

## Journey of an HR Analyst: An Overview

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### ABSTRACT

The primary purpose of this paper is to study the journey of an HR Professional for implementing HR Analytics' within organizations. The fourth industrial revolution massively disrupted the workplace and the economy. In times of such complexities and disruptions, companies need to be steady students and agile with technology advancements to thrive. The study relied on the Primary Data for which interview method was used to build up the case study. The outcome of the case study can be seen through the challenges faced by the HR Professional. It also talks about the importance of using HR Analytics during the Covid19 pandemic. This can be applied to interview HR Professionals from different sectors of the Industry. These research efforts can lead to more insights on the manifestation of HR analytics practices and its successful implementation during the stressful situation of Covid19.

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### 1. Introduction

HR analytics is a factual approach to improve the individual and organization's success by taking improved and effective choices on the people's side of the company. It can add to the credibility of the businesses and organizations by refining the company's policy and procedures. This would help in developing the core competency of the organizations. The other benefit of human resource analytics is that when efforts, resources, and budgets do not produce the desired effect, it would help in adding efficiency to human resource departments. It is a multidisciplinary approach with integration methods used to enrich the work-life of employees and the organization's performance at large. Different terms are used for human resource analytics, such as workforce analytics, people's analytics, diversity analytics, skills analytics, etc. It plays a vital role in all the subsystems of human resources right from recruitment & selection to exit interviews. It involves "high-end" predicting the predictions of where-if scenarios predict the consequences if a change occurs in policies or conditions.

In many organizations, a stable view of the employees is required and this can be achieved with the help of human resource analytics. This would not only help to carry out labor optimization but also to develop an analysis of information technology and finance skills and the ability to produce better returns. The analytics promises to nurture both HR staff skills and serve as a source of competitive advantage in well-utilized organizations. People analytics is a prevailing device in the hands of HR to manage the health and safety of the employees during this pandemic. This not only boosts the morale of the employee but maintains the productivity of the organization in a stressful time.

HR Analytics does not necessarily have human resource skills. The ability and ability to use people's data and gain insight into it, telling the stories to influence the decision is an essential part of its workforce responsibilities. The impact of business due to the usage of HR Analytics and the maturity of the operation, i.e. descriptive, analytical, predictive, and commanding, are very correlated. Covid-19 has bought about the

importance of HR Analytics. This has come as a blessing in times of disruption and uncertainty. Workforce analytics and HR not only maximize the rewards and the salaries but also to help positively impact at all levels of management. Covid-19 has defined new parameters for work, policies, procedures, communication, rewards, incentives, performance, and so on. In the light of Covid-19, HR analytics also gives insights to the organization about the day to day activities like daily work, absenteeism, employee morale, team work, etc. The studies have proved that HR analytics is playing a major role in any organization. To prove this the case study has been developed with the main objectives of finding the challenges faced by employees in implementing HR Analytics in an organization. The case study has been developed by interviewing HR professionals.

## 2. Literature Review

In this section, the literature has been reviewed to understand the importance of HR Analytics in organizations and the challenges faced during the implementation. Additionally, it suggests significant facts from the studies which could be beneficial in taking crucial decisions of the organizations.

Nowadays HR is not making advancement despite having HR professionals due to lack of being analytic. Human resource analytics is an upcoming emerging trend in the area of management (Mayo, 2018). In the emerging market, a successful organization depends on his HR as well as financial capital. According to the Annual Global CEO survey- 78% of CEO plans to make changes to respond in an emerging market. Analytics is a powerful tool that impacts decisions (Handa, 2014).

Human resource analytics is a scientific method of refining employees and their performance by helping them in decision making. People are still unaware of the worth of human resource analytics. The impact of human resource analytics is different in every organization. Some considered HR analytics difficult to be assessed (Narula, 2015). HR used to deal with soft values but in today's time, it is also dealing with hard data. With the start

of big data and analytics, human resource experts are using analytics to quickly step up the process of incorporating a great strategy. The HR world is concerned about the potential for transforming HR analytics (Edward et al., 2019).

In an organization - to make decisions more effective, different HR analytics models are used. Organizations have successfully implemented this and with the help of analytics they can make decisions quickly and with more accuracy (Sousa, 2018). HR scholars remain reluctant to view HR analytics as an important, meaningful HRM innovation. The purchasing and installation of an HR analytics system are costly. It's a problem caused by small scale firms. They have either poor or obsolete systems (Cheng, 2017).

