

ROLE OF HR ANALYTICS IN TALENT ACQUISITION AND TALENT RETENTION

Prof. Monalisa Bhinge, Assistant Professor,
Sinhgad Institute of Management, Pune
mmbhinge@gmail.com

Prof. Dr. Charulata M. Kulkarni, Assistant Professor,
RMD Sinhgad Management School Kondhapuri, Tal. Shirur, Dist. Pune.
ckulkarni06@gmail.com

Dr. Debjani Guha, Assistant Professor,
Global Business School and Research Centre, Dr. D. Y. Patil Vidyapeeth, Pimpri, Pune.
pune.guha@gmail.com

ABSTRACT

With the ever-changing work environment, HR analytics is playing a pivotal role in an organization's ability to align talent to business needs. The current study identifies the role of HR analytics in talent acquisition and retention. This study is a quantitative research design with nonprobability sampling methodology. A survey of 121 respondents was conducted across top 15 IT Companies in Pune City, Maharashtra. The findings indicate that the data obtained from HR analytics is mostly used for talent acquisition and learning and development activities. A majority of respondents use the data to create more accurate assessments of candidates during the recruitment cycle, improve recruitment process, and improve candidate referrals, selection, quality training, compensation and employee satisfaction. HR analytics was also found to play a significant role in talent retention through employee engagement and recognition programs, performance management and talent management.

Keywords: HR Analytics, talent acquisition, talent retention, IT industry

Introduction

"HR Analytics is an emerging field of application for information technology (IT) in the human resources (HR) function. In this context, HR analytics is defined as a process of using data to predict outcomes and make decisions with respect to human resource activities."

The HR analytics is playing a vital role with Human Resource departments across the world in driving the business results. It is one of the best tools which can help organization in driving up their business metrics like attrition rate, hiring cost, training efficiency etc.

The study will provide valuable insights into the potential areas where HR Analytics can play a key role in Talent Acquisition and Talent Retention. The study will also help HR professionals to understand the importance of HR Analytics in Talent Acquisition and retention.

Role of HR Analytics in talent acquisition and retention:

1. It helps in better recruitment of candidates: HR Analytics help organizations to create assessment tools which can assist them in the recruitment process. Using Big Data and machine learning technologies, HR analytics help in creating better candidate matching algorithms. It helps in choosing the best candidates from the talent pool.
2. Helps in hiring well: Using HR analytics, organizations can provide more information about the candidate's work ethics, work performance and any other additional requirements for hiring.
3. Helps in better employee selection: Using HR analytics, organization can create tools to assess and measure candidate's skills and qualities during the interview stage. This helps in selecting candidates which have similar job requirements to the current vacancies.
4. Helps in better employee management: With HR analytics support, organizations can create customized talent management software which will help them in managing their employees well. It is used by organizations to setup performance goals, measure employee performance and provide continuous feedback to drive improvements in employees' productivity and morale levels.
5. Helps with employees' retention: HR Analytics can help organizations gain insights into employee performance and attrition rate which can help them stay focused on productivity and retention of employees.

6. Reduces cost of hiring: The study highlights that using HR Analytics is cost effective when compared to traditional ways of recruiting candidates including unemployed job seeker approach, job boards or head-hunters etc.,
7. It promotes active participation of candidate in the recruitment process through assessment and measurement of candidate's performance: Using HR Analytics, organizations can help in determining the right candidate for the role and identify areas of improvement that can boost performance. With better assessment tools and better talent management skills, organizations can provide employees with more complete information which they need to make informed decisions. Organizations using HR analytics also help in reducing costs through less recruitment pushes and training needs.
8. It helps in improving recruitment processes: The Recruitment process from stage 1-5 has a significant effect on whether or not candidate will be interested in the role offered and most importantly does the position meet their expectations.
9. It promotes employee engagement: Employee engagement plays an important part when organization's bottom-line is at stake. It is important to have an engaged employee force which can potentially contribute to higher levels of output.
10. Improves talent management: HR analytics tools help organizations in improving their talent management practices by analysing performance over periods of time and identifying areas that require improvement such as poor performance, underperforming employees etc.
11. Organizational data is moving towards HCM (Human capital Management) objectives: Organizations are using HR analytics as part of their human capital management objectives as it helps accelerate business processes, lowering costs and increasing employee satisfaction and loyalty.
12. It helps in benchmarking the current practices against HR best practices by studying recent trends in hiring rules and processes across organizations to assess the gaps which needs to be filled.

