5.0 Findings and Suggestions

5.1 Findings

This research work was ordained to study the role of analytics in HR decision making with reference to recruitment process for business process outsourcing (BPO) sector. The empirical investigation on application of HR Analytics in recruitment decision making for BPO sector was conducted in Bangalore city the silicon valley of India. The study was conducted using a detailed survey of the selected sample of the population. The researcher collected primary data using a structured questionnaire in line with the set objectives of the study to gather the data. The data was analyzed with the help of appropriate statistical tools and techniques. The empirical research findings have been represented below.

5.1.1 Function of HR Analytics in Recruitment with reference to the BPO sector.

1. HR department uses analytics data based on vertical HR functions, such as benefits, payroll and compensation, leave, training and surveys and horizontally across functional areas. Experience is the most used criterion with HR Analytics for recruitment of employees in the BPO sector with 42.7 percentage Organizations need to identify all internal and external data sources and then consolidate the data into a HR data system. HR Analytics maintain the data of education, skills and past performance of the employees helps organization identify the critical talent within the organization and also ensure HR retains talent.

2. The data management and analytics components of organization intelligence systems are designed to be able to collect data from various sources of the organization, convert the raw data into useful actionable information to be utilized in employee decision making based on the ability and facts of the employees.

3. Human resources functions have been only reporting for so long, it's hard for them to fathom a systematic and holistic approach therefore fact-based decision-making environment that promote using HR Analytics in recruitment decision making. There is a growing realization of the limited effectiveness of such decisions, which do not have quantitative back-up analytics helps address the need.

4. HR managers need to develop a strategic understanding of how HR Analytics contributes to decision making of human capital to the success of their organization, major of the respondents agree to that most of the organizations have standard HR Analytics process therefore the level of strategic insight is essential to
senior HR leaders to make evidence based decisions. It can be correctly concluded
HR Analytics is an important part of decision making in recruitment process.

5.1.2 The benefits an organization derives by implementing HR Analytics in
Recruitment Decisions for BPO sector.

Organizations collect large volumes of data on their employees, such as salary
information, performance reviews, and experience of employees. As a result, most
organizations face information overload of which is not utilized for effective decision
making of the workforce in BPO sector. However the same data, through proper
management and analysis, can provide organizations the opportunity to optimize HR
recruitment and other business decisions making in the organization. The availability of
information, both internal and external sources of the organization that are readily usable
in digital format has spurred the application of HR Analytics. This data needs to be
analyzed in a systematic way in order to glean meaningful insights from it and make
effective recruitment decisions in BPO organizations.

To take advantage of HR Analytics, organization need the integration of data, analyses
processes throughout the organization.

1) HR Analytics improves quality of HR related decisions of recruitment since it uses
78.18 percentage uses of internal data to make their recruitment decisions.
2) HR Analytics improves the organization’s speed of decision making and
competitiveness.
3) Though the utilization of HR Analytics the BPO organizations in Bangalore city
identify better working conditions to their employees this has minimized the attrition
rate in the sector.
4) The performance of the employees improves since employees are involved in making
the decisions affecting their welfare and working conditions.
5) HR Analytics is an important tool in aligning resources with strategies while utilizing
the employee’s data in workforce planning.

5.1.3 Employees’ recruitment decisions in BPO sector can be approached from HR
Analytics based trend.

1. One of the main findings of this study is that organizations appear to be
quality oriented, in the sense that, they seem to be concerned with finding
competent candidates for vacancies, as opposed to focusing mainly on, for instance, skills. This finding may be of interest to the third parties who play an active role in the recruitment process, such as recruitment agencies and head hunters. Bearing in mind that being able to find high quality candidates is the main objective of employers these results suggest that recruitment channel intermediaries may perhaps be able to create a profitable niche market for themselves by focusing on specialising in specific areas of the labour market with the aim of having access to the best available candidates.

2. It was found out that recruitment in BPO organization specialised in specific areas already exist today, however it appears that the majority still try to cover the general skills rather than specialised skills. Specialisation may in particular be a feasible strategy to recruitment of employees who are specialized in certain areas to ensure that the workforce deliver to the goals and expectations of the organization.

3. The response from the study shows that 58.2 percentage of the organization uses HR Analytics in their recruitment decision making; therefore, it may be asserted that there is moderate use of HR Analytics in BPO organizations located in Bangalore city.