Human resource analytics has appeared to be a dynamic game-changer in the area of management. HR professionals now talk about big data. Big Data offers a significant prospect to the human resource department. People are considered the asset of an organization as they are important for the success of the organization. They are going in the direction of the knowledge-based economy from the traditional economy of materialism. In these, the employees are getting a supreme reputation by the organizations (Chattopadhyay et al., 2017).

Since organizations are adapting HR analytics systems but the adoption rate is lagging. Some organizations are not willing to adapt it at once. Some barriers are causing this lagging. Analysis should be done from stage one of individual decision making leading to stage three (Yurova et al. 2018). HR is the field which is lacking technology. When discussing human resource analytics, it is significant to observe that managers decision for hiring has its flaws. There is a need to understand what analytics means by hiring people (Fernandez, 2019).

Caligiuri et al., (2020) study has proved that the work from home has not reduced the effectiveness of the employees. Such studies should be used to examine how the employees across boundaries have managed the stress of working amidst the pandemic. Virtual collaboration has increased the expectation of the employees to a greater extent.

Further research can survey how the Covid-19 pandemic has nurtured a larger universal virtual team solidity by providing a noticeable indication of employees' personalities.

### 3. Research Method

“This section describes the methodology used to achieve the objective of this study. As argued by Yin (1989, p.17), ‘what’ questions do not call for a specific research design if the nature of the study is exploratory, as in the case of the present paper”. The study was done using primary data. The same interview was taken with an HR professional. Based on the interview the case study was developed. “Hence, we decided to adopt a case study approach that allows obtaining a deep and rich understanding of those research topics that received little attention by scholars, especially when they occur in dynamic settings” (Eisenhardt, 1989; Yin, 1989).

### 4. A Case Study Of An Hr Professional: Ms. Aarfa Shaikh

#### Background

Ms. Aarfa is currently working as a Manager-Talent Development & People Excellence at Bizongo, Mumbai, India. Bizongo is a B2B start-up solves the challenges of designing, developing, and purchasing a product with approved technology to provide valid and effective packaging solutions. The People Success team as they call themselves is a dynamic bunch of people who are conditioned to perform with data-driven thinking to bring about a result-driven culture within the organization through their offerings. Aarfa is also associated as a Visiting and Guest Faculty for various B-schools in Mumbai where she helps young talent understand Technological advancements in HR & HR Analytics. Aarfa has done her Post Graduate Diploma in Management (PGDM) one of the leading business schools of Mumbai, Chetana's Institute of Management Studies and Research, Mumbai, India. She was one of the bright students in the college. She actively participated in all the competitions, events, etc. Being the topper in the college in HR specialization she got placement in Larsen & Toubro Infotech

(LTI), Mumbai, India. Larsen & Toubro Infotech Limited (LTI) is a global IT solution and services company based in Mumbai, India. She joined L & T Infotech as an HR Trainee in the year 2009. Still, as a trainee, she worked in different positions like HR Business Partner and Talent Development. She strongly believed that as an HR Professional to bring about the business impact it is important to bring data-driven thinking.

#### HR Professional and HR Analytics

Human Resource Analytics (HR Analytics) is the study in data analytics that emphasis the usage of analytical processes in the organization's HR department in the hope that it will improve employee performance and earn a better profit. HR analytics is not just about collecting information about current employee performance. But also, about providing understanding about every process by collecting data & using that data to make accurate decisions. This would strengthen the employee experience in the organization. HRA is thus helping organizations solve complex people-related problems.

Ms. Aarfa started learning about HR Analytics: when she started working on People driven data, analyzing it, and deriving meaningful insights from it. Working on people-driven data she realized that she was implementing HR Analytics. For her, it seemed like a very logical thing to do. Her first assignment was on assessing the effectiveness of HR Team members in terms of their interactions with employees to solve their problems. Since this an area that cannot be measured without using a statistical mindset. She used data from the HR ticketing tool to come up with basic concepts around this research. She analyzed 1000s of tickets to find out on response time, quality of response, number of times the tickets have reopened, nature of tickets, degree of satisfaction the employee received through a resolution of their concerns. This data also helped assess if HR Ticketing tool can still retain the Human factor in HR and do employees feel that a tool can solve their problems without a face to face interaction among many

others benefits Aarfa's this analysis garnered numerous appreciations to her, this not only gave her recognition in the organization as someone who has data-driven thinking but also enabled the HR function to look at many such initiatives to measure the effectiveness of HR and their initiatives.

