

Human Resource Analytics as a Strategic Enabler to Enhance the HRM Functions and Performance of Organizations

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ABSTRACT: *In the modern world Human resource management (HRM) can be considered as a critical aspect of the operations and functions of management in the organization, which directly impacts the success of an organization. Although the HRM practices are already widely adopted in the organization, there are still several gaps and limitations that need to be studied to enhance the effectiveness of HR operations. In such cases, the Human Resource Analytics (HRA) tools and approaches came out as a promising solution for highlighting such gaps and fulfilling the requirements of modern enterprises. HRA tools generally depend on the data gathered and obtained from various methods to make decisions. Today's era, where numerous smart systems and intelligent algorithms are adopted in companies to increase their efficiency, HRA tools promise an effective and positive change to make quick data based decisions. This paper investigates the consequences of using HRA tools in organizations to make data-based choices in the HR department. This work uses survey-based structure of gathering insights regarding the HRM and HRA functions. The findings highlighted that by using the HRA tools in HR functions, the effectiveness of HRM operations can be increased, enabling effective decision-making capabilities. The paper also mentioned that HRA tools enhanced the workforce efficiency and decision-making abilities of several organizations. The average retention score was found to be 3.0025, with an average compensation score of 3.02. The research proposes accurate predictions related to decision-making and workforce effectiveness. The future scope of HRA tools is very positive, considering the current trend and positive outcomes.*

KEYWORDS: *HRA, Human Resource, HRM, Strategic Performance, Workforce Efficiency, Predictive HR Tools, Retention and Compensation Scores, Survey-based research*

1. INTRODUCTION

In today's cutthroat marketplace, organizations must maintain their performance and continue to work towards continuous progress and improvement to have an advantage over others. HRA has become a crucial instrument for strategic decision-making in this setting. HRA entails the methodical gathering, examination, and interpretation of human resource-related data for evidence-based decision-making and organizational outcomes. HRA makes HR a strategic business partner rather than a transactional function by supplying data-driven inputs to workforce planning, talent management, and organizational growth. The Modern corporate marketplace requires strategic actions and performance from time to time to achieve success. In today's world, HRA is a vital tool that helps several administrations to meet their requirements and goals. HRA can be considered as the backbone of the HR departments, helping in quick decisions which are primarily based on pure facts (De Alwis

et al. 2022). The acceptance of the HRA is often affected by the organizational and technological factors, the paths made during a process, and particularly outcomes (Bos-Nehles and Meijerink 2018). For instance, the key enablers and barriers are included as organizational structure, leadership support, etc. (Nyathi and Kekwaletswe 2024). These factors must be understood to assess how several enterprises outshine others in adopting and implementing HRA. Several organizations are already impressed and interested in the adoption of HRA after looking at its impact on job satisfaction or employee engagement. Where HR methods and practices are based on data and facts, HR teams can improve how employees feel about their work and their connection with the organization (Aust et al. 2020). What HRA provides can actually be examined by having a look at the improved engagement of employees, leading to much better productivity. (Saifulina et al. 2020) advised that the

impact of HRA should be studied deeply on various functions of HRM functions.

The usage of HR analytics in an organization provides helpful insights to the stakeholders. So that stakeholders can take effective measures to focus more on those areas that require attention. Stakeholders can use this information to make well-informed choices about investments in talent development and other strategic projects that will eventually help the company. There is a certain business decision that incorporates biases due to human inputs and decisions. Organizations must therefore make a deliberate effort to use data systems to facilitate objective decision-making. This is where HRA can be helpful. Data-driven decision-making must be implemented in business processes, which will additionally renovate HR department into a strategic business partner.

1.1. Driving Organizational Agility

To elevate the flexibility of an enterprise, HRM can be considered a critical instrument with increased outcomes. It fulfills the needs for those distinct organizations, where data-driven information is required to act instantly in order to make changes in the workforce dynamics and marketplace demands. The adaptability of the process of decision-making can be elevated with the help of HRM since it forecasts a shortage of employees and improves talent management (Al-Kharabsheh et al. 2023). This makes the organizations flexible in order to make quick decisions and apply strategic plans, increasing productivity. By using HRA, businesses can identify bottlenecks, improve the efficiency of the workforce, and cut costs (Margherita 2022). These elements are combined to provide organizations with a competitive edge over other competitors to foster a more productive and adaptable work environment. Determining what, when, why, where, and how of HR services like planning, retention, hiring, performance management, and rewards is known as HR analytics. Advanced data mining and analytics techniques are used to collect data about the organization's human resources, including age, academic background, experience, demographics, training completed, prior performance evaluations, and skill areas. Using sophisticated tools and processes, all this internal

data is linked with external data sources to assist HRM in making better strategic decisions.

