ulrich, 2015; Douthit and Mondore, 2014; Ramanathan et al., 2017).

## **CONCLUSION**

Human resource analytics is of significant importance in building a strategic plan for workforce that support in decreasing rate of attrition and establish a data-driven culture in a company. Human resource analytics is an immense prospect for the human resource department to be a main driver in a company. However, the accurate appliance and appropriate utilization of human resource analytics are important to understand its advantages in the company. Hence it is important that human resource professionals must proceed in further practical responsibility to conquer the gap of awareness so that official training will be more dependable with the assumption by the companies. With human resource analytics, human resource professionals are able to raise the precise questions, evaluate the precise actions and metrics and grant confirmation to the decision makers to take correct and strategic decisions among alternative courses of practices and policies of human resource. When human resource analytics is applied and used accurately, it develops more in present ever-changing areas and business perspectives. Hence, human resource analytics is important for organizations to provide precise and

real time data to have more competitive advantage over their competitors. The study concludes that there are different roles of human resource analytics that bridge the gap between human resource functions and organizational performance such as it uplifts the status of human resource profession and become a core source for competitive advantage, supports to take fast and better decisions, enhance selection and recruitment process, support human resource department to analyze the employee's performance, talented employees and take decisions on the basis of facts and figures and also identifies challenges of human resource together with engagement of employee, inclusion and diversity, and returns. It is also found that human resource analytics significantly improves human resource function and organizational performance. It was found that, the benefits of human resource analytics such as quick and reliable information processing, helping managers to draw meaningful patterns in the data, deeper insights in the employee data fast and decision making better and improvement in the quality of decision-making significantly affects the human resource organizational performance and human resource functions.

## *Suggestions*

The findings of the study suggest that it is very important for the organizations to understand and evaluate the problems of their workforce for its success and this possible by adopting human resource analytics in their company. They can use human resource analytics to enhance organizational performance by identifying the major challenges. The organization need to develop their interest in human resource analytics so as to exceed in different disciplines of management including human resources management. The study also suggests the organizations to make human resource analytics as a part of human resource practices like training, selection and performance management in their company. This study recommends using human resource analytics in the organization so as to have better and improved decision-making process. It is recommended to choose correct human resource analytics technology as per organization's requirements. It is better to develop a feedback culture in the organization support organizations to recognize talented employees and take decisions accordingly.

The study also recommends using “human resource analytics” to get information to reflect the influence on the organization through statistical procedures. A comparative study on employee performance after adopting “human resource analytics” in the organization has a good scope for researchers to conduct their study. The studies may also investigate the factors that determine employee’s contribution to accomplish the strategic plans using human resource analytics.

#### AUTHOR CONTRIBUTION

N.A. Khan did research design, and manuscript text and manuscript preparation. A.A. Khan help in literature review, data collection and analysis and interpretation. A. Malik helped in preparing manuscript, reviewing data and interpretation of data.

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#### CONFLICT OF INTEREST

The authors of this article do not declare any conflict of interest with the publication of this article. Various ethical issues such as plagiarism, fabrication, data forgery, informed consent, duplication, submission and redundancy have been controlled.

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#### ABBREVIATIONS

<i>EHRM</i>	Electronic human resource management
<i>HRIS</i>	Human resource information system
<i>IT</i>	Information technology
<i>Sig</i>	Significance value
<i>SPSS</i>	Statistical package for the social sciences
<i>T</i>	T-test value

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