
HR Analytics- A Comparative Study on HRM Strategies

VISHNU PRIYA S¹ & DR. V SANTHI²

¹ Full Time Research Scholar, Department of Management Science, PSG College Of Technology,
Coimbatore, Tamil Nadu-641004

² Head, Department of Humanities, PSG College of Technology, Coimbatore, Tamil Nadu- 641004

ABSTRACT

Purpose:

The purpose of the study is to evaluate the effects of HR analytics tool used to assess human resource management practices.

Design/Approach/Methodology:

The study conducted with 175 HR professionals and the questionnaire was designed to collect the data and to solve the challenges. The relationship of the constructs was tested with Mean, Standard Deviation, Regression and Multiple Regression analysis.

Practical Implications:

This research paper clearly gives a new insights and better understanding of the constructs used in the data set.

Findings:

The results of study demonstrated that the future HRM practices was strongly related to prediction of HR analytics transformation process and the positive impact of organisational performance.

Value/Originality:

The research investigated the relationship between future HRM practices and the follower's implementation of HR analytics in their organisation.

Key words: HRM strategies, HR analytics, performance appraisal, training program, career planning and development.

Introduction

In the current scenario, changing company dynamics and internationalization have expanded that the demands for human resource management transformation on how to enhance and adopt a high-competency and productive workforce while retaining cost efficiency. Many organisations focus on high efficiency in human resource management system and organisational performance. (Pooja et al., 2021). HR analytics applications within the organisation may be viewed as a one-time effort or may agree with the newly renovated approach to management in the organisation. (Tomar, 2020).

The goal of an organisation is to achieve predetermined objectives. To achieve the objectives, the resources used must be coordinated in such a way that each resource is performing to the best of its ability in achieving the organization's objectives. (Sobhani et al., 2021) Capital, land, machines, and workers are the resources accessible. Out of all the resources available in the organisation, manpower must be prioritised to maximise the utilisation of the other resources. These are the organization's broad concepts. (Sumanasiri, 2020). Human resource is believed to be the lifeline of any organisation in the current world condition, similar to capital, which was traditionally considered to be the lifeblood of any organisation. (Przytuła et al., 2020) (Hamouche, 2021). Human resources are given more weightage in the IT industry, and HRM's importance has grown dramatically as a result of the current state of affairs. There are enormous differences of opinion in the minds and attitudes of people working in IT and other organisations, which went into a new concept of work from home, thus it can be classified as pre-covid and post-covid age. (Kumar & Kapoor, 2021) (Selvi et al., 2021). People began to be more convenient and relaxing as they worked from home, eliminating the need to get dressed, start from home, and get at the office on time to sign in the registers. The resumption of office hours at a centre has been announced, and employees must report to work regularly. Since they returned to the office after two years, they were likely unable to acclimate to the new environment, which a normal part of their lives was prior to two years. (Cooke et al., 2020) Accepting the new circumstance of working from home and coping with work in the office would be a mindset collision for those who work in the old setting in the new mindset. When employees leave, HRM will have to figure out how to find new people to join the company to use predictive analytic tool. (Broderick & Boudreau, 1992). The "old environment and new attitude individuals" are a significant aspect of HRM. As more technology is used in IT industries to arrange meetings and attend electronically, employees' expectations of the

organisation have risen. HRM has altered their vision and elements of the employee to deal with the new minded employee and organisational needs. (Agrawal, 2018) In the study, the researchers will look at how HRM practices have changed, how people are adapting, and what efforts have been taken to bring them into the new environment, as well as the problems that HRM has experienced in doing so. (Azizi et al., 2021)

Review of Literature

Relationship between HR analytics and human resource management strategies:

Before applying HR analytics, management and HR professionals must first understand how human capital contributes to the organization's performance. If problems or challenges to be solved using analytical techniques are not explicitly described, the likelihood of adding value to the firm is extremely low (Karmańska, 2020).

According to Etukudo, a sustainable organisation is related with three areas of HR analytics: employee well-being, holistic employee development, organisational leadership, and culture. (Etukudo et al., 2019). As a result, organisations must take a "and/both" approach to HR management techniques in order to increase revenues while minimising the harm to stakeholders. (Opatha, 2020).