In today's world, organizations often integrate the process of HRA in their functions to maintain their adaptability and progress for long term. Enterprises attain a competitive edge or advantage when they anticipate the skill sets of their employee and respond in an instant (Álvarez-Gutiérrez et al. 2022). The integration of HRA into businesses allows them to become more agile in the modern world to optimize performance through required changes. In HRA, the quality of data is also a critical component. If the quality of data is not better, the organizational structure will always be unstable, no matter how well it is designed. It will be like a house built on a weak foundation. The absence of reliable data will lead to unreliable and misleading insights and forecasts obtained from HRA. (Abellán-Sevilla and Ortiz-de-Urbina-Criado 2023). These wrong insights may cause misleading decision-making and misallocation of assets, impairing forecasting frameworks (Hamilton and Sodeman 2020). It determines that the HRA depends on reliable and optimal processes, rather than questionable assumptions

1.2. Quality of HR Data and HRA Success

The quality of information is often impacted by the link between the adoption of HRA and its outputs. These outcomes will always be helpful and reliable for enhanced decision-making capabilities for businesses and also provide information that is correct, accurate, and trustworthy (Mahmood et al. 2023). The inconsistent data will cause misleading results and failures in the planning and execution of HR practices. By assessing it, how HR practices and policies affect the organization's overall performance, HR analytics delivers value. The use of statistical methods and tools to ascertain the connection between HR practices and HR indicators constitutes the quantity of HR analytics. Therefore, it can be claimed that HRA is a helpful instrument for HR department in developing into a strategic partner of the company (Qamar and Samad 2022). This paper aims to measure the influence of HRA on the behaviors of employees in order to define its consequences on HRM performance. The paper also mentions the importance of operational efficiency

and agility when assessing the quality of data used to make decisions (Nocker and Sena 2019). The paper provides an advanced framework that shows the way HRA has transformed the operations of the HRM (McCartney and Fu 2021). Efficient human resources enterprises may raise their return on investment, enhance the engagement of employees with their organizations, and streamline the work dynamics. The major aims of this investigation are highlighted below:

- *To identify key organizational, cultural, and technological aspects that affect HRA adoption.*
- *To evaluate how HRA affects employee engagement and job satisfaction through data-led HR practices.*
- *Analyze the control of HRA on HRM functions and effectiveness.*
- *To investigate HRA's contribution to increasing operational performance and organizational agility.*
- *To assess how the quality of HR data modifies the connection between the strategic results of HRA adoption.*

The paper organization for this research is given as: Section 1 defines the introduction of the study involving HRA, objectives, and research questions. The literature review is explained in Section 2, along with related work in this field. Section 3 describes the methodology of this investigation. The findings, outcomes, and results are discussed in detail in Section 4 with implications of HRA tools. Section 5 concludes the paper, mentioning the future scope of such HRA tools in organizations to achieve much better work dynamics in the marketplace.

2. LITERATURE REVIEW

(Shet et al. 2021) noted that data analytics has grown in significance in HRM since it may deliver perceptions founded on data-led decision processes. Nevertheless, many firms are unable to use HRA due to the complexity of integrating an analytics-based strategy in HRM. They first identified the obstacles to HRA practice using a framework synthesis technique, and they then established a structure to describe the many issues that affect HRA acceptance in companies. This study highlighted the key components of the

organizational, technological, and other features that have an impact on the adoption of HRA. Additionally, this study found that 23 of these five factors' sub-dimensions are crucial for successfully putting HRA into practice in businesses.

(Kimura 2023) mentioned that to forecast employee behavior, business companies have recently incorporated data analytics into HRM. Prior research in this field has demonstrated that employees' personal values have an impact on their attitudes, behaviors, and group performance. While self-reported questionnaires have been used in the majority of prior research to measure personal values, this approach has numerous issues, including the social desirability bias. As a result, more recent research has suggested different approaches that use machine learning algorithms on language or visual data. The usefulness and difficulties of measuring personal values were discussed in this article, which summarized research on the subject by concentrating on the techniques employed to do so. They also talked about potential avenues for future assessment studies.

