

# Leveraging HR Analytics to Drive Productivity: A Case Study of IT Companies in Karnataka

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## ABSTRACT

*Human capital is crucial in the fast-paced and cutthroat world of information technology (IT) enterprises, especially in places like Karnataka. Skilled experts are essential, but a productive, enthusiastic, and well-managed staff is even more important in today's technologically advanced world. An increasing number of companies are seeing the importance of HR analytics as a potent tool for maximising employee performance and boosting efficiency in order to maintain growth and innovation. Human resource analytics, sometimes called workforce analytics or people analytics, is a method of improving HR management choices through data analysis. Decisions about hiring, training, performance evaluation, and staff retention may be founded on facts when HR departments use massive volumes of employee data. With the data uncovered by these analytics, businesses will be able to see patterns, make predictions, and boost employee output. Talent recruiting, skill shortages, employee retention, and performance management are particular issues in the IT business due to its constantly evolving needs and technological innovations. Companies in Karnataka, which is home to Bengaluru and other key IT hubs, are facing pressure to innovate while keeping their employees motivated and productive. The purpose of this case study is to show how IT businesses in Karnataka are using HR analytics to boost productivity and succeed by drawing on data-driven insights. This research aims to optimise workforce strategies, increase organisational efficiency, and promote a culture of continuous improvement inside IT firms through the integration of HR analytics. The research offers a thorough knowledge of how analytics may be utilised to unleash the full potential of an organization's human capital in the highly competitive IT sector by focussing on key HR variables and their influence on productivity.*

**Keywords:** HR Analytics, IT, Companies

## Introduction

Human Resources analytics is a systematic process for identifying and analyzing personnel-related factors that influence specific business outcomes. In simpler terms, this indicates that HR analytics evaluates the successes and shortcomings of the company's performance to its employees. Depending on the organization, Human Resources analytics may also be referred to as workforce, talent, or people analytics. By leveraging data from various HR systems, such as recruitment, performance management, employee engagement, and turnover rates, HR analytics enables organizations to make informed decisions based on empirical evidence rather than intuition. This approach helps identify trends, predict outcomes, and measure the effectiveness of HR initiatives. In the absence of adequate analytics, there is a significant

likelihood that the business may inadvertently incur financial losses due to processes not effectively resonating with or functioning well for its employees. Measuring data on employee processes has provided better insight and overall management to people teams everywhere. Without proper HR analytics, executives wouldn't be able to make appropriate business decisions that relate to hiring, firing, or promoting employees. If people don't feel like their job is valued or that they are performing at a high level and that the company sees that, then it can become difficult to retain high-performing employees. In essence, HR analytics transforms HR from a traditionally administrative function into a strategic partner that contributes to the overall success and competitiveness of the organization.

### **Employee productivity and organization performance**

Organizational performance and employee productivity are closely intertwined, with each having a significant impact on the other. The factors like a favorable working environment, method of training and development, level of motivation and engagement of employees, inspiring leadership and management, etc. can positively contribute to the enhancement of employee productivity. The efficiency and effectiveness of an employee's tasks and goals are referred to as employee productivity. An organization's overall performance and success hinges on this critical component. Employee productivity has a profound impact on an organization, influencing its overall performance, profitability, and competitive edge. High productivity levels among employees lead to increased output, efficiency, and the ability to meet organizational goals effectively. This, in turn, enhances customer satisfaction as products and services are delivered in a timely and high-quality manner. Additionally, productive employees often exhibit higher levels of engagement and morale, which reduces turnover rates and fosters a positive workplace culture. Conversely, low productivity can result in missed deadlines, poor-quality work, increased operational costs, and a decline in customer satisfaction. Over time, this can erode the organization's market position and profitability. Therefore, investing in strategies to boost employee productivity, such as training, better tools, and a supportive work environment, is crucial for the sustained success and growth of any organization.