### Challenges in implementation of HR Analytics

#### *Before Covid-19:*

Decenzo and Robins (2010) and Dessler (2002), the significant tasks of human resource management are technological changes, e-HRM, globalization, workforce diversity to name a few. Technological advancement can directly or indirectly affect the growth of the organization to a great extent. In an almost decade long career, Aarfa believes that companies face challenges in building and implementing the right data analytics strategy. Some of the challenges are understanding the right data to take for their business, poor visibility of key issues that can be solved with data, unavailability of a unified data platform - a variety of data sources exist in silos, lack of data scientists who could build the right strategy addressing potential growth opportunities for the organization, proper return on investment and monitor investment apart from buy-in from the management in investing in an HR tool. Some of the practical challenges Ms. Aarfa faced when initially she started working with data was that data was not maintained or captured the way it should have been. Whatever data was available it was not in a standardized manner. To get this sorted she had to put efforts to create a culture of analytics in their department. Some of the ways she could do so were by creating templates to capture data, search through records to get data of the past, standardize and orient team members in this direction. She believes that with time, efforts, and technological advancements the challenges have now changed. Now the focus is more on data visualizations, the numerous correlations, and the causations that are now possible and filtering through them. Another major challenge now is that data is becoming obsolete very frequently due to the agile nature of businesses. Data of one quarter

sometimes does not remain of any importance in the next if the business has changed.

#### *Post Covid-19*

Caligiuri et al., (2020), in adding to the direct effects of Covid-19 for numerous work policies and procedures, there is also a huge impact on the society at large, as individuals have lost their jobs and have remained unemployed. He also observed that there is a difference across and within industries concerning the way Covid-19 has pretentious to difficulties and resources linked along with the professions. There is enough indication that the salaried situations for the majority of the workforce have declined specifically in the health industry. In the pandemic, Covid-19 has considerably added a larger danger to the workforce from work-related stress to the feeling of exhaustion towards work. Remote work would be a long-term investment and organizations needs to invest heavily in collaboration and distance-work technologies to help its employees. Organizations have to also invest in learning tools and training the employees for the same. The Covid-19 has also demanded new competency and skills for the organizations, this has led to the reskilling of the employees.

Post Covid-19 the HR Analysts are facing a lot of unique challenges. They range from data getting obsolete at a rapid pace due to the dynamic changes in the environment to being able to attract support towards HR initiatives as all businesses in the current situation are in a fire-fighting mode. There have also been a lot of changes in the HR practices and policies, which makes it difficult for the HR Analyst to determine an exact trend or prediction basis the results that they have data for. This situation limits the scope of carrying out analytics but at the same time is a challenging situation for the HR Analysts to venture into unexplored domains and utilize their creativity to come up with novel solutions. With all the uncertainty around, analytics can be one of the best friends for HR professionals to bank upon.

### Competencies for HR Analytics

During her Masters she never had the subject studied and nor did she undergo any formal training on HR Analytics, whatever she learned was on the job. When she stepped into her career as an HR professional, she realized how equivocal was the HR scenario back then and it was important for her to not walk that path. She had to put in the effort to learn the tools, methods, and techniques. Her liking of Math's subject along with the ability to craft logical steps came in as a blessing. This helped her to understand the concepts of HR Analytics along with its tools in a much better & faster way.

Caligiuri et al., (2020) found that Covid-19 has a heightened organizational definition of the competencies required. The crisis of pandemic has not only uncovered the hidden potential and talent of employees but has also identified new talents amongst employees. To the surprise of managers, employees have shown up with an unexpected performance. The more reserved performers were the most outstanding performers during the pandemic. The reserved introverted employees feel more comfortable sharing ideas and view online in form of virtual meetings.