(van den Heuvel and Bondarouk 2017) used a sample of 20 HRA practitioners from 11 large Dutch companies to investigate the probable usage, worth, construction, and support of HRA in 2025. According to the research, HR analytics will be a well-established field by 2025, have a track record of improving company outcomes, and may have a big influence on planned and operational decision processes. Additionally, as HRAs grow, data and IT substructure will be integrated across corporate frontiers. Furthermore, a central analytics function that covers numerous disciplines, including marketing, finance, and HRM, may very well encompass the HR analytics function. This study sought to increase empathetic development of HRA in order to assist corporate and HR teams in making planned choices about spending in the field's advancement. (T et al. 2023) investigated the state, issues, and potential use cases of AI in HRM. By investigating the application of AI-led tools and schemes in several HR tasks, the present progress of AI in HRM was assessed. This article covered the applications of AI algorithms and other ML techniques to mechanize HR functions. This paper



also helped in analysing the large-scale data related to employees to make strategic decisions. This paper also included the ethical and legal consequences of AI in such decision-based choices. To maintain justice and accountability, the study emphasized the necessity of responsible AI systems. design, supervision, and ongoing assessment. They studied the possible impact of smart systems and intelligent algorithms on the human workforce. With the possible advantages and improvements that such smart systems and intelligent algorithms can deliver, the authors concluded the paper. (V and V 2022) wanted to find out the effect of predictive analytics (PHRA) on the operations of HRM. They conducted a study with a descriptive research design that had both primary and secondary data. The data collections were made using a standardized questionnaire in which 163 IT industry respondents participated. They used structural equation modelling on the gathered information from the

respondents to decide the prominence of the interactions among predictive HRA and processes. The findings were obtained as a strong correlation between PHRA and human resource practices. (Zhang et al. 2023) examined the feasibility of fuzzy-based HRM-SCM approach and proved that the HRM element with the biggest optimistic effect was the educational requirement, according to them. This investigation recommended a research program for the integration of fuzzy-based HRM-SCM. IoT was implemented in this study to maintain supply-chain analytics for HRM. To enhance SCM performance, Butter Ant Optimization (BAO) was also recommended. This study recommended adopting the proposed strategy for HRM functions. The findings demonstrated that the suggested method improved the working efficiency by 97.9%. Table 1 offers a detailed description of noteworthy research on technology and HR analytics.

Table 1: Overview of significant research on technology and HR analytics.

Author Details/Year	Type	Objectives/ Methodology	Outcomes
(Marler and Boudreau 2017)	Review	Enhance decisions through HR analytics.	HR analytics empowers smarter, data-driven workforce decisions.
(BAKSALOVA et al. 2023)	Research	Improve efficiency through HR analytics.	HR analytics improves efficiency, evaluation, planning, and performance.
(Micic and Radosavac 2018)	Research	The study analyzes how IT improves HR processes and solves challenges.	HR technology transforms HR practices with smart innovations.
(Marler et al. 2017)	Research	Explores the media’s role in promoting HR analytics adoption	Mass media promotes HR analytics through influence and trend-setting language.
(Khaliq and Saritha 2023)	Review	HR practices impacting IT company performance and growth.	Effective HR practices boost performance, reduce costs, and improve retention.
(Dasari and Sujatha 2023)	Review	To assess how technology transforms HR practices and addresses related challenges.	Technology improves HR efficiency, data use, and ethical challenges management.
(Mahalakshmi et al. 2023)	Research	To find key factors like career support and recognition that influence employee retention.	Churning analytics helped IT firms track engagement and retention.

SOURCE: - AUTHOR’S OWN WORK

3. METHODOLOGY

3.1. Design

HR planning is done to make sure that the business has the correct strength of the qualified workforce in

the correct positions to achieve its goals and targets. This includes whether they want to hire a new employee or train the previous ones after analyzing their capabilities and skills. This is performed while keeping the staffing needs and requirements in mind.

The cycle of HR operations, which are interconnected to each other, is shown in the flowchart below. The first stage is defined as the evaluation of the job, involving assessing the responsibilities linked with each position to ensure the required type of skills and expertise for that

position. This sets the job standards and descriptions for that position that correctly define the responsibilities and type of person who will be suited for the specific position. Figure 1 presents the overall framework implemented in this investigation involving several stages of HRM.

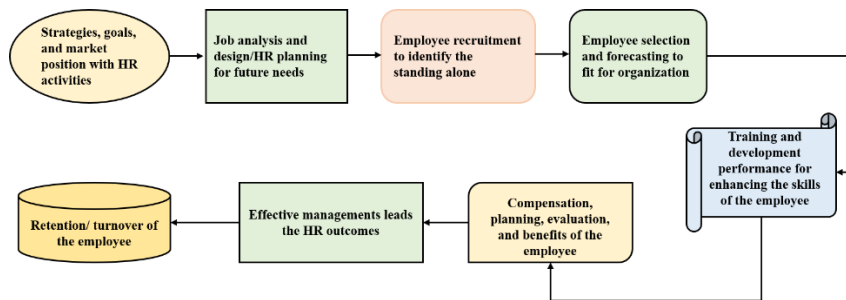


Figure 1: Presents the proposed model, which demonstrates the multiple stages of HRM, from planning to employee retention.

