



People Analytics: Data-Driven Approach to Manage People at Work

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Abstract : The paper is an attempt to understand the importance of analytics in the field of Human resource management and how data impacts and changes our traditional frameworks and understanding of concepts. The paper covers the current structure of analytical tools that facilitate decision-making on both micro and macro level in organizations. Also, how analytics is providing insights into every process by collecting data, extracting information, and then utilizing the information to make appropriate decisions and thus improving these processes. The paper also demonstrates how HR Analytics connects the people metrics with data from businesses to help create subsequent strategies. To conclude, some of the most popular tools used for HR Analytics have also been discussed.

IndexTerms –People Analytics, HR Analytics, Talent Analytics, Workforce Analytics

I. INTRODUCTION

HR analytics, which is also referred to sometimes as people analytics, workforce analytics, or talent analytics, is a process of aggregating and analyzing employee data with the purpose of improving an organization's performance. It is a collection and application of employees' data to significantly improve the performance of employees and ultimately the business outcomes. This approach of analyzing data is done by utilizing the data that is already available with the HR departments of the firms and is correlated to the organizational objectives. Available data in the raw form usually may be meaningless. However, the same data on being organized and analyzed may provide many meaningful insights. People analytics help HR professionals to use data-driven insights and take informed decisions rather than depend on just intuition. It also helps in improving various workforce processes and promoting a positive workplace experience for employees.

Van dan Heuvel and Bondarouk (2017) defined HR Analytics as the systematic identification and quantification of the people drivers of business outcomes. Simply put, the approach is a data-driven one towards HR.

In recent years, Human Resource Management has transformed immensely. The emerging technology has made the focus shift from mere administrative tasks and personnel management to the present-day HR departments. The prevalence of the term "Strategic Human Resource Management (SHRM)" epitomizes this further. This information-driven approach that is followed in the HR functions is in accordance with this enhancement. Thus, making use of HR analytics, one need not depend on hunch anymore. Examination empowers HR experts to settle on information-driven choices. Besides, the investigation tests the viability of HR approaches and distinctive mediations.

II. INTEGRATION OF HR ANALYTICS ACROSS ALL HR FUNCTIONS

2.1 TALENT ACQUISITION (DATA-DRIVEN RECRUITMENT STRATEGY):

Companies across the industries are not quick enough in hiring in order to maintain their manpower demands. The competition is always ruthless to hunt for the high potential talent, for those who would come out with innovative solutions and would go an extra mile for their customers. The key to attracting and retaining the right human resource is data-driven recruitment. It would ensure that the organization is able to attract and retain the right resource in order to meet its business goals. This will lead to the following benefits:

2.1.1 Improvement in the Quality of Hire: With a data-driven recruitment approach, you acquire the ability to monitor a new hire across the lifecycle of the employee. This helps an organization in discovering what all attributes or elements make an effective job candidate as well as a poor one. Data-driven recruitment, therefore, goes beyond just metrics. Following are the metrics that recruiters look in a data-driven strategy:

- Number of qualified applicants as per requisition (this would indicate whether the existing recruiting practice is providing the candidates having the right potential)
- Unusual turnover (such as resigning within 3 months)
- New recruit's performance by lead source

Characteristics of best talent – Identification through workforce intelligence applications which work with advanced “in-memory” features and run custom-tailored algorithms and codes to help in better identification, earlier manually calculated)

2.1.2 Prediction of Hiring Speed: How long does it take to hire for a specific position? Monitoring the time taken at each stage of the hiring process? All such questions are answered by the practice of workforce analytics. Higher accuracy in estimation of hiring time helps in providing more credible and reliant timelines to stakeholders. Also, adding the data-driven approach enables organizations to figure out the obstacles that slow down the process of hiring so that the right steps can be taken to overcome them.

Improve the Candidate Experience: Factors impacting the candidate experience are brought to notice through analytics and a workforce intelligence solution helps measure the effectiveness of each factor quickly. Strategies based on the following factors are now made to decrease the rejection or lose-out rate of strong candidates:

- Time gap since initial contact
- Time lag between each stage
- Name of the interviewer

Linking the candidates’ likelihood to join or withdraw candidature to the above-mentioned experiences can help in making the recruitment efficient and effective.