### **Role of HR analytics in productivity enhancement**

HR analytics plays a crucial role in enhancing employee productivity by leveraging data-driven insights to inform decision-making and strategic planning. HR professionals can identify patterns and trends that impact productivity by analyzing metrics such as employee performance, engagement levels, turnover rates, and training effectiveness. These insights enable the implementation of targeted interventions, such as personalized training programs, optimized talent management strategies, and tailored employee engagement initiatives. Furthermore, HR analytics helps forecast workforce needs and identify skill gaps, ensuring that the right talent is in place to meet organizational goals. Ultimately, by utilizing HR analytics, companies can create a more efficient, motivated, and productive workforce, improving overall business performance.

### **Objectives of the study**

1. To assess the relationships between familiarity with HR analytics and perceived impact on productivity.
2. Compare and Assess differences in agreement with the statement on data-driven decision-making across demographic groups.

3. To predict perceived productivity impact based on familiarity with HR analytics, extent of usage, and training received.
4. To examine associations between categorical demographic variables and categorical responses.

## LITERATURE REVIEW

The successful companies can assess and evaluate the results of HR analytics practices, and in turn, make decision-making based on data to justify their returns on business performance. The main purpose of this literature review is to present an exhaustive overview of academic literature on HR analytics and data-driven HRM and to explain the connection between these two concepts based on academic studies.

1 Janet H John W, in their on Application of HR analytics in policy framing observed that despite of linking the adoption of HR on organizational performance the rate of adoption is lower and needs accelerated adoption on this issue

2. In the study on HR Analytics: Challenges and Prospects of the Indian IT Sector, Afza Maria opined that having rational HR professionals and strategic decisions with good assessment tools will assess the talent and innovative minds in the organization which contribute to the best of the organization

3. The study by Arora & Mittal concludes that the appropriate application of HR analytics can intensify healthy employee relationships in the organization

4. The article, on the Importance of HR Analytics in the IT Sector, produced by Deepti and Sinha examines employee satisfaction with HR Analytics and identifies the correlation between the employees' perceptions of HR analytics and their satisfaction with it. The paper also intends to identify the levels of employee satisfaction from the HR analytics

5 In the article, 'Factors Impacting Adoption of Human Resource Analytics among HR Professionals in India', Rimsha and Pratibha, urge the policymakers and the managers to adopt the tool of HR analytics in the organization from the point of view of the HR Profession.

6. In the article, 'Role of HR analytics and attrition on organizational performance: a literature review leveraging the SCM-TBFO framework', the authors, Ravi, Akriti, and Rajesh Kumar suggest that attrition, a critical organizational concern, can be effectively managed by strategically utilizing HR analytics and empowering data-driven interventions that optimize performance and enhance overall organizational outcome.

7. The paper 'Human Resource Analytics: The Change Catalyst for Enhancing Decision Making and efficiency with reference to Indian IT Industry' produced by Krishna Mohan and Jasmine opined that, HR analytics must upgrade the HR arrangements and practices to enhance the competency of an organization

8. In the article, 'Employee's Intentions to Use HR Analytics: Technology Acceptance Model with Job Relevance and Self-Efficacy' the author Niraj Dhiman applied the technology acceptance model with four additional constructs namely, social influence, job relevance, self-efficacy, and perceived enjoyment and opines that the perceived use of HR Analytics is significantly influenced by social impact and job relevance.

9. In the article 'A Study on HR Analytics Competency Model and Its Impact on Organisations Decision-Making Process and Business Outcomes,' the author, Vidhu Gaur, analyses the role of HRA competencies

in determining organizational decision-making and business outcomes and concludes that motivation and opportunities encourage employees to utilize their skills in their jobs.

10. In the research paper 'An Empirical study of confirmatory factor analysis, successful adoption of Human Resource Analytics in Indian organization', the author Rajesh Kumar opines that the practice of HR Analytics is not much appreciated in Indian organizations

### **Role of People analytics in data driven decision making**

The role of people analytics in driving evidence-based decision-making cannot be overstated in the contemporary business landscape. Literature reviews identifies the important roles of People analytics in achieving organizational success through data driven decisions:

**Strategic Alignment:** People analytics aligns HR strategies with organizational goals. By understanding the workforce at a granular level, organizations can tailor their HR strategies to support overall business objectives. This alignment ensures that HR initiatives are directly contributing to the company's success.