SOURCE: - AUTHOR’S OWN WORK

Anticipating the needs and requirements of an employee is also a key aspect of HR planning. First, the goals and targets of the business are aligned with the market position of its HR initiatives. HR planning is a very complex task involving several methods and techniques like speaking with HR specialists, looking through corporate documents, etc. hence this stage provides a strong base for all subsequent activities. The job analysis is performed by the organization in order to determine its current and future needs for the workforce. The best applicants for a specific position are discovered by employing an employee selection process. To draw in the competent candidates, recruiting is done.

How quickly a business can adapt to changes is also a key concept in HR planning. This is performed through several procedures, such as adjusting to shifting conditions, taking swift action, etc. These qualities ensure that businesses stay strong and have a competitive edge over others in a changing marketplace. HRM is an important tool to aid in this by providing suggestions related to employees, rewards, and training opportunities (Soltis et al. 2023). HRM makes it necessary that equal incentives, education, and training opportunities are critical to improve the skills of an employee after the selection for a specific position, followed by

planning, salary, assessment, and benefits. Hence, HR outcomes are enhanced by managing performance, affecting employee retention and turnover. The feedback is also essential in HR planning as it always ensures an open door for continuous improvement. HR planning is also performed to ensure that the suitable individual must be at right position. These methods are all critical to understand how the HR department works and how it can be enhanced.

3.2. Sample

The sample size used for this investigation includes participants from distinct genders, different age groups, and marital statuses. This sample is necessary for the investigation to record multiple responses from the respondents, in which the number of male participants is slightly higher than that of females. The sample includes the largest number of participants from middle-aged individuals, followed by young adults. This sample comprises those respondents who are professionally employed or likely to work in healthcare or other sectors. Most participants were found to be married. Table 2 presents the demographic variables of the sample, providing an important framework in order to evaluate the findings since demographic variables

might affect attitudes, behaviors, and interests regarding HRM and HRA.

Table 2: Provides the key insights of the sample used for the investigation, including demographic variables.

Variable	Category	Participants information N = 180
Gender	Male	115
	Female	65
Age	Less 25	60
	26- 50	95
	51-65	35
Marital	Single	62
	Married	118

SOURCE: - AUTHOR’S OWN WORK

3.3. Instruments

For this investigation, data is gathered using several methods, such as Google Forms and structured surveys. While this makes it effective for collecting responses, the quality of the data depends on the sampling approach used (Arora et al. 2023). Sampling means the selection of a segment of the population for the investigation whose responses would be used in the paper. This paper uses stratified sampling, which ensures inclusion of specific groups. Google Forms were distributed among sample respondents using the internet. The research also used several previous studies, articles, reports, and government-published documents regarding HRA, HR planning, and HRA. ResearchGate and MDPI are considered the major sources for the required information for this investigation as these sources provide high quality papers on related previous work and other needed information.

3.4. Data collection

The participants' responses were gathered in order to analyze the pattern and insights utilizing a straightforward and structured survey design. The survey highlights key aspects of HRM and participants, including managers, HR staff, and workers who were already introduced to HR operations in their respective organizations (Vidhya Priya and Sundharesalingam 2022). To gather the clear and accurate sentiments of the respondents, various types of scales are implemented in the survey, such as how frequently something happens, how accurate it is, and what the satisfaction rates are among respondents chosen for the study. Table 3 shows the responses of the participants in the form of ratings and mean scores regarding the effectiveness of the HR practices.

Table 3: Presents the inputs given by the participants in the form of ratings and mean scores.

S. No.	Comprehensive Analysis	Keywords	Participant Outcomes	Rating Scale	Mean (participants' outcomes/ number of factors)
1	How effective is your HR process in meeting company goals?	HR Goals	Not Effective = 1.3 Moderate = 2.36 Effective = 3.71 Very effective = 4.89	1=Not effective→ 5 = Very effective	3.065
2	How often is job analysis and design done in your organization?	Job Design	Never = 1.2 Likely = 3.45 Always = 4.8	1=Never→5= Always	3.15
3	How accurate is HR in predicting future staffing needs?	Staff forecast	Very inaccurate = 1.4 Inaccurate = 1.87 Accurate = 2.67 Very Accurate = 4.78	1 = Very inaccurate →5= Very accurate	2.68