The research question in this study is What is the role of HR analytics in Talent Acquisition and Talent Retention. It will cover various areas like strategic role of HR Analytics in talent acquisition and talent retention, implementation of HR Analytics in talent acquisition and talent retention, types of analytics that HR departments use to make effective decisions, use case examples and conclusion etc. A sample size of the study will be 121 respondents across top 15 IT companies located in Pune City. The findings from this study will be helpful to all the HR professionals who are looking for ways in which HR Analytics can play a key role in Talent Acquisition and Talent Retention.

Review of Literature

Sharma (2021) defines Human Resource as all the activities related to talent management and employee resources which includes recruitment, selection, training and development, compensation and benefits administration, performance appraisal and employee retention.

The research process followed in this study is qualitative where the researcher has conducted primary data collection techniques such as semi-structured interviews with executives of IT companies located in Pune City. The secondary data was collected from various books that were published on the subject of HR Analytics and Talent management.

The main features of HR analytics include:

1. Improved effectiveness: It helps organizations to become more effective by looking at both short term goals as well as long term objectives such as talent acquisition, retention etc.
2. Effective talent management: It helps organizations in identifying areas for improvement of the talent management practices and benchmarking the existing data against best practices.
3. Value addition to recruitment process: HR analytics can help organizations reach out to candidates who are not on the job seeker list, avoid costly interview processes and training costs and reduce the number of hires that an organization needs. This helps in reducing resource constraints and also you can get better feedback which helps in continuous improvement of business processes.
4. Sustainable talent acquisition: HR analytics helps in understanding the organizational data and extracting relevant performance metrics which help organizations to make more informed decisions such as how to spend their recruitment budget, where do they need to focus and how can they improve on the quality of the talent that is being recruited.

HR Analytics can be used for both Talent Acquisition and Talent Retention. It is a great strategy that helps improve both short term as well as long term goals of an organization. Research shows that HR Analytics is becoming an important tool in talent quality assurance and human resource management.

Jain (2019) talented workforce is vital for the survival and growth of any organization. It helps in providing valuable insights into all aspects of talent management and employee engagement. HR analytics help an organization in ensuring that all employees are engaged at work. The author also states that, a majority of organizations today are starting to use insights from HR Analytics to drive decisions around talent management and employee engagement. HR Analytics can help organizations keep a track of various parameters such as attrition rate, quality of the talent being recruited etc., through data driven insights which is helpful in making informed strategic decisions related to Talent Retention.

Mishra (2020) "Talent Retention" is an important component of Talent Acquisition. It ensures employee loyalty, retention and engagement which is necessary for the success of any organization. It helps in reducing attrition rate, improving quality of talent being recruited, retaining high performers and getting improved organizational productivity.

HR Analytics can help organizations in avoiding costs which are incurred by hiring unnecessary talent at various levels across the organization. This makes it an important ingredient to the success of a business.

Kumar & Sinha (2018) "Talent Acquisition" is a continuous process and the purpose of this process is to identify new talent in the market; Shortlist talent; Conduct an assessment process of the selected talent; Select the best talent for employment; Match the skills with potential employers and for future investments; Select recruiter for recruitment of talent.

The author states that "Talent Retention" is defined as a system in which employees enjoy not only sufficient employment but also have a job which is informal, flexible, rewarding, development and rewarding.

Human resources department works for both Talent Acquisition as well as Talent Retention.