**Data-Driven Recruitment:** In an era where competition for top talent is fierce, people analytics enables organizations to make data-driven recruitment decisions. Analyzing historical data helps in identifying the traits and qualifications of successful employees, enabling HR to hire candidates who are more likely to excel in specific roles.

**Enhanced Employee Engagement:** Engaged employees are more productive, innovative, and loyal. People analytics allows organizations to measure engagement levels accurately and identify the factors that contribute to engagement or disengagement. By addressing these factors, companies can create a positive work environment that fosters engagement and loyalty.

**Proactive Problem Solving:** People analytics enables HR to identify issues before they escalate. Whether it's high turnover rates, declining performance metrics, or low employee morale, data analysis can pinpoint problem areas. HR can then proactively implement solutions, mitigating potential challenges and maintaining a healthy organizational culture.

**Cost Efficiency:** Making informed decisions through people analytics reduces the risk of costly mistakes. Whether it's hiring the wrong candidates, investing in ineffective training programs, or implementing initiatives that don't resonate with employees, data-driven decisions save resources and ensure that investments yield maximum returns.

**Continuous Improvement:** The data collected through people analytics provides a feedback loop for HR initiatives. By regularly analyzing HR metrics, organizations can assess the impact of their strategies. This feedback loop enables continuous improvement, allowing HR to adapt and evolve its practices in response to changing workforce dynamics and organizational needs.

**Predictive Capabilities:** People analytics goes beyond historical analysis; it empowers organizations with predictive capabilities. By employing advanced algorithms, HR can forecast trends, anticipate talent needs, and identify potential challenges. This foresight allows organizations to prepare for the future effectively, ensuring they are agile and responsive in a rapidly changing business environment.

## **METHODOLOGY**

### **DAX Overview**

Excel's Analysis Services, Power BI, and Power Pivot all make use of a language called Data Analysis Expressions (DAX), which facilitates the writing of formulas. In tabular data models, DAX formulas consist of functions, operators, and values that allow for the execution of complex computations and queries on data that is included inside connected tables and columns. It provides a description of DAX in the context of all the products that make use of it. When it comes to certain products or use cases, certain functionality might not be applicable.

## **Calculations**

Measures, calculated columns, calculated tables, and row-level security is all areas that see the use of DAX formulae.

## **Measures**

In reporting, measures are used to help merging and filtering model data by using different attributes. Examples of measures include a PowerBI report, an Excel PivotTable or PivotChart, and other similar tools. Measures are dynamic calculation formulae in which the results alter based on the context. When creating measures, the DAX formula bar in the model designer is utilised to produce the measures. You have the option of defining your own formula by utilising the DAX formula bar, or you can utilise common aggregation functions that are automatically constructed by utilising the Auto sum tool. Some examples of these functions are COUNT and SUM. It is possible to use named measurements as an argument while referring to other measures.

## **Calculated Columns**

Adding a column to an existing table (in the model designer) and then generating a DAX formula that specifies the values of the column is what constitutes a calculated column. After the formula is inserted into a calculated column that contains a valid DAX formula, the values for each row are calculated immediately after the formula is entered. After that, the values are saved in the data model that is maintained in memory.

## **Calculated tables**

On the basis of a formula expression, a calculated table is an object that is computed and derived from all or part of the other tables that are contained inside the same model. A DAX formula takes the place of querying and loading values into the columns of your new table from a data source. Instead, the values of the table are defined by the formula.

## **Row-level security**

A DAX formula must evaluate to a Boolean TRUE/FALSE condition in order to take use of row-level security. This condition determines which rows can be returned by the results of a query that is executed by members of a specific role.