### **Competencies for successful implementation of HR Analytics in any Organization**

According to Ms. Aarfa, certain competencies are required in any HR Professional to successfully implement HRA in any organisations. The competencies are as follows:

- An eye for Detail,
- Analytical Mindset,
- Business Acumen (understand your business so as to know what problem to solve and how it impacts),
- Relationship Management &
- Ethical Conduct

She also believes that an HR Analyst should also be able to handle the stress and disappointments that come with the role and thus with perseverance be able to ultimately deliver.

### **Future Scope of HR Analytics in India**

*Pre Covid-19*

The HRA is inevitable throughout the organization now, it will continue to grow, become more complex and prosperous to make HR a Strategic business partner. A recent LinkedIn report, "The Rise of Analytics in HR: An Era of Talent Intelligence" shows that in India, 14% of all the human resource activities are based on analytics which has resulted in a huge increase in analytics experts in India. Over the past few years, there has been a huge increase in human resource analytics professionals in India. These professionals are known by different names such as "Data Scientist", "Diversity Analytics Specialists", "Talent Analytics Director", etc. The artificial intelligence and automation industry are changing the outlook of the company's hiring-firing process, retention, employee engagement, and many more. This is the era of combing information with the right environment resulting in the right talent needed by the organization. The Industries which require to be worked upon in India are Insurance services, Financial services and technical software, and professional services.

*Post Covid-19*

HR Analytics can accelerate the process of recruitment by using People analytics. The people analytics if used appropriately can identify the ideal candidate for the right position. It can also help to excerpt perilous insights from a candidate's historical data. Predictive analysis can be used for predicting the percentage of the workforce who is most likely to leave or exit. It does help in retaining the best talent in the organization. This can also drive for guiding internal training and performance management. By this, the less productive employees could be given training as per their needs. HR analytics can also help in identifying the factors that lead to the productivity of the organization. This would help in developing succession planning and strategic human resource management. One more major challenges organization are facing is structuring the compensation packages for their employees. HR analytics help in analyzing the experience, knowledge, and skills of the employees which

would help in the restricting of the current employees.

### **Companies Driven to the New-fangled HR Era**

#### *Pre Covid-19*

Human resource departments are moving from traditional decision making to more scientific-based decision making. The HR department is often considered as a valued business partner from management and employees, as they ensure that the organizations get the most out of their employees. The HR department provides a high return on the organization's investment in its employees. They also play a vital role in developing the organization's strategy.

The digital revolution has redefined the work culture, the relationship between managers, and subordinates more fundamentally than ever. Organizations are understanding the importance of big data and data analytics in coping up with the ever-changing dynamics of the organizations. Change is permanent, any company that is not ready for change would be obsoleted. Most of the companies are very much open to accept this change. This is in the best interest of the organization to have more meaningful data, analysis, and thereby the people initiatives & strategies that are crafted. The new age era of digital HR has completely changed the scene of organizations. This has allowed organizations to automate the processes by using HR analytics to make decisions. According to research stability, healthy work culture, and core values are vital for both employees and organizations.

#### *Post Covid-19*

Covid-19 has no doubt prompted the importance of HR Analytics. Due to which a number of companies have adapted to new technology to help the employees work from remote places, maintain culture virtually, hiring and also to help employees cope up with the drastic changes the pandemic has brought about. The organizations have not only adapted to technology up-gradation but also introduced further digital methods to support employees in a challenging environment.

Organizations are also using HR analytics to improve the emotional well-being of their employees. Colletta, J. (2020) has cited that Delta to retain its relationship with its employees turned to artificial intelligence-driven talent management platform Avature. This platform helped to track the progress of the employees and accordingly design communication. It also helped HR to identify the talent gaps. Internal employees could then apply for their respective positions. By integrating it with its internal HRIS system. Delt is also using this for performance management and other functions of HR.

Oliver's (2020) studies have proved that the market of HR analytics is growing exponentially. Stakeholders of companies and different institutes are investing in analytics as they could also see a bright future in it. Covid-19 has bought about a digital transformation which has led to the digital revolution in the communication of all the businesses. If originations do not adapt to this digital transformation, they are going to disappear from the market soon. In physical settings, employees were less hesitant to ask for help if required from their colleagues or the management. But the same is not possible in the online mode, employees are hesitant to ask for any help as the physical touch is missing. Covid-19 has amplified the increase of cybernetic teams it would be important for academics to path and understand inventions that can help employees to work smoothly (Flynn & Lake, 2008; Newark, Bohns, & Flynn, 2017). The question about how working remotely would reduce anxiety and stress remains unanswered. In the virtual settings social and emotional cues are comparatively limited which could have been handled appropriately in the physical settings of the organizations (Lindebaum, Geddes, & Jordan, 2018).