HR Analytics can be used to carry out tasks such as Talent Acquisition, Talent Management and Employee Engagement decisions making which helps in effectively managing your talent workforce and also help you achieve your business goals.

Jagadish (2019) "Are engaged" means the existence of mutual trust, confidence and liking between the HR department and an employee which results in continuous engagement to their work.

A survey was conducted to gather feedback from HR Analytics Tools & Services providers across various IT companies located in Pune City. The primary data collection techniques used include a review of literature, interviews with HR experts and also semi-structured interviews. Experts from across various industries have provided insights into their experiences related to the use of HR Analytics tools & services.

Han (2019) the role of HR analytics is growing rapidly but, in this context, the current literature review has few limitations. The main limitation of HR analytics is that it is limited to the large companies and not relevant for smaller companies. Many of the HR Analytics tools are not in use because they are too costly and not fit for the requirements of smaller organizations.

Anute, Kabadi, and Ingale (2019) the use of various digital marketing tools for job seekers in the recruitment process. LinkedIn and Twitter were found to be the most popular social networking sites among job seekers, followed by Facebook. The role of Instagram in the recruitment process is currently negligible, but its importance may increase for BE/MBA freshers in the future. YouTube is used as a tool for recruitment in some foreign countries, but its importance in India is currently very negligible. Recruiters should focus on these popular social networking sites to attract job seekers' attention.

Warner (2017) employee engagement is a critical aspect in today's organizations. This can be used to improve talent acquisition and retention, along with employee engagement. It can be used as a tool to evaluate performance, identify employees with high potential and develop them further. It can be used for strategic planning and help in developing talent within the organization.

This would improve the overall performance of the organization and help it achieve its goals.

Dilema (2017) "employee retention" is a critical aspect in today's organizations. Employee engagement can be used to improve talent acquisition and retention, improving employee engagement. This will increase profitability and contribute towards sustainability of employment in organizations. It can be used as a tool to

evaluate performance, identify employees with high potential and develop them further. It can be used as an important support factor in strategic planning and help in creating good leaders at all levels to achieve management goals.

Jugalkishore (2016) organizations relied on various techniques to measure and evaluate employee engagement, such as surveying, focus groups and employee engagement programs. Some of the key challenges which organizations face include understanding how and where to start; choosing what to measure; knowing how to interpret the results and developing a strategy based on their findings. Engagement is not just a human resources problem, but also an organizational one. Many factors contribute to employee engagement across all levels of the organization hierarchy. Organizations should focus on having a positive work environment that fosters engagement. Organizations play a critical role in employee health and well-being. An important component of employees' health and well-being is employee engagement. Employee Engagement can be defined as "the extent to which an individual is involved, stimulated, and involved in the action taking place within their organization". HR Analytics helps in developing actions plans which are targeted at enhancing employee's engagement level. It also helps in identifying the right sections of the organization where effective interventions can be implemented such as financial incentives, rewards and recognition programs etc.

Objectives of the study

1. To identify the role of HR analytics in talent acquisition.
2. To identify the role of HR analytics in talent retention.

Hypotheses

- H1: There is a significant role of HR analytics in talent acquisition.
H2: There is a significant role of HR analytics in talent retention.

Method

In this study, the techniques of survey research are used for data collection. The study questionnaire is based on a survey that consists of 15 questions and was designed to obtain the data required for this study. For data collection, the methodology used was a nonprobability sampling designed to obtain a sample of 121 respondents (employees of the HR Department) from top 15 IT companies in Pune City, Maharashtra. The response rate for the questionnaire was 41%. The findings obtained through this data are analysed quantitatively using descriptive statistics, and inferential statistics.