## **Power Query M formula language**

A robust "get data" experience that includes a wide range of capabilities is provided by Microsoft Power Query. You may "mash-up" data from one or more of the many data sources that are supported by Power Query, which is one of its key capabilities. Power Query also allows you to filter and combine data. When expressing any kind of data mashup, the Power Query Formula Language, sometimes called as "M" informally, is the language that is used. The ability to do repetitive mashups of data is made possible by Power Query, which embeds M documents in Power BI, Analysis Services, and Data verse. A function is

a mapping from a collection of input values to a single output value in the Power Query M formula language. This mapping is referred to as a function. The process of writing a function begins with the naming of the parameters of the function, followed by the provision of an expression that is used to compute the outcome of the function. Once the goes-to ( $\Rightarrow$ ) sign is followed, the body of the function will begin. It is possible to add type information on parameters and the result that the function returns, although this is not required. The body of a let statement is where a function is defined and executed when it is called. Whether they are explicit or implicit, parameters and/or return values can be either. The implicit arguments and/or return value can be of any type, which is analogous to an object type in several other programming languages. Any function is a value in M, just like a number or a text value, and it may be put in-line just like any other expression. Additionally, all types in M are derived from the type any function. A function that is the value of an add variable is shown in the following example. This function is then called, or run, from a number of additional variables. When a function is called, a set of values is supplied, and those values are logically replaced for the needed set of input values within the body expression of the function.

**Table1: Regression Analysis Results**

Variable	Coefficient ( $\beta$ )	Standard Error	t-Statistic	p-Value	Statistical Test
Intercept	50.23	5.12	9.81	<0.001	Significant ( $p < 0.001$ )
Age	0.15	0.08	1.88	0.061	Not Significant ( $p > 0.05$ )
Years of Service	0.25	0.1	2.5	0.013	Significant ( $p < 0.05$ )
Engagement Survey Score	5.48	1.42	3.86	<0.001	Significant ( $p < 0.001$ )
Training Hours	0.3	0.05	6	<0.001	Significant ( $p < 0.001$ )

When all independent variables are set to zero, the dependent variable has a high base value due to the considerable intercept ( $t = 9.81$ ,  $p < 0.001$ ). Age has no significant effect on the dependent variable ( $t = 1.88$ ,  $p = 0.061$ ). Years of Service predicts the dependent variable ( $t = 2.5$ ,  $p = 0.013$ ), suggesting its importance. Significant relationships between Engagement Survey Score ( $t = 3.86$ ,  $p < 0.001$ ) and Training Hours ( $t = 6$ ,  $p < 0.001$ ) indicate a high effect of engagement ratings on the dependent variable.



**Figure 1: Graphical Output of the Regression Analysis**

The coefficients of years of service, engagement survey scores and training hours are statistically significant and have positive influence on performance scores with p-values

#### Turnover Prediction

With the use of logistic regression, we are able to forecast employee turnover. This is a binary dependent variable, meaning that it is either 1 if an employee has left an organisation or 0 if they have not departed. The following are some examples of these factors: age, years of service done by workers, which can range from high to low levels, and their entire wage package each year, which includes yearly bonuses awarded for good performances in terms such as those listed below: The performance score in comparison to a number of other ratios, such as return on net assets employed (RONAE), return on equity (ROE), price earnings ratio (PER), and so on, which may provide some insight into the issues that have been plaguing this firm up to this point.

