Abstract

HR Analytics

The concept of HR Analytics has been evolving over a period of time to a higher decision matrix for recruitment of manpower, the most crucial, volatile and potentially unpredictable resource which an organization utilizes. HR Analytics is becoming a business enabler, instant business decisions and predictive business decision maker for manpower requirement in the organization. HR is amidst of undergoing a paradigm shift from collecting efficiency data to effectiveness data. A shift from data collection activities to more emphasis to the outcomes of the data is the order of the day. Organizations consistently strive for more innovative business practices to enhance their efficiency and effectiveness. Human Resource Analytics is one such promising practice, which has the ability to impact the organizational success in the near future. In the present of HR Analytics, all executives ought feel empowered and find confidence in data. Organizations want to develop forecasting and optimizing capabilities to help them focus the path before they encounter them, or to seize opportunities that others organizations cannot perceive in terms of manpower recruitment in the organization.

Objectives of the Study

The objective of this research is to examine the function of HR Analytics in Recruitment with reference to the BPO sector. This research further enumerates the benefits an organization derives by implementing HR Analytics in recruitment decisions for BPO sector. It also indentifies how employees’ recruitment decisions in BPO sector can be approached from HR Analytics based trend. Further, it attempts to determine how HR Analytics reduce employee’s attrition in BPO sector. Finally the study try to assess the new managerial skill set and competence required for adoption of HR Analytics in recruitment decisions for BPO sector.

Scope of the Study Area

The research covers BPO firms operating in and around Bangalore city owing to the fact that Bangalore city is the hub of IT and ITES and referred to Silicon Valley of India, where most of the BPO companies are located. The core knowledge based industry (BPO) depends on manpower, their skills and quality of available talent in
the organization. In order to implement a successful business strategy to face global challenges, organizations must ensure that they have the right people and capable of delivering the strategy. Although the research covers BPO units operating in and around Bangalore city of Karnataka state, the conclusions arrived at can be equally and justifiably be applied to the firms operating across India.

Research Methodology

Primary Data Collection

The researcher made use of primary data extensively. The said primary data has been collected by administering questionnaires on the topic for the study. Data was collected from HR managers working in BPO organizations located in Bangalore city using HR Analytics in their daily operations in and around Bangalore city.

Secondary Data Collection

The secondary data related to the present study was collected from different sources including text books, research papers, EBSCO database, articles published in journals, online journals like Science Direct, European journal of Operations Research, periodical, news papers, periodicals, Doctoral Research thesis this were obtained through the visits to professional libraries. National Association of Software Companies (Nasscom), websites, Mckinsey study reports company websites, and various other related sites.

Sample size

The data was collected from BPO firms located in Bangalore city with the total population of 417 companies in Bangalore city as per Nasscom Bangalore office database as on 31March 2017. The researcher contacted 365 of the BPO respondents out those respondent 146 responded back. The researcher scrutinized the questionnaire to find out the partial responded questionnaires, 36 responses were found to be partial filled hence they were rejected and not considered for data analysis. The researcher was left with 110 respondents for data analysis.

Data Collection

A structured questionnaire was used as an instrument to collect primary data. The questionnaires were self administered and also Google forms were used by the researcher to collect the primary data from HR managers for BPO firms in Bangalore city to ensure the convenience of the respondents. Questionnaire is the main tool used
for primary data collection. It enables quantitative data to be collected in a standardized way so that the data are internally consistent and coherent for analysis. Also the questionnaire ensures standardization and comparability of the data across interviewers, increases speed and accuracy of recording, and facilitates data processing. The scaling techniques used in the development of questionnaire used in the study are: nominal scale, five point Likert type scale under interval scale, itemized rating and rank-order scale under ordinal scale and word association under disguised structured scale, at the end of the questionnaire their six open ended questions.

Data analysis techniques
The researcher collected extensive primary and secondary data that was properly analyzed and edited to get meaningful insights in the context of the objectives defined; this required to be analyzed by utilizing instruments that are suitable for extracting the right information out of the available data into descriptive statement or inferences about relationships. To test the significance of the set parameters and to test the formulated hypotheses, the researcher applied Factor Analysis, Multiple Regression analysis, Garrett ranking technique, Chi-Square test, Friedman-test, pie-charts, averages, percentages graphs, bar diagrams and Statistical package for social science (SPSS) package version 20.0 was used to analyze data and outputs interpreted in the present study. The results are carefully analyzed and interpreted to make concrete conclusions.

Findings
1. Organizations need to identify all internal and external data sources and then consolidate the data into a HR data system.
2. HR Analytics improves quality of HR related decisions of recruitment since it uses 78.18 percentage use the internal data to make their recruitment decision.
3. HR Analytics improves the organization speed of decision making and competitiveness.
4. The finding from factor analysis implies that employee’s attrition can be reduced by implementing better promotion policies and maintaining better working conditions.
5. HR Analytics demands new skills in data analysis, cleaning, statistics, visualization and problem solving.
Conclusion

HR Analytics help the organization to design a strategic workforce plan by developing HR matrix to analyze major aspects of employee recruitment process. Proper management and analysis of the employee data will provide organizations the opportunity to optimize HR recruitment process and other business decisions making in the organization. The availability of information, both internal and external sources of the organization that is readily usable in digital format has spurred the application of HR Analytics.