2.1.3 Embedding Diversity into Recruiting Process: The old or traditional methods of recruiting were not fully secure in acquiring the targets of diversity and equity during the process. With the advent of analytics in HR, one can monitor the hiring process for significant demographic ratios like gender, age, region, veteran status, etc. This allows the recruiters to monitor diversity and implement appropriate steps to increase diversity throughout.

2.1.4 Total Recruitment Capacity: Data-driven workforce planning when collaborating with different departments such as Finance/Accounts and Talent acquisition results in the following:

- 1) High accuracy hiring plans
- 2) Forecasts based on historical rates for the following factors:
 - a. Internal Job rotation (within departments)
 - b. Employee Turnover
 - c. Hiring Success

2.2 PEOPLE/WORKFORCE ANALYTICS:

Workforce analysis and planning are driven by accurate predictions. Through forecasting itself we can predict the number of employees who are likely to leave, so better planning can be done for reaching the correct number of new hires. The expectancy Ratio for attrition is to be attributed first before ramping up or down the talent search and acquisition programs.

2.3 TALENT MANAGEMENT:

The practice of compensation and promotions with employees is a risky business, however, managers make these decisions pricy and high time-consuming people decisions based on the outside office conversations and gut feelings.

The result of 2 hardwired processes – Pattern recognition and emotional tagging is called “Intuition” which may or may not lead to cognitive errors. Hence, going with the gut feeling can result in poor judgments at times. Without analytics, fair decisions regarding an employee cannot be taken. It should be backed up with significant data.

Rather than tolerating an instinct-based choice, consider playing out an information-driven associate investigation, where you take a gander at every representative’s point-by-point work record and perform correlations against comparative workers and representative gatherings. This won’t just give you a superior picture of what the prizes show at your association resembles, yet additionally, empower your administrators to improve careful decisions in view of confirmation.

Here are some basic situations where information-driven accomplice examination can help in settling on better choices for talent management.

2.3.1 Improvement of Reviewing program (Compensation): With regards to this yearly exercise, you have to begin by asking: how does this representative contrast with their companions and worker gathering? This will enable you to decide if you are paying this individual reasonably inside your own pay structure.

To completely comprehend the context, think about the individual against:

Coordinate associates – The first and most applicable correlation is to the general population who play out a similar part, at a similar level, and in a comparative topography. By contrasting the worker with these individuals, you can build up a reasonable picture of regardless of whether the individual’s circumstance is extraordinary: Is she a higher entertainer than others? Is it accurate to say that she is compensated decently contrasted with these individuals?

His or her representative gathering – The individual might be above and beneath particular direct associates; be that as it may, it is additionally vital to comprehend whether she is above or underneath the middle for her companions when they are considered as a gathering. For instance, on the off chance that she is underneath the middle on pay or more the middle on execution for the gathering, at that point the information proposes she could be justified regardless of the extra pay.

Comparative representatives over the business – Finally, contrast the person with individuals who are like the worker yet perhaps work in various geologies or distinctive capacities. This correlation encourages you to decide how well she is being repaid inside her current pay band. Where does she sit in the circulation? Are there numerous cases of individuals who are at the higher end of the compensation band that would set a priority for a remuneration increment?

2.3.2 Negotiating Counter-Offers: It’s fundamental that you swing to your workforce information when a representative comes to you with a contending offer. Play out an indistinguishable examination from you would with the paid survey to decide how to deal with the condition. In some professional companies, the HR examination group consistently utilizes an investigation answer to think about remuneration profiles, motivating force scores, execution appraisals, and ascribes of workers to others on a similar group or in comparative positions.

On the off chance that, in the wake of investigating the above zones, you discover that your association isn’t paying the individual decently, your next strategy is clear: you have to counter-offer. In any case, on the off chance that you are in reality paying the individual genuinely in respect to other individuals inside the association, at that point you should come back to your information and now evaluate that person’s present and potential esteem.

2.3.3 Assessing Promotions: Without information, surveying, if a worker is prepared for advancement, can transform into an account about who pioneers see to be the most encouraging. Advancements, particularly in the event that they're a piece of a hazard alleviating process like progression arranging, work best on the off chance that it includes a confirmation-based approach. Administration potential ought to be evaluated on execution information, a number of past advancements and how near one another these occasions happened, and learning and improvement accomplishments. Take a gander at all these components for each inward contender to figure out who one really has the most obvious opportunity with regards to prevailing in their new part.