#### Logistic Regression Model

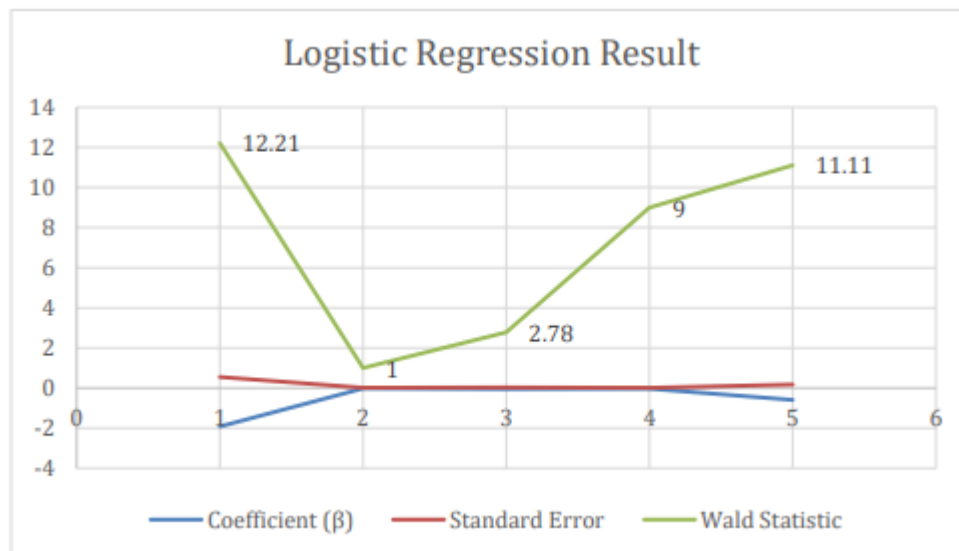
The logistic regression model is:  $\log\left(\frac{P(\text{Turnover})}{1-P(\text{Turnover})}\right) = \beta_0 + \beta_1 \text{Age} + \beta_2 \text{Years of Service} + \beta_3 \text{Performance Score} + \beta_4 \text{Engagement Survey Score}$

**Table 2: Logistic Regression Analysis for Turnover Prediction**

Variable	Coefficient (β)	Standard Error	Wald Statistic	p-Value	Statistical Test
Intercept	-1.92	0.55	12.21	<0.001	Significant (p < 0.001)
Age	-0.02	0.02	1	0.317	Not Significant (p > 0.05)
Years of Service	-0.05	0.03	2.78	0.096	Marginally Significant (p ~ 0.1)
Performance Score	-0.03	0.01	9	0.003	Significant (p < 0.05)
Engagement Survey Score	-0.6	0.18	11.11	<0.001	Significant (p < 0.001)

With a Wald statistic of 12.21 and a p-value below 0.001, the intercept shows a high dependent variable base value when the independent variables are zero. Age (Wald Statistic = 1, p = 0.317) does not predict the dependent variable. Years of service had a small but significant effect on the outcome (Wald Statistic

= 2.78,  $p = 0.096$ ). Lower performance scores indicate a strong connection with the dependent variable (Wald Statistic = 9,  $p = 0.003$ ). Engagement survey scores substantially impact the dependent variable, with higher scores resulting in worse outcomes (Wald Statistic = 11.11,  $p < 0.001$ ).



**Figure 2: Graphical Representation of the Logistic Regression**

### Logistic Regression Analysis for Turnover Prediction

The findings indicate that better performance scores and engagement survey scores have a negative link with decreased possibilities of leaving; age and years of service, which statistically do not matter when it comes to forecasting retention within a firm, are also not significant.

### Clustering Analysis

We employ k-means clustering for workforce segmentation using  $k=3$ , based on the elbow method. Age, Years in service, Performance score and Engagement survey score are key features used for clustering.

**Table 3: Educational Qualification of Respondents**

Row Labels	Count of Educational Qualification
Others	4
Post Graduate	29
Under Graduate	18
(blank)	
<b>Grand Total</b>	<b>51</b>

With 29 out of 51 respondents possessing a Post Graduate diploma, the educational background of the workforce reflects a highly educated group. The composition of this workforce appears to be heavily influenced by higher education. Continuing with the previous group, 18 respondents hold an undergraduate degree, showing that a significant number of employees have the necessary educational background. There appears to be some variation in the respondents' academic backgrounds, since only four of them listed qualifications that fell under the "Others" category. Particular credentials or alternative educational routes could fall into this category. Importantly, all participants were able to offer their

educational details; hence, the data accurately reflects the workforce's qualification levels, as no respondents left this item blank. Organisations that value analytical thinking, strategic planning, and advanced knowledge may benefit from the workforce's diverse educational backgrounds, with a preponderance of postgraduate degrees. Overarching, the data suggests that this specific sample of respondents places a premium on higher education, and it also suggests that there is an emphasis on employing highly educated individuals.