It was found that studies have proved that teams which operate online inclined to be extra efficient and active at devising than teams head-on (e.g., DeRosa, Smith, & Hantula, 2007) on the other hand studies has also shown that online interaction teammates miss out on the creativity and innovation aspects which are seen largely in the

head-on (Allen, Golden, & Shockley, 2015). In Covid-19 the HR analytics has gained popularity and specialist are offering different HR analytics solutions to drive business efficiently and effectively with better outcomes. Most of the leading organizations have updated their HR Analytics solutions to different subsystems of HR such as recruitment and selection, training & management development, the performance management system. The profits of using HR analytics during Covid-19 is that it not only helps in analyzing data at a click but also to understand the potential of the employees, thus using effectively for the growth of the organization. Companies are replacing the traditional legacy system by building analytics teams into one conventional business function.

### **Challenging Projects have taken**

#### *Pre Covid-19*

Ms. Aarfa in her professional tenure has undertaken many challenging and interesting projects. In one of the organizations, she created an early warning system that not only needed HR analytics skills but also strong business HR partnering skills. This particular company had a lot of data-driven parameters which helped them predict employees who are most likely to attrite. In another organization where she worked as a consultant to one of the HR Product organizations. Here she worked extensively on Artificial Intelligence (AI) and Machine Learning (ML) tools. She guided to creation models for resume parsing, to stack rank the applied candidates in order of relevance, be able to predict the likelihood of the candidate being selected basis the past hiring trends. They also undertook a project to be able to conduct an AI-based interview platform that used AI, sentiment analysis, facial recognition, video analytics, machine learning, and speech recognition to map it to a model and determine the competency of the candidate. In performance management they worked towards creating a tool to determine the strength & clarity of an employee's goals basis the SMART criteria of goal setting: If a manager or an employee while setting the goals

misses the aspect of SMART goal setting the tool would automatically prompt them of the missing aspect and show the strength of the goal being set. Being a part of an IT organization, Aarfa has also been instrumental in function designing some of the HR tools so to be able to strengthen HR Analytics for her function, this has helped the organization to have tools which are tailor-made to their needs and be able to solve their problems better. This is a skill that she has acquired by interacting and learning from her employees who provided her perspective of their work. Currently, in Bizongo, she along with her team is working on another interesting project of correlating the learning journey of members of their sales staff and their target achievement to be able to answer if a salesperson undertakes sufficient learning programs is also able to deliver on the field. She believes that learning is a never-ending process.

#### *Post Covid-19*

Caligiuri et al., (2020) found that the pandemic Covid-19 has added to the stress of the employees by risking them health risks. Remote teams are being handled by managers for the first time in their profession which has also added to a different level of stress. Such an unexpected transformation has intensified the difficulties of working together from a remote place. These challenges are not restricted to Internal business but have extended to the day to day management practices also. Hopes linked to Covid-19 joblessness galloped on the financial retrieval relating about the employees who have lost their jobs due to Covid-19 will largely be recuperated but that is quite difficult (Wanberg, Ali, & Csillag, 2020)

Organizations these days need more from their HR professionals. HR professionals are no more restricted to just know about their domain and business. They are expected to keep up with the latest technological, data analysis, and visualization trends. To keep herself updated with this need of the industry, Aarfa is undergoing various courses on data visualization and analysis like Tableau, Power BI and even learning Python

coding. Since organizations want the true power of analytics to also be stretched to various aspects of HR, they want their HR teams to utilize the full potential of analytics i.e. data correlation, and prediction in employee-related aspects. HR professionals now need to stay ahead of the curve and adopt new skills. The current HR professionals will undergo exponential change concerning their skill set, horizon, and variety of innovative career options to choose from.