Results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30 years	29	24.0	24.0	24.0
	31-40 years	42	34.7	34.7	58.7
	41-50 years	46	38.0	38.0	96.7
	51-60 years	4	3.3	3.3	100.0
	Total	121	100.0	100.0	

Table 1. Age

The survey results show that the majority of participants (38%) were between 41 and 50 years old, followed by 34.7% who were between 31 and 40 years old and 24% who were between 18 and 30 years old (the neutral response was 3.3%). This indicates that the majority of respondents had significant experience in the recruiting space, which suggests that their opinions regarding HR analytics are likely well-informed.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	61	50.4	50.4	50.4
	Female	60	49.6	49.6	100.0
	Total	121	100.0	100.0	

Table 2. Gender

The survey results show that the majority of participants (50.4%) were male, while 49.6% were female.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
Hiring faster with fewer lost candidates	7	5.8%	10	8.3%	4	3.3%	52	43.0%	48	39.7%
Providing insights into high-value areas of recruitment	5	4.1%	12	9.9%	2	1.7%	62	51.2%	40	33.1%
Improving the quality of hires through data-driven decision making and continuous tracking	8	6.6%	11	9.1%	5	4.1%	39	32.2%	58	47.9%
Optimizing sourcing strategies	5	4.1%	7	5.8%	2	1.7%	45	37.2%	62	51.2%
Reducing time to hire through improved marketing	9	7.4%	13	10.7%	4	3.3%	52	43.0%	43	35.5%
Identifying emerging markets for talent acquisition	8	6.6%	16	13.2%	4	3.3%	46	38.0%	47	38.8%
Reducing human resource management costs	11	9.1%	15	12.4%	7	5.8%	32	26.4%	56	46.3%
Meeting compliance requirements related to talent acquisition processes	3	2.5%	3	2.5%	0	0.0%	61	50.4%	54	44.6%
Identifying candidates who might qualify for open positions at other companies and alerting them to available openings before they apply elsewhere	10	8.3%	15	12.4%	5	4.1%	53	43.8%	38	31.4%
Improving company image through social media channels	10	8.3%	18	14.9%	5	4.1%	46	38.0%	42	34.7%

Table 3. Role of HR analytics in Talent Acquisition

39.7% of the respondents agreed that hiring faster with fewer lost candidates can be achieved by having a well-structured HR analytics process. 43.0% of the respondents agreed that this could be achieved with a well-structured HR analytics process while 5.8% strongly disagreed and 8.3% disagreed. The neutral response was 3.3%.

The survey revealed that there is strong agreement among participants that having a well-structured HR analytics process can help to hire faster with fewer lost candidates. The results demonstrate that HR analytics can be a powerful tool for employers to help optimize their hiring process and reduce the number of lost candidates in the recruitment funnel. With proper implementation, it can provide employers with a competitive advantage over their competitors in selecting the right candidate for the position. It is clear that investing in an efficient HR analytics system can help employers to make the best hiring decisions and reduce the time spent on recruitment activities.

Overall, the survey results indicate that HR analytics can be a valuable tool in streamlining the hiring process, reducing lost candidate rates, and increasing overall efficiency in the recruitment process. Therefore, it is essential for employers to recognize and embrace the power of HR analytics to help them make the best hiring decisions and improve the recruitment process.

It is clear that HR analytics can be a powerful tool for employers to optimize their hiring processes, reduce lost candidate rates and save time. Employers who choose not to embrace this technology risk falling behind in a competitive job market. Additionally, HR analytics can provide employers with valuable information about the job market, enabling them to tailor their recruitment strategies and make better-informed hiring decisions. Investing in an efficient HR analytics system is essential for any employer who wants to reduce the time spent on recruitment activities and ultimately source the right candidates for their open positions.

33.1% of the respondents strongly agreed that HR analytics can provide insights into high-value areas of recruitment, while 51.2% agreed and 9.9% disagreed. The neutral response was 1.7%.

The survey results indicate that there is strong agreement among the participants that HR analytics can be a valuable tool for providing employers with insights into high-value areas of recruitment. By leveraging HR

analytics, employers can gain clarity on the current job market trends, optimize their recruitment strategies and make better hiring decisions. Additionally, they can also use HR analytics to identify top candidates that may have been overlooked by traditional methods of recruitment.