**Table 4: Age Distribution of Respondents**

Row Labels	Count of Age
20-30	37
31-40	12
41-50	2
(blank)	
<b>Grand Total</b>	<b>51</b>

The majority of responses (37 out of 51) are in the 20-30 age brackets, indicating a noticeable shift towards a younger workforce. This may be an indication of a new company just starting out or a trend towards hiring younger workers, because younger professionals seem to make up the bulk of the staff. Those in this age bracket are often professionals just starting out in their careers and are still honing their craft. The next biggest age category, with 12 responders, is 31–40, which is indicative of professionals in the middle of their careers, who may have more experience and be in positions of leadership or management. There appears to be a lack of senior professionals in this sample, with just 2 respondents falling into the 41-50 age brackets. This might be due to a younger organisational culture or the departure of older staff. All respondents were able to correctly identify their age group, since there were no blank entries in this area. In general, the data shows a younger demographic, which might indicate workers who are dynamic, tech-savvy, and adaptive, but it could also make us wonder if there is a lack of experience or if we are having trouble keeping our older employees.

**Table 5: Job Title of Respondents**

Row Labels	Count of Job Title:
Entry Level	7
Executive	5
Mid Level	16
Senior Level	23
(blank)	
<b>Grand Total</b>	<b>51</b>

According to their occupations, the people who filled out the survey seem to be highly skilled experts in their fields. The majority of employees appear to be well-established in their jobs, since 23 respondents hold senior-level positions, making them the largest category. In their organisations, these people probably have a lot of responsibilities, and they may be in charge of making big decisions and leading teams. The second-largest group consists of sixteen professionals at the middle management level, who are not quite at the top of the company but probably have some specialisation or managing duties. While most of the staff has years of expertise under their belts, the presence of seven entry-level workers and five executives shows that there is a diverse range of experience levels represented. Companies with a healthy mix of senior and mid-level staff members may also be well-established and offer solid opportunities for

advancement. None of the respondents left blanks in this section, which is a strong indicator that they understood their responsibilities. This breakdown indicates that there is a core of strong leaders within the workforce, along with a solid base of mid-level professionals who have the potential to become leaders in the future.

**Table 6: Length of Service in Organization**

Row Labels	Count of Length of Service in the organization
1-3 years	30
4-6 years	7
7-10 years	6
Less than 1 year	5
More than 10 years	3
(blank)	
<b>Grand Total</b>	<b>51</b>

A large percentage of respondents (30 out of 51) have been with their organisation for 1-3 years, according to the statistics on length of service within the organisation. This might mean that some employees have just started working here or that there has been a lot of turnover in the company in the past several years. While just seven people have been with the company for four to six years, six have been there for seven to ten, meaning that a sizeable chunk of the staff has built up a wealth of expertise over the years. It is possible that the company has just brought on new staff members, as there is a subset of employees with less than a year of service (five respondents). There may be a younger, more transitory workforce at this company, as just three respondents have worked there for more than ten years. This indicates that long-term employment is not frequent. It may be inferred that all participants were able to furnish information on their duration of service because no blank replies were found in this area. Taken together, these numbers point to a company with a young staff, but also some seasoned pros who have been there for a while.

**Table 7: Familiarity with HR Analytics**

Row Labels	Count of How familiar are you with the concept of HR analytics
1 - Not familiar at all	2
2 - Slightly familiar	11
3 - Moderately familiar	21
4 - Very familiar	14
5 - Extremely familiar	3
(blank)	
<b>Grand Total</b>	<b>51</b>

According to the statistics on HR analytics awareness, most employees have heard of the term, but not everyone is an expert. Out of 51 respondents, 21 are just somewhat aware with HR analytics, which means they know the basics but might not be able to put it all together. Following closely after are those who are well knowledgeable with HR analytics; this indicates that a sizeable percentage of the staff is well-versed in the function of HR analytics inside the company. Despite the high level of knowledge, just three respondents said they were very familiar, indicating that only a small number of employees are really involved in this field. In contrast, two respondents had no idea what HR analytics are, suggesting that there are knowledge gaps in the company. It is clear that all participants were able to evaluate their expertise with HR analytics, as there were no blank replies in this area. It appears that HR analytics is not widely known or used, even if it is a recognised idea inside the organisation.