4. This study provides valuable information to employee recruiters in BPO sector especially in Bangalore city, due to the fact that the preferred recruitment channels of BPO firms were analysed from the point of view of the employer. The findings of the study provides HR managers with an indication as to which channels to use in order to increase their chances of selecting employees with better skills.

5. The findings based on percentage use of HR Analytics for decision making, assert that decision making process it faster when HR Analytics is used.

6. It is found out that majority of BPO firms have preferred more of the external sources of recruitment that internal like placement agencies, outsourcing and Employee.

5.1.4 HR Analytics reduces employee’s attrition in BPO sector.

The findings of the study demonstrate the necessity to build a solid HR Analytics to support evidence-based decision making of workforce that requires new strategies for developing, attracting, and retaining key talent employees. To discover the insight that
predictive analytics can reveal, organization need to bring new faces into the HR department in the organization. HR Analytics professionals with expert in business statistics and knowledge for plot new strategies for reaching core business goals are in high demand in BPO sector.

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<tr>
<th>Component</th>
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<tr>
<td>Better Promotion Policies.</td>
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<td>Better Working Conditions.</td>
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<td>Working Conditions.</td>
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<td>Learning and Professional Growth.</td>
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<td>Rewards and Recognition.</td>
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<td>Job Profile.</td>
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<td>Development of Employee Skills.</td>
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<td>Good Relation between Employer and Employee.</td>
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<tr>
<td>Opportunities for Employees to Express their Ideas.</td>
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Extraction Method: Principal Component Analysis.
a. 3 components extracted.

1. The finding from factor analysis implies that employee’s attrition can be reduced by implementing better promotion policies and maintaining a better working condition.

2. Employee attrition can be minimized by developing employee skills and better remuneration.

3. Employee attrition can be reduced when HR managers are able to predict it in advance and plan for attrition. Employees inevitably change jobs, and HR needs to have a plan in place and stop being taken by surprise when the employee exits the organization since attrition it a common phenomenon in the present labor market.

4. HR needs to be ready with the database of workforce to start recruiting swiftly at the first sign of turnover, before it snowballs into a disaster in the organization. With the right analytics experts and a database populated with HR and human-generated information, HR leaders are prepared to make HR a strategic business function that drives employee’s growth instead of hindering it.
5.1.5 New managerial skill set and competence required for adoption of HR Analytics in recruitment decisions for BPO sector.

1. The finding of the study clearly indicate that HR new skill set are necessary to utilize HR Analytics effectively in the organization, skills like data visualization skill and programming skills.

2. HR Analytics requires new skills in data analysis, cleaning, statistics, visualization and problem solving. Most of HR professionals do not yet have these skills, therefore, companies have to identify these employees who are having these skills and employ them to work on HR data visualization.

3. For a HR Analytics program to be successful, it ought to be led by the right professionals with the right analytical skills. Such leaders have to able to manage the changes in recruitment process, behavior and capabilities caused by an analytics initiative in the organization.

4. The present skill sets such as analytical and administrative skills are also required in the employee recruitment process.

5. Past skill sets are of the important still in use for the recruitment process, this includes team working skills, problem solving skills and information technology skills.

5.2 Suggestions

5.2.1 Introduction

This part of this chapter offers suggestions, based on the findings of the study, to retain the workforce Lewis and Heckman’s (2006) suggests conception of talent management more specifically focuses on modelling and support the flow of human resources throughout the organization, based on such factors as workforce skills, supply and demand, and growth and attrition. From this perspective, talent management is considered more or less synonymous with human resource or workforce planning, particularly if automated and connected with organizational databases and systems. Workforce development at all levels enabling mission success of the organization.

There is a need to train analytical skill to the current HR managers by providing them with basic HR Analytics skills to be given to the HR managers or HR professionals so that they can overcome the challenges of skills and technology.
HR Analytics when used to make recruitment decisions increases accuracy and effectiveness in BPO organization managerial decision making, contributes to the body of knowledge, the findings identify the strategy to improve recruitment decision making in BPO sector. It is suggested to have an entry level HR Analytics in action then develop it gradual to mature HR Analytics programme, in the BPO sector.

HR Analytics can be a domain to be used in making right investment decisions especial manpower recruitment in BPO sector, to reduce the high attrition rate of employees in BPO sector. It is suggested the top management of BPO sector increase financial resources investment in HR Analytics for effective recruitment decision in the organization.

It is suggested to advance research in effective utilization of HR Analytics in recruitment decision making for BPO sector. More studies need to be conducted on the usage and application of HR Analytics for recruitment process in BPO sector.