4	How effective is your recruitment in attracting qualified candidates?	Recruitment	Not effective = 1.78 Effective = 2.34 Moderate = 3.63 Very Effective = 4.78	1= Not effective → 5 = Very effective	4.176
5	How would you rate the selection process for hiring the right talent?	Selection	Poor = 1.21 Good = 2.4 Very Good = 3.78 Excellent = 4.67	1=Poor→5=Excellent	3.015
6	How frequently are training and development offered?	Training	Never = 2.1 Likely = 3.2 Always = 4.73	1=Never→5=Very Frequently	3.344
7	How satisfied are employees with performance evaluations?	Evaluation	Very dissatisfied = 1.2 Satisfied = 2.6 Very Satisfied = 4.52	1=Very dissatisfied → 5 = Very satisfied	2.77
8	How competitive is your compensation and benefits package?	Compensation	Not competitive = 1.34 Competitive= 2.45 Moderate competitive=3.4 Highly competitive= 4.89	1=Not competitive →5=Highly competitive	3.02
9	How well does HR retain top-performing employees?	Retention	Very Poor = 1.29 Poor= 2.14 Moderate = 3.71 Extremely well = 4.87	1=Poorly→5=Extremely well	3.0025
10	How effectively are job fairs used for hiring and employer branding?	Job fair	Not used = 1.34 Usable = 2.71 Highly usable = 4.78	1=Not used→5 = Highly usable	2.1225

SOURCE: - AUTHOR'S OWN WORK

The survey was accessible to each participant in the sample as it was distributed online with the help of the internet and social media platforms. Participants responded according to their opinions and free will, as the survey was anonymous. Table 4 mentions the survey attributes, HR functional area, and rating strategy and techniques used in the data collection. Organizations show better performance results

because of their hiring and training activities. The organization needs to enhance its operations through job fair implementation and succession planning activities (Adnan 2021). Organizations use this information to determine their main strengths and their requirements for development. The data enables businesses to improve their HR systems, which helps employees achieve better results.

Table 4: Indicates sample attributes, HR functional areas, rating strategy, and data collection techniques.

Sample Size Distribution		
Category	Details	Value
Total Respondents	HR professionals, managers, and HR-aware employees	180
Survey Focus areas	Planning, job analysis, recruitment, selection, training-	NCR region (India)
Rating Scales Used	Frequency, effectiveness, satisfaction, competitiveness	1 to 5 scale
Data Collection Mode	Online survey (anonymous)	Google Forms

SOURCE: - AUTHOR'S OWN WORK



3.5. Data Analysis:

The main motive of this examination is to examine how HRA tools are implemented in enterprises and how they affect both strategic goals and decision-making of the HR department. Equation 1 shows the manner in which multiple components in corporations can have an effect on the end outcome. Similarly, multiple elements in an organization, such as training duration and the satisfaction level of employees with income, can directly impact the outcome of the organization.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \dots + \beta_nX_n + c \quad (1)$$

Here dependent variables are shown as y (for instance, percentage of employee performance). X_1, X_2, \dots, X_n denotes the independent variables (for instance, the number of hours used in the employee training, their job satisfaction level, their salary, and other factors). β_0 and $\beta_1, \beta_2, \dots, \beta_n$ are noted as the coefficients, representing the change in Y for a one unit change in each X variable, with error time C. This implies that each factor has a value that can alter or change the performance score when that factor varies in value. For example, on increasing the training hours of employees, the performance score for the organization might go up, depending on the importance of the training. A starting point is also mentioned according to the equation, considering no factor situation, and a small error account for other influences not included in the equation.

Turnover rate is defined by the percentage of workers departing an organization in a given time period. Turnover rate is calculated according to equation (2). Involuntary and voluntary are two other types of turnover as its classification. This parameter is critical for examining the strength of an organization and can address issues such as improper management. Retention rate score is defined by the percentage of employees who are retained by the organization during a certain period of time. A motivated employee and an effective work environment are highlighted by a higher retention score. The turnover rate and retention rate are presented in equations 2 and 3, respectively.

$$\text{Turnover rate} = \frac{\text{Number of departures}}{\text{Average number of employees}} \times 100 \quad (2)$$

$$\text{Retention rate} = \frac{\text{Number of employees retained}}{\text{Number of employees start}} \times 100 \quad (3)$$

The better the turnover percentage, the better the monetary value of the overall organization turnover as indicated by equation (2). This includes several aspects of an organization, such as the marketing process, overall training, etc. There are also some indirect expenditures involving the minimized production, etc. Thus, a minimal turnover rate is highly required for managing a productive staff. Table 5 provides the outcomes of the survey, demonstrating the usage of HRA tools and their impact on various functions.

Table 5: Presents the outcomes demonstrating the HR analytics usage and its effect on vital HR functions.

