CHAPTER VI

RESULTS & FINDINGS

6.1: INTRODUCTION

The intent of this chapter is to put skeleton to the entire research study and deliberate a conclusion in perspective of the set research objectives. This chapter gives a summary of the entire research which is then tailed by the recommendations and conclusion as a finale in the next chapter. The scope of this research study also highlighted the complete discoveries of the study which form the core of this segment. The segment also presents a vital significance of this research. This chapter presents the summary of main findings on the basis of analysis of the study as presented in the previous chapter.

6.2: RESEARCH FINDINGS:

After a thorough research, as mentioned in the previous chapters, it can be summarized that the key driver of this study was understanding the influence of HR strategies viz. compensation strategy, talent management, and workforce optimization has an effect on Organizational performance when HR Analytics mediates the relationship and to comprehend the significant dimensions and variables to effectively manage the existence. In attaining the aforesaid goal, the study put forward the following objectives:
1. To study the influence of HR strategies on Organizational Performance when mediated by HR analytics

2. To study the relationship between compensation formulation and organizational performance when HR analytics mediates the relation between the two

3. To study the relationship between talent management and organizational performance when HR analytics mediates the relation between the two

4. To study the relationship between workforce optimization and organizational performance when HR analytics mediates the relation between the two

5. To study HR Analytics as a precursor to organizational performance

In accomplishing the purpose and goals of this research, a conceptual framework has been implemented to assist as an outline for the study of this research. For testing and validating the above objectives with a strong empirical support the following hypothesis was framed for testing the proposed conceptual model:

\[ H_0: \text{Influence of HR strategies on organizational Performance is not significantly mediated by HR analytics.} \]

The above hypothesis gives the holistic view of the integrated proposed model. In order to have an in-depth understanding of how each of the HR strategies works independently, this above hypothesis was further broken down into three sub-hypothesis as:
**Hypothesis 1:** There is no significant relationship between compensation formulation and organizational performance when HR analytics mediates the relation between the two.

**Hypothesis 2:** There is no significant relationship between talent management and organizational performance when HR analytics mediates the relation between the two.

**Hypothesis 3:** There is no significant relationship between workforce optimization and organizational performance when HR analytics mediates the relation between the two.

**6.2.1: Detailed Findings of the study:**

The findings are mainly the outcomes of the research which is mainly the result of the more comprehensive examination of the data in the research study. All the findings are linked and correlated with the context of the set objectives of the research which are as follows:
6.2.1.1 Findings of Objective 1: Study of influence of HR strategies on Organizational Performance when mediated by HR analytics

**Ho:** Influence of HR strategies on organizational Performance is not significantly mediated by HR analytics.

1. For the above objective, a proposed integrated conceptual model named Organizational Performance under HR Analytics was developed which was obtained from the rigorous review of related literature. After testing of the model, it was found that the measurement model was found to be a good fit which means that the proposed model does indeed work.

2. The proposed integrated model was found to be satisfactory as the fit values of the model namely CFI, GFI and NFI were greater than .9 of the recommended cutoff. After the structural model was estimated, CFI = .9, RMSEA = 0.06 NFI = .915 values, which all met the recommended cutoffs. Hence collectively these indicate that the structural model is acceptable.

3. From the above, it can be noted that the proposed integrated model of Organizational Performance under HR Analytics is deemed to be considered as a good model fit.

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4. Also, as the path analysis estimates were calculated to check the direct and indirect effect of HR analytics on organizational performance, it has shown the standardized effects of the constructs. The calculated strength of each relationship was tested to check the correlation among them. And all the three constructs namely compensation strategy, talent management, and workforce optimization when it directly linked with the organization's performance, as there was no significant relationship among them.

5. But as the mediator HR Analytics mediates the relationship among the three constructs with organization performance, the beta estimates reduces and there is a significant effect of all three constructs namely compensation strategy, talent management and workforce optimization on the overall performance of the organization.

6. Hence the hypothesis that the influence of HR strategies on Organizational Performance is not significantly mediated by HR analytics is rejected.

7. From the above analysis, it can be seen that the integrated model of Proposed Conceptual Model of Organizational Performance under HR Analytics is needed to be tested to a fit structural model. The three HR strategies do have a
partial impact on the organization's performance. And when these three HR strategies are applied to organizations strategies simultaneously, it does have a significant influence on the overall performance of the organization. It means that along with the other functional strategies like marketing strategies, financial strategies, production & operation strategies etc. HR strategies also need to be included in the overall business strategies in order to have a better performance in the organization.

6.2.1.2: **Findings of the objective 2: To study the relationship between compensation formulation and organizational performance when HR analytics mediates the relation between the two.**

**Hypothesis 1:** There is no significant relationship between compensation formulation and organizational performance when HR analytics mediates the relation between the two.

1. HR strategies were applied independently along with HR analytics to test its effect individually in this case compensation strategy.

2. In Compensation strategy formulation, it seems that the HRA has a significant impact though not complete, a partial effect can be seen in the performance of
the organizations. So HRA, if included in CS, can help optimize or maximize the performance output of the organization.

3. It is evident from the study that HR analytics helps the HR managers’ up to a certain limit to have a better understanding on how staffing levels, pay-for-performance, and employee performance correlate to employee retention and helps them to design compensation strategy that helps in the growth of the organization.

4. Thus the null hypothesis that there is no significant relation between compensation strategy and organizational performance when HR Analytics mediates the relation is rejected.