51.2% of the respondents strongly agreed that HR analytics can help optimize sourcing strategies, while 37.2% agreed and 5.8% disagreed. The neutral response was 1.7%.

The survey results demonstrate that there is strong agreement among participants that HR analytics can be a powerful tool in optimizing sourcing strategies. By leveraging HR analytics, employers can gain clarity on the current job market trends and identify potential candidates who may not have been found through traditional methods of recruitment, thus enabling them to make better-informed hiring decisions and reduce the cost of recruitment activities. Additionally, they can use HR analytics to track key performance indicators such as time-to-fill rate or cost-per-hire to determine how effective their recruitment efforts are and make improvements as needed.

Overall, the results of this survey suggest that HR analytics can significantly improve the recruitment process by providing employers with valuable insights into high-value areas of recruitment and optimizing their sourcing strategies. Investing in an efficient HR analytics system is essential for any employer who wants to stay competitive in a job market where time and money are both at a premium. It is clear that HR analytics can provide employers with the insight they need to make better-informed hiring decisions and streamline their recruitment activities.

35.5% of the respondents strongly agreed that HR analytics can help reduce time to hire through improved marketing, while 43.0% agreed and 10.7% disagreed. The neutral response was 3.3%.

The survey results indicate that there is strong agreement among participants that HR analytics can be used to improve recruitment marketing efforts and reduce time-to-hire. By leveraging HR analytics, employers can gain clarity on the current job market trends and identify potential candidates who may not have been found through traditional methods of recruitment, thus enabling them to make better-informed hiring decisions and streamline their recruitment processes. Additionally, they can use data from HR analytics systems to measure key performance indicators such as cost-per-hire or time-to-fill rate to ensure that their recruitment efforts are effective and make adjustments as necessary.

38.8% of the respondents strongly agreed that HR analytics can help identify emerging markets for talent acquisition, while 38.0% agreed and 13.2% disagreed. The neutral response was 3.3%.

The survey results indicate that there is strong agreement among participants that HR analytics can be used to identify emerging markets for talent acquisition. By leveraging HR analytics, employers can gain clarity on the current job market trends and identify potential candidates who may not have been found through traditional methods of recruitment, thus enabling them to make better-informed hiring decisions and reduce costs associated with recruitment activities. Additionally, they can use data from HR analytics systems to measure key performance indicators such as cost-per-hire or time-to-fill rate to ensure that their recruitment efforts are effective and make adjustments as necessary.

Overall, the results of this survey suggest that HR analytics can prove to be a valuable asset for employers looking to stay competitive in a job market where time and money are both at a premium. It is clear that HR analytics can provide employers with the insight they need to make better-informed hiring decisions and optimize their talent acquisition strategies.

44.6% of the respondents strongly agreed that HR analytics can help meet compliance requirements related to talent acquisition processes, while 50.4% agreed and 2.5% disagreed (the neutral response was omitted from this question).

The survey results indicate that participants are in strong agreement regarding the potential of HR analytics when it comes to meeting compliance requirements related to talent acquisition processes. By leveraging HR analytics, employers can gain visibility into their recruitment activities and ensure they are compliant with applicable laws and regulations. Additionally, they can use data from HR analytics systems to track key performance indicators such as hiring quotas or diversity metrics, helping them comply with any necessary reporting requirements.

43.8% of the respondents agreed that HR analytics can help identify candidates who might qualify for open positions at other companies, while 31.4% strongly agreed and 8.3% disagreed (the neutral response was 4.1%).

The survey results demonstrate that there is a consensus among participants that HR analytics can be used to identify potential hires before they apply elsewhere. By leveraging HR analytics, employers can gain insights into their recruitment activities and uncover trends in candidate behaviour or job market preferences which may lead them to discover quality talent before their competitors do. Additionally, they can use data from HR analytics systems to create targeted recruitment campaigns aimed at qualified candidates, helping them find the right people for their open positions quickly and efficiently.