S. No.	Comprehensive Questions	Response from participants	Rating values
1	To what extent has your organization adopted Human Resource Analytics (HRA)? (Adoption)	3.8	Not at all=1, Slightly=2, Moderately=3, Highly=4, Fully=5
2	How has HRA improved decision-making in your HR department? (Decisions)	4.3	1=Nonimpact, 2=Minimal, 3=Moderate, 4=Strong, 5 = Transformative
3	How effective is HRA in predicting employee turnover in your organization? (Turnover)	3.78	1=Very inaccurate→5= Very accurate
4	How well does HRA contribute to aligning HR strategies with overall business goals?	4.12	1=Not at all, 2=Slightly, 3= Somewhat, 4=Well, 5=Extremely well

	(Alignment)		
5	How does the quality of HR data influence the effectiveness of your HRA initiatives? (Data quality)	2.34	1=No influence → 5=Critical influence

SOURCE: - AUTHOR’S OWN WORK

Lately, businesses have started using HRA tools in their organizations for a better and enhanced decision-making process. Most of the respondents praised and advised the implementation of HRA practices in their organizations. These outcomes

represent HRA as a great coordination enabler between HR strategies and the goals of the organization. Figure 2 depicts the responses of the participants across HR functions, indicating that HR is also responsible for the development of an organization.

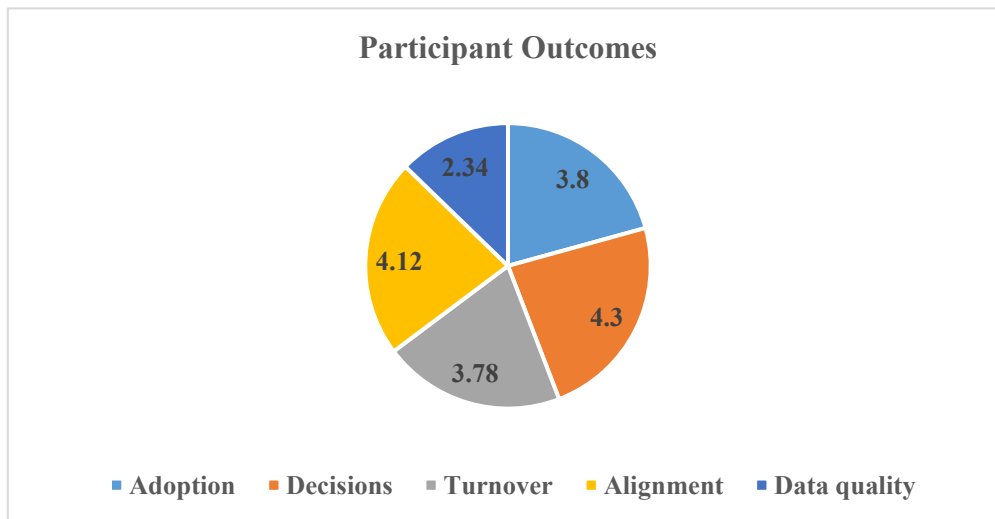


Figure 2: Respondents' responses across the HR vital functions rating-wise.

SOURCE: - AUTHOR’S OWN WORK

The HRA practices are mainly dependent on the quality of the data. There are better chances of predictions and great insights if the quality of the data is much better. Similarly, the lower quality of the data will reduce the value of the organization and HR performance. According to the respondent’s responses, decisions at 4.3 value are the most critical factors impacting the HR decision based on functions. A score of 4.12 represents that alignment has been noted and is the second most important factor in the survey. Adoption came out at third place with a score of 3.8, as per the survey, and respondents’ responses, the turnover score was found at 3.78. The respondents also mentioned that the lower quality of data also impacts the outcomes.

4. RESULT AND DISCUSSION

The strategic success of an enterprise or any organization also depends on the methods HR departments use for their operations and management. Thus, HRA helps in such situations where businesses can greatly improve their performance by adopting HRA. This provides the HR department with a more strategic role rather than just giving them routine administrative tasks. The concept of HRA allows HR departments to identify patterns in several procedures of an organization, indicating that HRA is growing rapidly and is being acknowledged as a useful tool in the current scenario. The decision-making capabilities of organizations are often improved when HRA has been implemented to some extent. In Figure 3, the responses regarding the questionnaire have been shown from (a) to (h) rating-wise. The findings

indicated that different functions in HR departments have a differing degree of effectiveness.