2.3.4 Don't Rely on your HRMS for Cohort Analysis: While associations gather more representative information than any time in recent memory, this information is secured HR administration frameworks that were never intended for investigation. These frameworks were made to help business forms, for example, enabling directors to favor time off, ask for another position, or give execution criticism. However, business forms are what occur after the general population choices have just been made.

To be fruitful in utilizing that information for experiences, it's important that you and the business pioneers you bolster have a route to dig for bits of knowledge rapidly and accurately so you can make the best calls for both your association and representatives. An important examination of representatives must be on request, relative, and mirror that workers create and change after some time.

2.4 LEARNING AND DEVELOPMENT:

Learning is a key piece of work, and science says it will keep on being indispensable in the work environment without bounds. Without solid Learning and Development (L&D) programs, representatives may have a harder time being profitable, climbing in the association, and adding to monetary execution. Moreover, it can likewise prompt lower representative engagement and expanded turnover.

The LMS is a foundational framework for most L&D associations, and the majority of them consider custom LMS reports or dashboards "the most helpful apparatus" for following, estimating, and assessing learning.

Unfortunately, while an LMS is genuinely great "at giving measurements, for example, student fulfilment, enlistments, cost of preparing, and student socioeconomics, few can catch information that is helpful outside of the L&D work. Additionally, L&D suppliers rate their L&D applications as valuable in following and observing learning and conveying content, however less valuable at detailing and investigating.

The absence of examination bolster in current L&D instruments keeps taking in associations from being more proficient, creating more grounded associations with customers and business pioneers, and proactively giving the business better information for basic leadership. What's more, this will just turn out to be harder to accomplish as L&D capacities modernize and fuse new learning strategies and gadgets into their innovation stack, additionally entangling the way toward following since most LMSs can't consolidate information from different frameworks in revealing yields.

2.5 TURNOVER:

Turnover is a metric that gives the number of personnel who have left the firm within a year. Analytics helps HR professionals in differentiating the workforce into good and poor workers which helps them further to associate attrition and performance metrics. Workforce Analytics and data-driven processes support gathering insights and in identifying the trends in employee engagement, performance, and their satisfaction. All this information can be helpful in identifying the reasons for employees quitting the organization. These insights can be used in working out better strategies and plans to enhance employee engagement and retain them.

III. HR ANALYTICS MODEL

A typical HR analytics model comprises the following eight steps:

3.1 Frame Business Questions: Basically, this step deals with knowing why you have attempted the particular investigation. Or at the end of the day: "What is the business reason?" This progression must start things out to abstain from undertaking the wrong investigation and furthermore, to give the venture the most obvious opportunity with regards to progress. An obviously encircled and all-around characterized business question guarantees that the examination work is really essential.

3.2 Build Hypotheses: Building and elucidating speculation is vital for "testing" convictions about the reasons for business issues. Solid speculations should control the information social occasion and investigation stages in a way that connects to business questions. Planning theories ahead of time help prepare for achieving conclusions in light of watched connections in your information that outcome from chance rather than honest to goodness hidden connections.

3.3 Gather Data: The information-gathering step requires distinguishing the most important information for testing the theories and deciding if information quality is adequate to continue. Choices should be made about whether to accumulate existing information, gather new information, or do both.

3.4 Conduct Analyses: This is the step where techniques and measurements are connected to information to test the speculations and give the premise to bits of knowledge. Without this progression, the basic building blocks of any investigation would not exist; without performing the examination, trends and designs in the data would never be found.

3.5 Reveal Insights: Workforce experts must reveal bits of knowledge for two principal reasons. To begin with, examiners can't expect that undertaking patrons and partners can infer the most appropriate bits of knowledge themselves. The second reason is more unobtrusive: If investigators show just information and examination without bits of knowledge, administrators and undertaking backers may reach their own inferences to best fit their previously established inclinations.

3.6 Determine Recommendations: Examination ventures are tied in with helping the business enhance its execution, so in spite of the fact that bits of knowledge are intriguing, just proposals will help enhance the business. Proposals are what business pioneers and, for this situation, venture support require. An all-around explained suggestion rolls out an awesome force for improvement. Some examination ventures come up short at this stage basically in light of the fact that proposals are not communicated plainly.

3.7 Get Your Point Across: All investigation ventures have a snapshot of truth. This frequently occurs as you convey the results of the task to the support or different partners, to express what is on your mind. This is the minute when you can advise basic leadership. Experienced professionals and pioneers utilize narrating and deliberately think about their perceptions to make the coveted effect for their message.