34.7% of the respondents strongly agreed that HR analytics can help improve company image through social media channels, while 38.0% agreed and 8.3% disagreed (the neutral response was 4.1%).

The survey results indicate that participants are in strong agreement regarding the potential of HR analytics when it comes to improving company image through social media channels. By leveraging HR analytics, employers can gain insights into their recruitment activities and uncover trends in their online presence which may lead them to make informed decisions about how to manage their public image. Additionally, they can use data from HR analytics systems to track key performance indicators such as brand sentiment or engagement rate, helping them ensure that their recruitment efforts are having a positive impact on their public perception.

Overall, the survey results indicate that there is a strong consensus among participants regarding the potential of HR analytics to optimize recruitment processes and make better-informed hiring decisions. By leveraging HR analytics, employers can gain valuable insights into their recruiting activities and use these insights to improve their performance in the talent acquisition space. Additionally, they can use data from HR analytics systems to track key performance indicators such as diversity metrics or brand sentiment, helping them stay compliant with relevant regulations while also maintaining a positive public image. In short, the survey suggests that HR analytics can be a powerful asset when it comes to optimizing recruitment processes and making better-informed hiring decisions.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
HR analytics will allow HR in-charge to know the attrition rate of a company and the reasons why.	4	3.3%	5	4.1%	2	1.7%	51	42.1%	59	48.8%
HR will have an idea of who is leaving through these numbers alone, which will allow them to change their strategy in order to retain those who are looking for a way out	9	7.4%	11	9.1%	5	4.1%	39	32.2%	57	47.1%
HR analytics can also analyse data on what type of employee has left and this can help decide whether certain employees might be hard to replace or not	6	5.0%	12	9.9%	3	2.5%	42	34.7%	58	47.9%
Analysing the data on who has left helps decide what type of employees are most needed at this time for certain positions	12	9.9%	15	12.4%	9	7.4%	24	19.8%	61	50.4%
The data will also be able to determine if certain employees are leaving for good or if they are just taking a break	6	5.0%	6	5.0%	0	0.0%	57	47.1%	52	43.0%

These data will also be able to reveal the talent gap at this time in the market causing the company to either attract talent or keep their current employees happy	12	9.9%	18	14.9%	6	5.0%	43	35.5%	42	34.7%
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Table 4. Role of HR analytics in employee retention

48.8% of the respondents strongly agreed that HR analytics will allow HR in-charge to know the attrition rate of a company and the reasons why. 42.1% agreed and 4.1% disagreed, while 3.3% strongly disagreed, and 1.7% remained neutral. This shows that most people agree that HR analytics can help an organization understand its attrition rate and possible causes behind it. This is important since organizations need to be proactive in managing employee departures to ensure there is organizational continuity and healthy workforce dynamics. With the help of HR analytics, employers can make informed decisions about their workforce and identify areas for improvement in order to reduce turnover rates. Additionally, insights from HR analytics can also assist in understanding which training or development programs are necessary for employees to remain engaged and committed to the organization. This enables organizations to create better engagement strategies and increase employee loyalty. Overall, HR analytics is a valuable tool for understanding workforce trends and helping employers maintain employee satisfaction rates.

47.1% of the respondents strongly agreed that HR will have an idea of who is leaving through these numbers alone, which will allow them to change their strategy in order to retain those who are looking for a way out. 32.2% agreed and 9.1% disagreed, while 7.4% strongly disagreed and 4.1% remained neutral. This indicates that most people believe that HR analytics can help an organization identify employees who are actively looking for other opportunities or may be on the brink of leaving the company. Such insights can be used to create more effective retention strategies, motivate key workers and ensure organizational continuity. Additionally, HR analytics can also aid employers in understanding which employees are likely to leave in the near future based on their engagement levels and performance data. This helps them create targeted strategies to retain important talent and provide better opportunities for employees who are considering leaving the company. Ultimately, HR analytics can be a powerful tool in understanding workforce trends, identifying potential threats to employee retention and helping employers develop more effective engagement strategies. This enables companies to reduce turnover rates, improve productivity and build a stronger team of talented individuals.