## Role of HR Analytics

### *Pre Covid-19*

To pave the way for a bright outcome, human resources leaders turn to people's analytical tools to help make difficult decisions when their employees return to the workplace and suffer economic losses. Whether it's figuring out how to keep employees safe, making decisions about coats and layoffs, or making sure the right number of employees are in the right roles, this technology brings together, mixes, and analyses people to guide employees in "what if" scenario planning. To couple all these existing questions, the strategic HR partners also need to ensure that the business continuity & productivity is not hampered along with keeping in mind the employee's mental & emotional health, their fears & insecurities during such trying times. It's not that HR Analytics would provide every solution to the HR challenges but can provide guidelines to the HR professional for understanding the business function in a much better way in the pandemic situation. Thus this would help the human resource managers to strategize plans to improve talent, investment while administrating the recruitment & selection, training & management development, attrition, performance management system, and other workplaces.

### *Post Covid-19*

With the outbreak of Covid-19, business leaders are emphasizing regular updates on employee health, which is the key to business efficiency and productivity. The world is still uncertain about the period it will take us to return to normal or as they call it- the new normal, which means that our

approach to data collection and analysis also needs a transformation. In that part of human resources, the decision-making process is changing rapidly due to several factors.

Covid-19 has forced companies to change the way of working, employees are working from home. Now the question arises whether the companies would extend work from home at the end of mandatory lockdown by the government or not. The second question arises is how long can we work from home. To get all the answers and to make a call for the decision, companies can use HR Analytics. HR practitioners have to sharpen their skills during these times to look out for out of the box solutions and search for answers in data as there are no precedence or case studies from the past to guide us. Everything needs to be invented and tried. For the analysis and implementation of the result, the data collection is one of the most important key factors in Analytics. The data collection can be done in the following ways:

#### 1. Past Data:

Data could be collected about the pre-COVID-19 situation from the HRI database already available with the organization, especially those organizations that already had a work from home policy/ practice:

- How many works from homes were employees taking before?
- Which functions used the work from home policy maximum and
- Which functions work from home was not applicable?

#### 2. Present Data:

Data could be collected & analysis can be drawn on the current situation when the government lockdown phase was in practice such as:

- How much cost is the organization able to save due to the work from home model
- What additional cost can be saved if the work from home is extended
- Which function employees have had to go to the office at times even during work from home

- Which functions have been severely impacted in terms of productivity & work management

### 3. Interviews:

Virtual Interviews could be scheduled with the business leaders to understand their point of view and their reading of the situation by seeking clarity on the following aspects:

- Has there been an impact of Work from Home on the productivity of employees, if yes- what
- Has been the impact of Work from home on the functions of business operations, if yes- what
- What major changes had to be done with the way operations are now being conducted in the function?
- At a function level what measures are being taken to keep the employees focused, committed and happy
- If this policy goes on for more time, how will you measure your employees' productivity and eventually review them on that work?
- Any best practices followed in terms of meetings, productivity management, work/ task management, etc.
- Do you see this crisis changing the way all the other functions shall operate going forward?
- What advice do you have for us in terms of communications?

### 4. Focussed Group Discussion:

Online Focused group discussion with line managers of those teams where they are finding it difficult to operate in work from home. Following questions could be asked to them to understand the ground reality better and be able to address the business needs appropriately:

- What are some of the challenges that you & your team are facing while working from home?
- What major changes had to be done with the way operations are now being conducted in your function?
- How do you keep track of check-ins with employees?
- Do you foresee any business & employee level challenges if this set up continues longer?

- What support will your team/ you require to be able to deliver results
- What solution do you propose if work from home is not an option for your team?

### 5. Survey Questions:

The most important & widely used instrument of data collection is the Survey Method. The survey has been proven to be the most effective tool for data collection in this situation of virtual connect and also makes it easy for the administrator to analyze the data. In the current times, this can be used to check with the employees about how prepared they are to return to the office, how they feel about it. What are their emotional, mental & physical limitations at this point?

- What statement is best suited for you with regards to your current living arrangements?

§ I am living with my family (spouse/parents/partner/children/extended family)

§ I am living with friends but not with a family (roommates/PG)

§ I am living alone but I have pets

§ I am living alone

§ Other

- During COVID-led office lockdown, did you travel outside of your location to reach your hometown/some other place?

- No, I didn't have to go outside my location
- Yes, I traveled to be with my family/close ones

- Which of the following describes best the impact of working from home on your ability to do your job?