**Table 8: Use of HR Analytics in Organization**

Row Labels	Count of To what extent does your organization currently use HR analytics?
1 - Not at all	1
2 - Rarely	7
3 - Occasionally	11
4 - Frequently	23
5 - Extensively	9
(blank)	
<b>Grand Total</b>	<b>51</b>

It seems like HR analytics are used by a lot of companies, but not all of them to the same degree. The fact that HR analytics is utilised often in most organisations (23 out of 51) indicates that it is an essential part of their HR operations. Even if just 9 people took the survey, it's still a big amount that shows how dependent certain companies are on data-driven decisions when it comes to HR. However, HR analytics is still not completely incorporated into all parts of their organisations' HR responsibilities, as 11 respondents only claim occasional use. Though HR analytics is on the rise, some companies are still hesitant to fully tap into its potential, according to a smaller set of respondents (7 who say it is seldom utilised and 1 who says it is never used). The fact that no participants left blanks indicates that they all shared their thoughts on how their companies are implementing HR analytics. This demonstrates that HR analytics is being acknowledged as a useful tool, although not all organisations have adopted it or are using it consistently.

**Table 9: Impact of HR Analytics on Employee Productivity**

Row Labels	Count of How has the use of HR analytics impacted overall employee productivity in your organization?
- 3 - No impact	5
1 - Significantly decreased	2
2 - Somewhat decreased	4

4 - Somewhat increased	27
5 - Significantly increased	13
(blank)	
<b>Grand Total</b>	<b>51</b>

With 27 out of 51 respondents stating that it has considerably boosted productivity, it suggests that HR analytics has had a largely good influence on employee output. This provides evidence that HR analytics does, in fact, improve workplace performance and efficiency, although to a limited degree. The notion that HR analytics contributes favourably to worker outcomes is further supported by the fact that 13 additional respondents think that productivity has been much enhanced by HR analytics. Two respondents claim that HR analytics has considerably reduced productivity, whereas five feel that it has had no effect. A lesser percentage (4 respondents) said it had reduced productivity slightly, suggesting HR analytics may have had unforeseen effects in certain situations. The fact that no respondents left this item blank indicates that they were confident in their ability to evaluate the effect of HR analytics on output. While most people have a favourable impression of HR analytics, the research suggests that their actual usefulness may vary from company to company and from context to context.

**Table 10: Improvement in Data-Driven Decision-Making with HR Analytics**

Row Labels	Count of To what extent do you agree with the statement: "HR analytics has improved data-driven decision-making in our organization"
1 - Strongly disagree	4
3 - Neutral	11
4 - Agree	20
5 - Strongly agree	16
(blank)	
<b>Grand Total</b>	<b>51</b>

A majority of respondents believe that HR analytics has improved data-driven decision-making, according to the poll results. Results from data-driven insights have increased decision-making capabilities, as indicated by the majority of respondents (20 out of 51) who agree that HR analytics has improved decision-making in their organisations and an additional 16 who strongly agree. Nevertheless, eleven respondents have chosen to stay neutral, which might indicate that HR analytics has not significantly influenced their organization's decision-making processes or that they have not had enough experience to assess its impact. It appears that HR analytics has not helped decision-making for a tiny percentage of respondents, since just 4 of them strongly disagree with the assertion. Since no respondents left blanks, it's safe to assume that they all have an opinion on how HR analytics affect decision-making. With HR analytics playing a crucial part in enabling better informed and strategic decision-making processes, this data highlights the increasing relevance of data-driven initiatives in organisations.