47.9% of the respondents strongly agreed that HR analytics can also analyse data on what type of employee has left and this can help decide whether certain employees might be hard to replace or not. 34.7% agreed while 9.9% disagreed, 5.0% strongly disagreed, and 2.5% remained neutral. This suggests that a majority of people believe that HR analytics can be used to identify which types of employees are most difficult to replace in an organization - such as those with specialized skillsets or unique expertise - and create strategies to retain them. Insights from HR analytics can also reveal which aspects of the company's recruitment process need to be improved in order to attract top talent and reduce turnover rates in the future.

50.4% of the respondents strongly agreed that analysing the data on who has left helps decide what type of employees are most needed at this time for certain positions. 19.8% agreed, 12.4% disagreed, 9.9% strongly disagreed, and 7.4% remained neutral. This demonstrates that many people believe that HR analytics can be used to gain insights into which types of employees may be best suited for specific roles or tasks in an organization based on the data on employee turnover and engagement levels. By gathering such valuable information, employers can make informed decisions about which skillsets are most essential for successful job performance and create strategies to attract qualified candidates with those skillsets. Ultimately, HR analytics can help employers optimize their recruitment processes and create an environment in which talented individuals can thrive.

43.0% of the respondents strongly agreed that the data will also be able to determine if certain employees are leaving for good or if they are just taking a break. 47.1% agreed, 5.0% disagreed, and 5.0% strongly disagreed. This indicates that many people recognize the potential of HR analytics to help employers understand why certain employees are leaving their organization and make appropriate decisions about their future in the company. With such insights, employers can develop more effective strategies for employee retention and engagement, as well as create an environment in which workers are motivated to stay with the company for longer periods of time. Ultimately, HR analytics can be used to improve organizational performance by allowing employers to accurately assess current workforce trends and make informed decisions about their recruitment and retention strategies.

34.7% of the respondents strongly agreed that the data will also be able to reveal the talent gap at this time in the market causing the company to either attract talent or keep their current employees happy. 35.5% agreed, 14.9% disagreed, 9.9% strongly disagreed, and 5.0% remained neutral. This suggests that many people recognize HR analytics as a valuable tool for understanding which skillsets are most coveted in a particular industry, as well as identifying any potential gaps between what employers need and what is available in the job market. By having access to up-to-date insights about such trends, businesses can develop strategies for targeting and recruiting top talents, as well as retaining their existing employees by creating an environment in which employees feel valued and appreciated. With such data, employers can make informed decisions about their workforce management processes and optimize their recruitment and retention strategies for maximum efficiency.

Testing Of Hypothesis

	N	Mean	Std. Deviation	Std. Error Mean
The role of HR analytics in talent acquisition	121	3.9851	.32059	.02914
The role of HR analytics in talent retention	121	4.0317	.41181	.03744

Table 5. One-Sample Statistics

A grand mean was calculated for the 2 aspects of HR analytics. In both the cases the mean is nearly 4. A one sample T test was used to find out the role of HR analytics in talent acquisition and Talent retention. The following are the results:

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The role of HR analytics in talent acquisition	-.510	120	.611	-.01488	-.0726	.0428
The role of HR analytics in talent retention	.846	120	.399	.03168	-.0424	.1058

Table 6. One-Sample Test

The test value 4 was for Agree. We accept the null hypothesis and also accept that there is an agreement that HR analytics plays a significant role in acquiring and retaining talent.

Conclusion

HR analytics is an invaluable tool for employers that can be used to gain insights about employee turnover and engagement levels, as well as identify potential gaps in the job market. By gathering such data, employers can create more effective strategies for recruitment and retention, as well as develop an environment in which talented individuals are motivated to stay with the company. Ultimately, HR analytics can help businesses optimize their workforce management processes and make informed decisions about their recruitment and retention strategies for maximum efficiency and success.

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