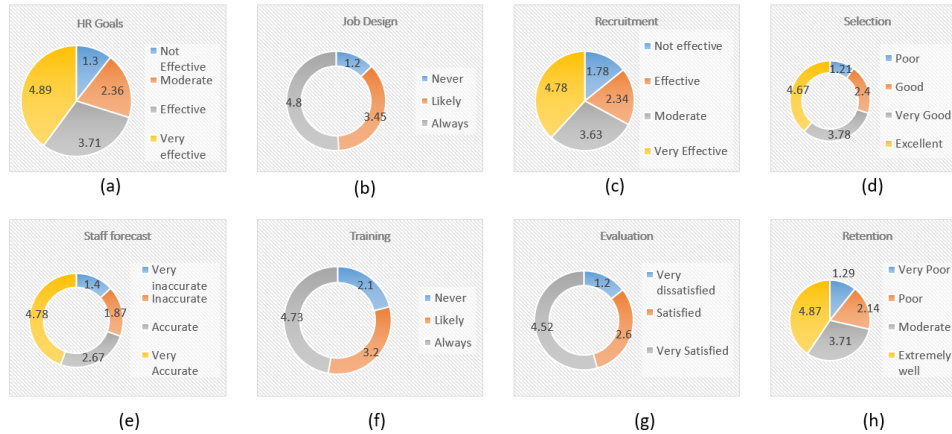


Figure 3: Participants' answers to the questionnaire from (a) to (h) rating-wise.

SOURCE: - AUTHOR'S OWN WORK

The outcomes have been shown in the above-described figures regarding the functions of the HR department according to the questionnaire used in this research investigation. These vital insights are critical for an organization in order to implement effective proactive changes. HRA is also directly responsible for providing enhanced assistance to the organization by providing required HR support. The concept of HRA proves how human management approaches can have strong effects on profitability and other factors of organization. Since now such analytics tools are improving the forecasting and predicting capabilities of a company, HR teams are now able to spot patterns in turnover rate and thus can take required actions. HRA helps them in coordinating HR activities along with the overall

goals of an organization. The use of HRA in an organization also shows that HRA teams are more actively engaged with the organization to achieve the objectives of the organization. This special relationship between analytic tools and HR teams helps to achieve better growth of the staff and provides a more effective workforce. With the help of such tools, it is also possible to predict the future challenges and needs for an organization. For instance, this study indicates training as the highest effective factor having a score of 3.344, and compensation score is obtained at a score of 3.02 according to the survey responses. In an organization, HR teams are often seen as strategic enablers rather than administrative assistants because they can transform their HR related data into actionable insight.

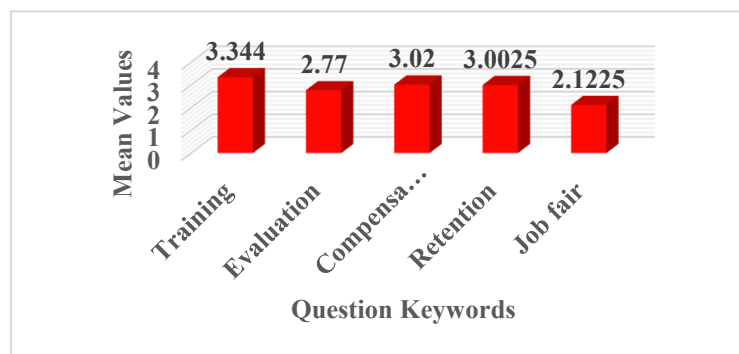


Figure 4: Participants' mean score identified for multiple questions.

SOURCE: - AUTHOR'S OWN WORK

On being asked several questions regarding HRM practices, the average answers in the form of a rating are presented in Figure 4 above. This figure highlights how crucial it is to have accurate and better-quality data to assess the effectiveness of the HRA system implemented in an organization. While

consistent, accurate, and high-quality data enhances the reliability of the forecasts for HR departments, poor data often leads to misleading outcomes. Hence, it is also important to monitor the financial data and workforce strength in an organization. Figure 5 shows participants' average score accessed for all the parameters (rating-wise).

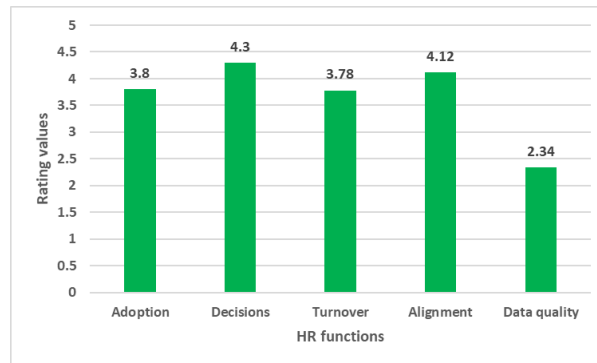


Figure 5: Participants' average score accessed for all the parameters (rating-wise)