Prescriptive analytics:

Prescriptive analytics is based on heuristics-based, modelling, and enhancement tools to predict alternative conditions and their effect on business consequences. (Parmar, 2020).

Predictive analytics

Predictive analytics refers to a set of approaches that can be used to anticipate future outcomes based on historical data. Forecasting models and machine learning are important tools for this type of analytics. (Malisetty et al., 2017)

Diagnostic analytics

Diagnostic analytics is an advanced analytics approach that examines content or data to answer the question "why it happened," and is highlighted by strategies such as data mining, data discovery, drill-down, and correlations. (DiClaudio, 2019)

According to the research conducted by the Boston Consulting Group, 75% of employees stated they were able to maintain or improve productivity on their specific activities (such as analysing data, making presentations, and doing administrative tasks) during the first few months of the epidemic. The number is lower for collaborative jobs (such as interacting with co-workers, working in teams, and interacting with clients). The fact that social connectedness is what allows employees to collaborate productively was surprising in this study. And collaborative productivity is critical for any business wanting to improve communication, efficiency, speed up skill of acquisition, or harness innovation. (Przytuła et al., 2020)

The current crisis highlights the difficulties that people's social and interpersonal ties face. In the current reality, 71.1% of respondents say employee integration in the organisation has

reduced, and 59.4% say they require integration with other employees. (George & Thomas, 2019)

Employees working and living overseas are more concerned about their mental health and stress. This was true even before the pandemic began, and it has only gotten worse in the months thereafter. (Kumar & Kapoor, 2021) Employees require aid from their employers, and globally mobile employees require help from their company's well-being initiatives to bridge the knowledge gap as they adjust to life in a new location. Explaining health insurance, life insurance, and disability benefits is critical, especially for expatriates who are unfamiliar with the local healthcare system. (Hamouche, 2021)

Statement of the Problem

HR strategies is regarded as a crucial component of any organisation, and it plays a key role in the management of the company's personnel. After adoption of HR analytics, HRM was rather routine, but today they are faced with numerous obstacles in managing personnel as well as high employer expectations. (Azizi et al., 2021) HRM must alter and reinvent its notion of Human Resource Management to organisational sustainability in a better way. The study was undertaken for this purpose in order to determine the efforts made by the HRM department to improve the performance of every employee.

Aim of the study

The study's goal is to determine after HR analytics, the human resource management strategies with organisational performance in the select IT companies, Tamil Nadu. The study's objectives were 1) To analyse the socio-economic profile of the employees and the HR practices of IT sector. 2) To investigate the IT industry's revised HR analytics tools and to examine the carrier planning and development revision. 3) To evaluate the various training program. 5) To suggest the adoption level of HR analytics tool.

Sampling Design

The study conducted in information technology sectors located in Tamil Nadu because the IT sector contributions are greater to the GDP of our nations. After adoption of HR analytics, there have been significant changes in HR practices such as performance appraisal, career planning, training and development. This research was done to identify if the above-mentioned dimensions have changed or not. For this investigation, the researchers collected 175 samples using a practical sampling strategy that included samples from all departments at the same time. For this analysis, the top 15 IT companies were chosen. Each dimension has its own set of variables from which the mean and standard deviation of each variable have been calculated independently.

Tools used

With the use of tables and interpretation, the researcher presented the study's analysis.

1. Percentage Analysis
2. Mean
3. Standard Deviation

4. Correlation
5. Multiple Regression Analysis

Percentage analysis is used to measure the socio-economic profile of the respondents. The variables were measured and concluded using the mean and standard deviation. Mean source shows that the changes in HR strategies after adoption of HR analytics. The Standard deviation also shows that the variation in mean score of the various variables. The method used to determine the relationship between the various dimensions of HRM aspects is correlation analysis. Regression analysis applied to find the impact of socio-economic profile in various dimensions of HRM practices.