- Positive Impact
- No change or impact
- Negative Impact but I can manage
- Significant Negative Impact

- How do you usually come to the office?

- Personal Vehicle
- Public Transport
- Carpool
- Walk

- Other: -----
- As new information becomes available, do you agree that the actions taken by the organization in response to COVID-19 are clear.
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree
  
- Do you think your team can manage work effectively & support each other during this situation?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree
  
- If the operations at work resume, would you feel safe coming to the office?
- Yes, I would like to come to the office regularly
- No, would prefer working from home
- May Be will come to the office if and when needed
  
- Are there any reasons that may prevent you from going to work even if you wanted to? (Select as many as apply in your case)
- No challenges
- Lack of child care
- Care for elderly/dependents
- Health/Medical Concerns - Self/Family
- Other: -----
  
- Please share anything else that would help the organization better meet your needs around health and safety.

Once guided by data, HR solutions analytics can be used to drive business efficiency and achieve better outcomes. The HR analytics solutions could be used for businesses as it would allow them to increase revenues by capturing and analyzing the data. This would help in identifying the potential of the employees. One of the most crucial factors for organization's during the pandemic is to save cost,

when the scope to grow their revenue is limited. To save costs, there is a lot of data harnessing that needs to be done to understand the possible leakages in the organization. HR professionals can leverage analytics to help them find answers to these questions which were never explored before. These solutions would also play a crucial role in determining the outcome by analyzing workforce data. Hence companies could build analytics teams that are rapidly replacing the conventional systems and compounding distinct analytics teams into the one mainstream businesses in this pandemic of Covid-19.

### 5. Conclusion

Industries cannot survive over time without the management of automatic acquisition services. The use of auto-detection is very high and therefore there is a request for all required HRM-related sites. HRPA helps organizations incur HR-related costs while maximizing corporate performance and employee engagement and entertainment. HRPA is changing rapidly too growing technology capable of achieving 100% accuracy when making decisions in HR. By 2020, HRPA will fully take over traditional analysis in organizations. HR's job is to follow other management areas in the technology of recording and analyzing big data. As per the high-profile industry reports, one can get some indication about how human resource analytics emerges "must be robust," which will protect the future of HR as a tactical management tool. As Human resource analytics is new in the industry many human resource managers are not aware of its importance. In a similar many analytics manager are not aware of its importance in human resources. This fails the cost analysis solutions offered by the HRIS model. It is to be understood that how the human resource data can be utilized to generate, deploy, and safeguard values and strive to answer the questions with a long-term, diverse model.

This study contributes to the existing literature in the following ways. Firstly, it confers the challenges to HR Analytics and helps in understanding it. It also provides a scope for the HR Managers to renew their knowledge, skills, and

attitude and thus to emerge as experts in this new process. This tool can be used to measure the role of HR Analytics' during the pandemic situation of Covid-19. Second, it gives an overview of the features related to human resource analytics in a developing country like India. It also gives an insight into the perception of the human resource leaders and the challenges faced due to its implementation in the organization. Thirdly, the study can also be used to do analyses about work from home during the pandemic situation of Covid19 and accordingly can take a call about the continuation of work from home. The outcome of the study can help organizations to formulate strategy and thus can easily implement in different subsystems of a human resource like manpower planning, training and management development performance appraisals, incentives and reward systems, employee engagement, and many more.

### 6. Future Scope Of The Study

Future research opportunities were identified in the research conducted. The next logical way to conduct future research would be to discuss with HR professionals from various disciplines. These research efforts can lead to a greater understanding of the analysis of HR personnel analysis methods and effective implementation. The study could be further enhanced by increasing the diversity of the respondents. The study is based on the interview taken by one human resource professional. The study could be widened by interviewing several human resource professionals. From case analysis, variables can be identified and appropriate questions can be asked. The questionnaire which is an important verification instrument, used in the case study can be utilized for further research. This may provide additional information about HR Analytics such as anchor performance indicator and relationship satisfaction functionality and the purpose of opt-out of various forms of participation. The questionnaire can also be used to include HR Professionals in other fields. Experts from other departments then HR can also be an important part of the research to find out the challenges they face. Incorporating these types of people will provide information about the

challenge's women face most. Open-ended and closed-ended questions could be used in the questionnaire for future study which would provide in-depth answers.

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