5. Hence HRA does play a very vital role though only partial between CS and OP. Even though HRA contribute only 41% in mediating CS with OP, it does show that HRA has a certain effect in the formulation of compensation which in turn aids in the performance of the organization.

6. So, it can be implied that for enhancing the performance of the organization a sound compensation strategy needs to be formulated and for doing so the use of HR analytics gives a great advantage.
6.2.1.3: Findings of Objective 3: To study the relationship between talent management and organizational performance when HR analytics mediates the relation between the two

**Hypothesis 2:** There is no significant relationship between talent management and organizational performance when HR analytics mediates the relation between the two

1. HR strategy namely Talent Management along with HR analytics was included in the overall business strategy for better organizational performance.

2. The analysis shows that when HRA is not entered in the model, the estimate $\beta$ of TM on OP is 0.375 and significant. It means that 37.5% of the variance of OP is explained by TM. Hence it indicates that Talent Management though has a significant contribution to organizations performance, but it is not solely responsible for it as it can be seen that other factors also influence the performance of the organization.

3. And when HRA is entered in the model, the relationship between OP & TM is slightly altered but yet remains significant. This confirms the mediation of HRA on the relationship of OP & TM, but this mediation effect is partial. Although the effect of HR analytics is partial, it is evident that HR analytics does impact
the overall performance of the organization when Talent Management is properly managed.

4. From the study, it is evident that HR Analytics mediates a partial relation between Talent Management and Organization’s performance. Even though the mediation effect is partial, still HR analytics plays a substantial part in managing the talent in the organization to improve performance.

5. HR Analytics thus helps the HR Professionals in the organization to focus on improving the performance and productivity of employees and harness talent identification, recruitment, development, retention and workforce planning.

6. Although HR Analytics has a partial mediation effect on the relation of Talent Management and Organization performance, it can be said that role of HR analytics cannot be neglected as it plays a significant role in the performance of the organization.

7. Thus the null hypothesis that there is no significant relationship between talent management and organizational performance when HR analytics mediates the relation between the two is rejected.
8. It may, therefore, be said that HR analytics does have an impact on the overall performance of the organization when Talent Management is properly managed.

6.2.1.4: Findings of the objective 4: To study the relationship between workforce optimization and organizational performance when HR analytics mediates the relation between the two

Hypothesis 3: There is no significant relationship between workforce optimization and organizational performance when HR analytics mediates the relation between the two

1. When HR strategy namely Workforce Optimization along with HR analytics was included in overall business strategy certain changes were seen in the organizational performance.

2. When HR Analytics is not entered in the model, the estimate $\beta$ of WO on OP is .79 and significant. It means that 79% of the variance of OP is explained by WO. Although optimization of workforce aids in boosting the performance of the organization, there are other factors that contribute to it too.
3. But when HR Analytics was entered into the model, the relationship between OP & WO has again slightly changed but yet still remains significant. This again confirms the mediation of HRA on the relationship of OP & WO, but this mediation effect is partial. This means that HR Analytics though helps in mediating the relation between optimization of workforce and Organizations performance but its effect is partial or impact of HR analytics is less. But it shows that though just a partial mediation effect, still, HR analytics play a significant role in mediating the relationship between workforce optimization and organization performance.

4. From the above study, it can be seen that HR Analytics mediates a partial relation between Workforce optimization and organizations performance. This means that HR Analytics though helps in mediating the relation partially between optimization of workforce and Organizations performance but its impact is less but still play a significant role.

5. Even though HR Analytics plays a small part, it does help in optimizing the workforce for improving the overall profitability through more effective workforce cost control.
6. Utilization of HR Strategy namely workforce optimization in overall business strategy with a hint of HR analytics as a mediator has also benefited the frontline managers to improve employee performance and manage headcount.

7. HR Analytics as a part of the overall strategy, streamlines the internal HR systems of the organization thus contributing to better organizational performance.

8. Thus the null hypothesis that there is no significant relationship between workforce optimization and organizational performance when HR analytics mediates the relation between the two is rejected.

9. Hence it can be said that HR analytics does have an impact on the overall performance of the organization when the workforce is properly optimized.

6.2.1.5: Findings of the objective 5: To study HR Analytics as a precursor to organizational performance

1. From the review of the above results, it is evidence that HR Analytics though has a partial impact on organizational performance still contributes a significant amount.
2. HR Analytics acting as a mediator has proved to be beneficial for the better performance of the organization.

3. Although the organizational performance still goes on without the mediation effect still introducing HR analytics in the system has certainly given some better outlook of the problems which were hidden.

   Hence adaptation of HR analytics though gives a partial effect on organizational performance but still proves to be a significant part of bigger picture.

4. Thus it can be said that HR Analytics is certainly a precursor to organizational performance.

6.3: SUMMARY OF THE FINDINGS:

So, from the study, it can be concluded that all the three HR Strategies like Workforce Optimization, Talent Management & Compensation Strategy, all get impacted in a desired manner or gets a significant lift when HR Analytics is introduced into the overall strategy formulation. Although HR Analytics does not have a complete dominant in the overall performance of the organization, still along with others measures HR Analytics has a lot to contribute to
optimizing the organization's performance. In the present business world of cut-throat competition, introducing HR Analytics can boost performance and give the organization a desired edge over its competitors.

HR analytics thus enables the managers to have a better understanding of how staffing levels, pay-for-performance, and employee performance correlate to employee retention.

Hence it is evident from the study that HR Analytics does play a significant role even though partially, in boosting the performance of the organizations as a whole. Therefore it can be concluded that HR Analytics is a precursor to organizations performance and compensation strategy formulation.