Socio Economic Profile

The socio-economic profile of the study is as follows:

Table 1

Percentage analysis of Socio-Economic Profile of the respondents

Sl. No.	Age group	Number of Respondents	Percentage
1	Less than 30 years	28	16.00
2	31 years to 45 years	93	53.14
3	Above 45 years	54	30.86
	Total	175	100
	Gender		
1	Male	78	44.57
2	Female	97	55.43
	Total	175	100
	Marital Status		
1	Married	93	53.14
2	Unmarried	82	46.86
	Total	175	100
	Family type		
1	Joint	53	30.29
2	Nuclear	122	69.71
	Total	175	100
	Family size		
1	Less than 4 members	87	49.71
2	Above 4 members	88	50.29

	Total	175	100
	Family monthly income		
1	Less than Rs. 50,000	37	21.14
2	Rs. 50,001 to Rs. 1,00,000	53	30.29
3	Above Rs. 1,00,000	85	48.57
	Total	175	100
	Working Experience		
1	Less than 5 years	35	20.00
2	6 years to 10 years	95	54.29
3	Above 10 years	45	25.71
	Total	175	100
	Designation		
1	Programmer Analyst Trainee	42	24.00
2	Programmer Analyst	31	17.71
3	Associate / Technical lead	27	15.43
4	Senior Associate / Lead Architect	22	12.57
5	Manager	19	10.86
6	Senior Manager	16	9.14
7	Associate Director	12	6.86
8	Senior Director	6	3.43
	Total	175	100
	Department / Business unit		
1	Banking and financial services	26	14.86
2	Insurance	23	13.14
3	Health care	21	12.00
4	Life Science	23	13.14
5	Manufacturing	27	15.44
6	Retail and Logistics	22	12.57
7	Media and Entertainment	16	9.14
8	Communications	17	9.71
	Total	175	100

Source: Survey data

Twenty-eight (16.00%) of the respondents are under the age of thirty. Ninety-three (53.14 per cent) respondents are between the ages of 31 and 45, while fifty-four (30.86 per cent) are above 45. The majority of the responders (53.14 per cent) are between the ages of 31 and 45.

Seventy-eight (44.57 per cent) of the respondents are male and remaining ninety-seven (55.43 per cent) are female. Majority of the respondents are female. The majority of the responders (55.43 per cent) is female.

The marital status of the respondents is shown in the table above. Ninety-three respondents (53.14 per cent) are married, while eighty-two respondents (46.86 per cent) are single (unmarried). The majority of respondents (46.86 per cent) are single (unmarried).

The respondents' family types: fifty-three respondents (30.29 per cent) are from a joint family, and one hundred and twenty-two respondents (69.71 per cent) are from a nuclear family. The majority of responders (69.71 per cent) are from nuclear families.

The data eighty-seven per cent (49.71 per cent) of respondents have less than four individuals in their family, while the remaining eighty-eight per cent (50.29 present) have more than four. The majority of the respondent's family members (50.29 per cent) have more than four members.

The respondents' family monthly income is thirty-seven respondents (21.14 per cent) have a family monthly income of less than Rs. 50,000. Fifty-three respondents (30.29 per cent) have a family monthly income of between Rs. 50,001 and Rs. 1, 00,000, while eighty-five respondents (48.57 per cent) have a family monthly income of more than Rs. 1, 00,000. The majority of the respondent's family monthly income (48.57 per cent) exceeds Rs. 1, 00,000.

The working experience of the respondents is shown in the above; out of 175 respondents, 35 (20.00 per cent) have fewer than 5 years of experience. Ninety-five per cent (54.29 per cent) of respondents have worked for between six and ten years, whereas forty-five per cent (25.71 per cent) have worked for more than ten years. The majority of the respondents (54.29 per cent) have between 6 and 10

The respondents' designations are, forty-two (24.00 per cent) of the respondents are program analyst trainees, as shown in the table. Thirty-one respondents (17.71 per cent) work as program analysts. The associate technical lead is represented by twenty-seven (15.43 per cent) responders. Senior associate/lead architect is represented by twenty-two (12.57 per cent) respondents. Managers make up 19 of the respondents (10.86 per cent). Senior managers account for sixteen (9.14 per cent) of the respondents. Twelve respondents (6.86 per cent) are associate directors, and the remaining six (3.43 per cent) are senior directors. The majority of responses (15.43 per cent) are associate / technical lead.

The sample respondents' departments or business units are listed. Twenty-six respondents (14.86 per cent) work in banking and financial services. Twenty-three respondents (13.14 per cent) work in the insurance department. Twenty-one (12.00 per cent) of respondents work in the healthcare industry. Twenty-three respondents (13.14 per cent) work in the field of life science. Twenty-seven respondents (15.44 per cent) work in the manufacturing department. Twenty-two respondents (12.57 per cent) work in the retail and logistics departments. Sixteen respondents (9.14 per cent) work in the media and entertainment sector, while the remaining seventeen (9.71 per cent) work in the communication area. The majority of those who responded work in the manufacturing industry.