SOURCE: - AUTHOR'S OWN WORK

The enabling of HRA practices maintains flexibility for the organization. This helps them to adapt quickly with less negative impact on their success in a fast-paced marketplace. Employers highly recommend using effective human resources operations in order to provide multiple benefits, creating positive work conditions. This also allows the making of a positive and healthy work culture within the organization by also focusing on the development and wellbeing of the employee. It is often seen in organizations that when employees are appreciated and get support from their seniors, they make a deep connection to their work tasks and responsibilities. It can be considered the primary advantage of using effective HRA. In such cases, the employee generally feels more satisfied with his job and often wants to remain with the company, providing financial and operational savings to the company. Thus, organizations that employ human resource approaches and analytics tools for the development of employees transform their workforce into a more advanced workforce having exceptional skills and knowledge. It is also advised to provide regular training and upskilling opportunities for employees to increase productivity and enhance job satisfaction.

HR policies are responsible for the promotion of equality and creating a work environment that creates several different opinions to develop altogether. Often, organizations have a workplace having various employees who have their own unique perspectives regarding the company and innovative solutions. Thus, effective HR procedure helps in making a secure and law-abiding work culture. HRA tools come as a unique instrument to address such issues. To maintain an ongoing supply of skillful, qualified candidates, succession planning processes are implemented by the organizations. Cultivating the internal workforce is also financially successful because it helps the workforce develop a stronger determination towards their work. HRA tools enable the establishment of a work environment that allows openness and assistance. This helps employees to trust each other and work towards improved results with improved relationships and better understanding with their coworkers. Effective HR procedures deliver two main advantages because they enable employees to pursue their personal goals while the organization achieves its business objectives. The company establishes performance standards, which it uses to assess employee performance through regular feedback systems to help employees understand

their role in achieving organizational objectives.

Table 6 provides the efficiency analysis of the HRA within an organization according to the survey.

Table 6: Illustrates the efficiency analysis of the HRA within the organization.

Parameters	HRA effectives	Effect Size
Employee development	32.5%	Large
Competitive intensity	19.29%	Low
Employee skills	27.61%	Moderate
Leadership	23.01%	Medium
Organizational skills	38.28%	High

SOURCE: - AUTHOR’S OWN WORK

Businesses are working hard to establish a competitive market and focus their human resources on achieving corporate goals. Cutting costs, meeting aggressive sales goals, expanding the clientele, increasing market share, increasing productivity, and enhancing the quality of the products are some of the objectives. Human resources analytics are crucial to achieving these success objectives. Employers must first recognize their employees' potential so they may showcase their abilities, stay engaged, and behave in line with the company's performance criteria. People are motivated by organizational policies and strategies, which also affect the performance of the organization. Among the completed tasks are HR planning, selection, learning and development, hiring compensation, performance reviews, and employee engagement. A potential investigation might concentrate on producing a collection of precise and meaningful estimates of the effect sizes in this model. We hope that further empirical studies conducted in the Indian setting would provide more precise and perceptive assessments of the conceptual framework discussed here.

5. CONCLUSION

The concept of HRM allows companies to work on their human capital efficiency by integrating practices of HRM and HRA tools. This enables quick transformations in companies, enhancing their decision-making abilities based on the information provided. With continuous progress in the field of HRA tools, HR teams can make plans based on the patterns found in the turnover rates, hiring, etc. This investigation suggests that HRA tools help in understanding the behaviors and future needs of the

workforce. This can improve the overall growth of the organization and paves way for more enhanced decision-capabilities. The study highlights the better retention scores along with an improved compensation competitiveness in those organizations that adopted HRA tools in their HRM functions. According to the investigation, critical needs for accurate and precise data are also mandatory. HRA serves as the key enabler in the organization, accountable for growth and immediate actions to adapt according to the marketplace. The study advised that implementing HRA tools in the organizational structure would be beneficial for organizations in the long term, providing a competitive edge over others. The future scope of HRA tools is not limited and looks promising, given the current trends and advantages. Organizations must invest instantly in advanced data management systems, as suggested by this investigation, to upskill their workforce and achieve better results.

Author Declaration Form

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1. Manuscript Details

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We, the undersigned author(s), hereby declare that:

- This manuscript is an original work and has not been published elsewhere, in part or in full.
- The manuscript is not under consideration for publication in any other journal or conference proceedings.
- Proper acknowledgment has been given to all sources of information used in the manuscript.

3. Authorship Contribution

- We confirm that all listed authors have made significant contributions to the research and writing of this manuscript. Each author has reviewed and approved the final version of the manuscript prior to submission.

4. Conflict of Interest

- We declare that there are no conflicts of interest, financial or otherwise, that could have influenced the outcomes of this research.

5. Ethical Compliance

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