3.8 Implement and Evaluate: The usage and assessment step has three discrete points. To start with, it guarantees that choices are made because of the venture. Second, it details activities for usage in view of those choices. Lastly, it encourages assessing the undertaking against whether it returned an incentive to the association.

IV. HR Analytical TOOLS

With an ever-increasing interest in HR Analytics, there is a growing list of HR Tools available in the market. By using these HR Analytics tools, HR professionals are able to obtain data-backed insights into actionable decisions that work for the overall growth of the organization. They can plan for substantial developments for the future. The other two important benefits of using these HR Analytical tools are improved efficiency and Accuracy of the HR function. Some of the top HR analytics tools used across the industry are R Studio, Python, Excel, SPSS, Tableau, etc.

R is the most popular HR investigation tool utilized in the industry. R is extraordinary for factual examination and representation that is exceptionally appropriate to investigate enormous informational indexes. It empowers HR professionals to investigate and clean informational collections with a huge number of columns of information.

As already expressed, R is extremely helpful in light of the fact that it empowers you to work with considerably bigger datasets contrasted with for instance Excel. Moreover, R has an extremely broad library with R bundles. These bundles are anything but difficult to introduce and enable you to do particular measurable examinations and make lovely perceptions.

With so many tools available to facilitate HR Analytics, it is not difficult to perform the same. One must remember though that the real asset is the data and not the tools. One must have the competency and understanding to deal with the techniques related to HR Analytics.

V. TYPES OF HR ANALYTICS

5.1 Capacity analytics: The success of your business hinges on the level of aptitude and expertise that your workforce processes. Capacity analytics is an ability management process that helps you identify the key skills you need in your business. Capabilities are not just about capabilities and aptitudes; they can likewise incorporate capacities that may not be formally perceived, for example, the capacity to create and look after connections.

5.2 Capacity-focused analytics: Limit influences income. Limit investigation tries to build up how operationally proficient individuals are in a business, e.g. are individuals investing excessively energy in administrator and insufficient on more productive work, or are people extended unreasonably thin? Likewise, it enables organizations to build up to what amount of limit they need to develop?

5.3 Churning Analytics: Enlisting representatives, preparing them and after that coordinating them into the business costs time and cash. Representative agitate investigation is the way toward evaluating your staff turnover rates trying to foresee the future and lessen worker beat. Authentic representative agitate can be distinguished through conventional KPIs, for example, the worker fulfillment list, representative engagement level, and staff support score. Reviews and post-employment surveys are likewise valuable instruments.

Interfacing learning analytics to business information has generally been dependent upon tedious, costly information distribution center activities or many individual hours experiencing spreadsheets and creating reports from different HR frameworks. The two techniques include long and monotonous procedures, which keep L&D groups from rapidly following up on information so they can proactively settle on choices that could affect the bottom line.

Another choice is to investigate cloud-based learning analytics innovation, which associates HR and business frameworks together, and offer the conclusion-to-end see expected to rapidly answer L&D's basic inquiries and measure their aggregate commitment to business objectives. Access to those sorts of bits of knowledge won't just enable L&D to run all the more effectively, however business pioneers will likewise have the actualities expected to legitimately put resources into their worker's vocation advancement. Cloud-based HR analytics solutions offer a panoramic end to end view which is required to focus not only on the hiring pipeline and identify any bottlenecks but will also focus on pulling all the information on top-performing employees into a single place, making the hiring process faster and better and better forecast the business demand.

VI. CONCLUSION

HR Analytics has become a vital component for HR professionals. Human Resource Management as a function has for a long time been misunderstood. People assume that HR is just a people-centric function that has nothing to do with a firm's performance. Many think that HR division in an organization is only meant to recruit candidates, issue offer letters, provide onboarding, celebrate birthdays and festivals, etc. HR Analytics has changed all that. It can provide meaningful and valuable insights essential for making strategic decisions, optimizing business processes, and creating a healthier work environment for the workforce. If executed appropriately, people metrics and analytics can revolutionize the way the HR department works and make HR functions much more exciting. People analytics aid HR professionals to streamline processes, minimize cost, reduce turnover, and subsequently improve the employee experience and engagement in the company. All this leads to better revenues for the organization.

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