Dimensions

The present study has four dimensions, i.e. (i) Objectives of HR Practices, (ii) Performance Appraisal, (iii) Career Planning & Development, and (iv) Training Development.

✚ **Dimension 1- objectives of HRM:**

Table 2

Objectives of HR Practices

Sl. No.	Variables	HR strategies		After adoption of HR analytics	
		Mean	SD	Mean	SD
1	To develop the employees to realize their potential to the maximum extent	4.392	1.114	4.003	1.884
2	To develop the employee's capacity to perform the present job better	4.103	1.532	4.367	2.105
3	To develop the capabilities to handle future roles	3.881	1.431	4.302	2.046
4	To develop and maintain a high motivational level of the employees	4.115	2.159	3.982	2.054
5	To strengthen superior-subordinate relationships	3.677	1.733	3.199	1.893
6	To foster team spirit among employees	4.376	1.338	4.033	2.883
7	To promote inter-team collaboration	3.772	1.032	4.114	1.673
8	To promote a congenial organizational climate/culture	4.229	1.839	3.891	1.993

Source: Computed data

The interpretation shows that, the researcher presented the study's analysis. The variables were measured and concluded using the mean and standard deviation. To analyse the Objectives of HR strategies, and the study used a five-point Likert scale with eight factors. The five-point scale was divided into two concepts: before and after adoption level of HR analytics. The mean score and standard deviation were computed. Before hr strategies, the mean score for the variable "to develop the employee's capacity to execute the current job better" was 4.103, while after adoption of HR analytics it was 4.367. Before hr strategies, the mean score for the variable "to develop competencies to manage future roles" was 3.881, while after hr analytics it is 4.302. The mean score for the variable "to foster inter-team collaboration" was 3.772 before hr strategies and increased to 4.114 after adoption of hr analytics. Only three concepts have changed in HR practice out of eight variables: (i) the researcher developing the employee's capacity to execute the current job better, (ii) is developing the capacities to handle future responsibilities, and (iii) promoting inter-team collaboration. The IT sector has been unaffected by after hr analytics implemented, employees are working from home, and regular work has continued uninterrupted. Employee performance, future job management, and inter-team

communication were all done online by HR in the IT sector, and the relationship between the various dimensions evaluated.

✚ Dimension 2- Performance Appraisal:

Table 3
Performance Appraisal

Sl. No.	Variables	HR strategies		After HR analytics	
		Mean	SD	Mean	SD
1	The objectives of the Performance Appraisal System are clear	4.113	1.320	4.225	1.884
2	PAS provides an opportunity for self-review and reflection	3.776	1.133	4.005	1.732
3	PAS acts as a motivating factor in improving the work efficiency	3.610	1.781	3.911	1.896
4	PAS has scope for correcting the biases of the reporting officer	3.891	2.355	4.042	1.933
5	PAS helps interested appraises to gain more insights into their strength and weakness	3.677	1.733	3.199	1.893
6	The format and procedure of PAS keep pace with the current requirements	4.223	2.784	3.871	1.118
7	PAS helps managers to plan their future course of action well	3.893	1.322	3.183	1.722
8	PAS encourages performance review discussion	3.898	2.278	4.043	1.996
9	Discussion on Key Responsibility Area is beneficial	3.712	1.118	3.189	2.289
10	The HRD department follows up seriously the training needs identified during appraisals	4.117	2.788	4.331	2.074

Source: Computed data

To measure Performance Appraisal, the study used a five-point Likert scale with ten variables. Human resource strategies, six variables were effective in the IT industry out of 10 variables. Specifically, (i) PAS provides an opportunity for self-reflection and reflection, (ii) PAS acts as a motivating factor in increasing work efficiency, (iii) PAS has the potential to correct reporting officer biases, (iv) PAS assists managers in effectively planning their future course of action, (v) PAS encourages performance review discussion, and (vi) the HRD department takes seriously the training needs identified during appraisals.