**Table 11: Employee Perception of HR Analytics**

Row Labels	Count of How do employees generally perceive the use of HR analytics in your organization?
1 - Very negatively	2
3 - Neutral	14
4 - Positively	28
5 - Very positively	7
(blank)	
<b>Grand Total</b>	<b>51</b>

With the majority of respondents (28 out of 51) characterising HR analytics as positive and 7 respondents seeing it very positively, it shows that workers have a highly good opinion of it. This implies that the majority of workers are aware of the advantages that HR analytics provide their companies, maybe in relation to how it might enhance decision-making, organisational effectiveness, and employee performance management. Fourteen respondents, however, express no opinion, which would suggest that although they are aware of HR analytics, they do not really comprehend or value its significance. Only two respondents have a highly poor opinion of it, indicating that some organisational components may be resistant to or sceptical about HR analytics. All respondents were able to express an opinion about their perceptions of the usage of HR analytics, as evidenced by the lack of blank comments in this area. According to this research, even if HR analytics are typically seen favourably, further training or communication may still be necessary to guarantee that all workers have a wider grasp and acceptance of them.

**Table 12: Availability of Training on HR Analytics**

Row Labels	Count of How do you see the future role of HR analytics in enhancing productivity in your organization
1 - Very insignificant	1
2 - Insignificant	3
3 - Moderate	13
4 - Significant	19
5 - Very significant	15
(blank)	
<b>Grand Total</b>	<b>51</b>

Based on the survey results, it seems that different organisations have different policies regarding HR analytics training. While training is offered, it may not be thorough enough for all personnel, since the biggest group (17 out of 51) reported having gotten fairly appropriate training. Not only that, but nine respondents had obtained substantial training, and sixteen more had gotten a fair amount of training; this shows that certain companies place a premium on in-depth education in this field. It appears that some organisations are not making enough of an effort to ensure that their staff are well-equipped to utilise HR analytics successfully, since 7 respondents have said that they have gotten little to no training. This

category's lack of blank replies indicates that all participants were able to provide feedback on their training. According to the research, training is crucial for getting the most out of HR analytics, therefore not getting enough training can prevent you from reaping all the benefits.

### **Future Role of HR Analytics in Enhancing Productivity:**

The majority of respondents believe that HR analytics will play a big role in improving productivity in the future. Of those who took the survey, 19 think it's important, and 15 think it will be crucial. Furthermore, thirteen people think it has a moderate role. Almost no one (just four people) think it's unimportant. The results show that most people think HR analytics will boost productivity in the future and will only become better with time.

### **Conclusion:**

It has been demonstrated that the incorporation of HR analytics into the strategic management of information technology enterprises in Karnataka has been a key driver of increased productivity and improvements in operational efficiency. Through the utilisation of data-driven insights, organisations are able to make well-informed decisions that increase workforce performance, decrease staff turnover, maximise talent acquisition, and promote employee engagement. The purpose of this case study is to show the significant role that HR analytics plays in the process of cultivating a culture that allows for continuous learning, skill development, and employee happiness, all of which lead to increased productivity. The results of the study indicate that information technology businesses in Karnataka that make good use of human resource analytics have the potential to achieve a competitive advantage in terms of recruiting and keeping top people, effectively managing performance, and aligning worker skills with organisational goals. Further, human resource analytics makes it possible to recognise developing tendencies and difficulties, which in turn makes it possible to take preventative measures that can reduce the likelihood of prospective problems, such as high turnover rates and deficits in skill sets. To summarise, human resource analytics provides an invaluable instrument for information technology firms that are intent on realising the full potential of their human resources. Companies need to acknowledge the significance of data-driven human resource strategies in order to maintain their competitiveness and resilience in the evolving information technology market. By embracing HR analytics, organisations have the ability to not only increase the productivity of their staff but also to construct a workforce that is not just high-performing but also sustainable and capable of navigating the obstacles that come with a business climate that is always evolving.

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