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**Recent and Changing Trends in Management, Economics, Commerce, Social  
Sciences and Humanities**

© Prof. Dr. Sundari Suresh & Dr. C. Vijai

First Edition: December, 2019

ISBN: 978-93-89658-04-0

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**Publisher**

**SHANLAX PUBLICATIONS**

61, 66 T.P.K. Main Road  
Vasanth Nagar  
Madurai – 625003  
Tamil Nadu, India

Ph: 0452-4208765,  
Mobile: 7639303383  
email: publisher@shanlaxpublications.com  
web: www.shanlaxpublications.com

## CHAPTER - 16

### HR ANALYTICS – CHANGING TRENDS AND TRANSFORMATIONS

Ms. P. Mohana and Ms. Abinaya Arumugam

Asst. Professor of P.G. Dept. of HRM and II Year Student of P.G. Dept. of HRM  
Madras School of Social Work, Chennai

#### Abstract

Employees are the biggest assets for any organization. In today's scenario, the HR Managers have to manage huge amount of data on employee's diverse skill sets and productivity based on their deliverables. Using conventional approach, it is quite difficult to manage such vast amount of data. HR Analytics is gaining importance in the field of HR for attracting, managing and retaining employees. Hence, HR Managers started using the concept of HR Analytics in the organization to analyse people problems using data.

HR Analytics allows HR Managers to take data driven decisions and enables the organization to reach the business goals effectively. This paper focuses on the role and significance of HR Analytics to organizations.

**Keywords:** HR Analytics, Business, Employees.

#### 1.1. Introduction

HR specialists are clamouring for this hot buzzing word - "analytics" that helps them attract top talent, combat attrition and predict the future decisions of the organization. The surge of interest in analytics is one of the cutting edge initiatives in the field of HR today. HR analysts are embedding technology with functionality for data-driven decision-making.

According to Peter Sondergaard, "Information is the oil of the 21<sup>st</sup> century and analytics is its combustion engine!"

In the Global emerging market, success of an organization largely depends on the well-organized financial and human capital. This implies that measurement of these assets is essential for improving the business performance. The human capital gives the sustainable competitive advantage for organisations in the business market. Traditionally, measurement of Human capital focused on quantity rather than quality which lack analytical insight. This calls for need to elevate the analytical capability of the HR Function. Large organizations are incorporating robust metric system by using digital technologies. HR Analytics is one such tool that emerged in the year 2016 with the intent of improving employee performance and for better Return of investment.

#### HR Analytics – A Transformational Change in Business

HR Analytics brings holistic transformation in organisations by facilitation and appropriate intervention through data driven suggestions. Human resources management have always been development focused and driven by evidence based management