Dimension 3- Carrier Planning and Development:

Table 4

Carrier Planning & Development

Sl. No.	Variables	HR Strategies		After HR analytics	
		Mean	SD	Mean	SD
1	Career planning (CP) helps the employees to plan their career	4.237	1.113	3.889	2.519
2	Employees are aware of the career opportunities in the office	4.119	2.981	3.943	1.932
3	CP aims to improve employee morale & motivation	4.891	2.009	3.878	1.665
4	CP increases employees' loyalty	4.191	1.985	4.352	2.811
5	CP encourages employees to stay back in the organization	4.122	2.361	3.791	2.119
6	Existing organizational hierarchy supports career planning	3.891	1.178	4.113	2.998
7	CP uses human resources effectively and achieves greater productivity	3.132	2.889	4.183	2.722

Source: Computed data

The Performance Appraisal was measured using a five-point Likert scale and seven criteria. Respondents believed that the variable career planning enhances employee loyalty out of seven variables; the mean score hr strategies was 4.191, but it improved to 4.352 after hr analytics. The variable existing organisational hierarchy supports career planning, with a mean score of 3.891 hr strategies – 19 and a score of 4.113 in after hr analytics implemented. Finally, career planning effectively uses human resources and achieves greater productivity, with a mean score of 4.183 hr strategies and 4.183 after hr analytics implemented. It was determined that the Carrier Planning enhances employee loyalty, that the existing organisational hierarchy supports career planning, and that the CP effectively leverages human resources and delivers improved productivity.

Dimension 4- Training and Development:

Table5

Training and Development

Sl. No.	Variables	HR strategies		After HR analytics	
		Mean	SD	Mean	SD
1	There is a well-designed and widely shared training policy	3.431	2.903	3.138	2.041
2	The in-house programs are handled by competent faculty	3.553	1.443	3.114	2.212
3	Induction training is the adequate duration	3.113	1.822	3.332	2.296
4	Recruits find induction training very useful	3.722	1.566	4.101	2.643
5	Employees are helped to acquire technical knowledge and skill development	4.197	1.883	3.289	2.093
6	Employees returning from training are given adequate time to reflect	3.093	1.932	4.113	1.320
7	This is a visible link between training and performance level of employees	4.103	2.232	4.332	2.008
8	External training programs are carefully chosen after collecting adequate information	3.676	1.223	3.998	2.744
9	Training programs conducted by the company are suitable to meet current business requirements	3.993	1.642	4.118	2.342

Source: Computed data

The study used a five-point Likert scale to measure nine variables in the Performance Appraisal. Six of the nine measures' mean scores have increased when compared to hr strategies. The mean score for the variable "induction training has acceptable time" was 3.113 hr strategies and 3.332 after adoption of hr analytics. The mean score for the variable "recruits find induction training extremely valuable" was 3.722 hr strategies increased to 4.101. HR strategies, the mean score for the variable "workers returning from training are given

appropriate time to reflect" was 3.092, while after hr analytics improved to 4. 113. The mean score for the variable "there is a visible link between training and employee performance level" was 4.103 before and increased to 4.332 after adoption. The mean score for the variable "external training programmes are properly planned after collecting sufficient information" was 3.676 hr strategies and 3.998 after hr analytics. The mean score for the variable "company training programmes are suitable to fulfil contemporary business requirements" was 3.993 hr strategies and increased to 4.118 hr analytics. The dimension determined that the IT sector effectively conducts induction training, training provided appropriate time to reflect, training and performance level of employees, and the training programme meets current business requirements after hr analytics implemented.

Table 6

Correlation – Relationship between the dimensions of HRM in IT Sector

	Objectives of HR Practices	Performance Appraisal	Carrier Planning & Development	Training and Development
Objectives of HR Practices	1			
Performance Appraisal	0.944**	1		
Carrier Planning & Development	0.853*	0.901*	1	
Training and Development	0.784**	0.866**	0.452	1

*Source: Computed data * 5% significant level ** 1% significant level*

Table 6 shows that, the relationship between the various dimensions of HRM in IT sector after hr analytics implemented. The performance appraisal system (0.944) and training and development (0.784) have positive and significant relationship with objectives of HR practices with 1% significant level. Carrier and development (0.853) have positive and significant relationship with objectives of HR practices with 5% significant level.

The carrier planning and development (0.901) has positive and significant relationship with performance appraisal with 5% significant level. Training and development (0.866) have positive and significant relationship with performance appraisal with 1% significant level.

Table 7

Multiple Regression Analysis – Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	26.871	2.045		17.673	.001
Age group	14.634	2.256	1.015	11.225	.001
Gender	17.322	2.131	0.445	10.234	.003
Marital status	1.215	1.254	-4.541	13.214	.841
Family type	10.116	2.115	1.232	14.321	.009
Family Size	17.178	1.201	2.115	14.686	.001
Family Monthly Income	2.024	1.783	2.354	12.215	.002
Working Experience	12215	2.137	1.178	7.116	.001
Designation	14.974	1.437	-13.541	5.774	.741
Department / Business unit	4.574	3.452	-1.785	2.184	.658

Source: Computed data

The table 7 shows that, the multiple regression, it shows that whether the socio-economic factors impact the future HRM of IT sectors. Age group (0.001), gender (0.003), family type (0.009), family size (0.001), family monthly income (0.002), and working experience (0.001) have positive impact of future HRM after adoption of hr analytics in IT Sector.

Marital status (0.841), designation (0.741) and department / business unit (0.658) were negative impact of hr analytics in future HR strategies.

Findings

- The mainstream of the responders (53.14 per cent) is between the ages of 31 and 45.
- The majority of the responders (55.43 per cent) is female.
- The popular responders (46.86 per cent) are single (unmarried).
- The widely responders (69.71 per cent) are from nuclear families.
- The typical respondent's family members (50.29 per cent) have more than four members.
- The majority of the respondent's family monthly income (48.57 per cent) exceeds Rs. 1, 00,000.

- The most of the respondents (54.29 per cent) have between 6 and 10 years of job experience.
- The major respondents (15.43 per cent) are associate / technical lead.
- The performance appraisal system (0.944) and training and development (0.784) have positive and significant relationship with objectives of HR practices with 1% significant level.
- Career and development (0.853) have positive and significant relationship with objectives of HR practices with 5% significant level.
- The career planning and development (0.901) has positive and significant relationship with performance appraisal with 5% significant level.
- Training and development (0.866) have positive and significant relationship with performance appraisal with 1% significant level.
- Age group (0.001), gender (0.003), family type (0.009), family size (0.001), family monthly income (0.002), and working experience (0.001) have positive impact of future HRM after hr analytics implemented in IT Sector.

Suggestions

Here are some recommendations for HRM in the IT industry that might be made.

- HRM must always keep in mind that human resources are the most difficult, dynamic, and delicate to manage.
- Human resource management should consider not only the employer's aspects of strengthening the organisation but also the employee's aspects of accepting and dealing with a problem.
- Performance appraisal procedures must be accessible to all employees and administered in accordance with the cadres.
- The training programme provided to staff should be in line with the organization's current needs.
- The performance appraisal system should motivate employees to work harder in order to achieve both corporate and employee objectives.

Discussion

According to this study, every organisation should develop knowledge and practical implications about organisational performance for every employee in the pandemic situation. HR analytics may be less important in the IT sectors. The researcher combed through a variety of sources to learn more about the value of HR analytics tools in every prospects. However, a lesser number of companies have used an HR analytics (predictive) tool to improve their HR processes. As a result, the researcher discovered that raising awareness of HR analytics and emphasising its significance as part of the future transformation of HRM to promote organisational sustainability can help to increase organisational performance over time. According to the findings of the correlation study, the performance appraisal system and training and development have a positive relationship. It indicates that performance evaluation

methodologies, as well as training and development, have a favourable relationship with HR practises' aims. Future research could focus on developing new mechanisms that allow businesses and employees to take advantage of HR analytics positive aspects to address a variety of organisational challenges with a "new reality" that includes new policies, procedures, and systems that influence organisational success.

Conclusion

As a result of the foregoing research and survey data, it is clear that HR analytics, as a worldwide, external process, forced HR business practices to implement new rules, regulations, and tools in order to adapt personnel to the new scenario while maintaining company objectives. All strategies and plans developed even a year before the epidemic must be reviewed, altered, and reshaped. Various organisations have been testing solutions for several months that could now serve as a benchmark for others and a point of reference in reorganising their HR procedures. A list of projected changes and prospective practices identified by certain business experts is shown in the above study.

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