

A Study On Growing Demand For Hr Analyst

¹Mrs.Rajalakshmi,²Ms..C.R.Pavithra,³Mrs.SnehaP,⁴JohnBritto.B,⁵Gowtham.S,⁶Logeshwari.R

¹Assistant Professor, Department of Business Administration (PG),
Dr SNS Rajalakshmi College of Arts and Science, Chinnavedampatti, Coimbatore, 641049

²Assistant Professor, Department of Business Administration (UG),
Dr SNS Rajalakshmi College of Arts and Science, Chinnavedampatti, Coimbatore, 641049

³Department of Business Administration (PG), Student II MBA B, Dr.SNS Rajalakshmi College of Arts and Science, Chinnavedampatti, Coimbatore – 641049

⁴Department of Business Administration (PG), Student II MBA B, Dr.SNS Rajalakshmi College of Arts and Science, Chinnavedampatti, Coimbatore – 641049

⁵Department of Business Administration (PG), Student II MBA B, Dr.SNS Rajalakshmi College of Arts and Science, Chinnavedampatti, Coimbatore – 641049

⁶Department of Business Administration (PG), Student II MBA B, Dr.SNS Rajalakshmi College of Arts and Science, Chinnavedampatti, Coimbatore – 641049

How to cite this article: Rajalakshmi, C.R.Pavithra, Sneha P, John Britto.B, Gowtham.S, Logeshwari.R (2024) A Study On Growing Demand For Hr Analyst. *Library Progress International*, 44(3), 28100-28106

Abstract

Purpose Driven by the rapidly accelerating pace of technology-enabled developments within Human Resource Management (HRM), Human Resource (HR) analytics is infiltrating the research and business agenda. As one of the first in its field, the purpose of this paper is to explore what the future of HR analytics might look like. Design/methodology/approach Using a sample of 20 practitioners of HR analytics, based in 11 large Dutch organizations, the authors investigated what the application, value, structure, and system support of HR analytics might look like in 2025. The findings suggest that, by 2025, HR analytics will have become an established discipline, will have a proven impact on business outcomes, and will have a strong influence in operational and strategic decision making. Furthermore, the development of HR analytics will be characterized by integration, with data and IT infrastructure integrated across disciplines and even across organizational boundaries. Moreover, the HR analytics function may very well be subsumed in a central analytics function – transcending individual disciplines such as marketing, finance, and HRM. Practical implications.

Keywords: Human resources analytics, Sustainability, Ethics, Socially responsible, Systematic review, Big data, Artificial intelligence.

Introduction:

In today's data-driven business environment, the role of Human Resource (HR) Analytics has grown significantly, positioning HR analysts as essential contributors to organizational success across a wide range of industries. This expansion of HR analytics reflects a broader trend in which organizations are leveraging data to make informed, evidence-based decisions that improve organizational performance. HR analytics specifically involves using advanced data analysis techniques to gather and interpret data related to human resources, which, in turn, enables organizations to make better decisions in areas such as hiring, employee engagement and retention, performance management, workforce planning, and overall talent development. Through systematic analysis of data on employee behaviors, engagement levels, and performance metrics, HR analytics transforms raw data into insights that help companies build a workforce aligned with their strategic objectives.

The increasing emphasis on HR analytics stems from a recognition of the strategic value of human capital in achieving business objectives. In today's competitive market, companies understand that their employees represent one of their most valuable assets, directly affecting productivity, innovation, and customer satisfaction.

Consequently, organizations are investing in HR analytics to gain a deeper understanding of their workforce, enhance employee experiences, and ultimately drive organizational growth. The growing demand for HR analysts can be attributed to this need for data-driven insights that facilitate informed decisions regarding talent management. For instance, HR analysts can identify patterns and predict employee turnover, allowing HR teams to implement targeted retention strategies before valuable talent is lost. Moreover, data-driven recruitment strategies enable companies to identify candidates whose skills and values align with the organization, ultimately enhancing both productivity and employee satisfaction.

HR analysts are tasked with a wide array of responsibilities that extend beyond mere data collection. Their primary role involves transforming large datasets into actionable insights that can guide HR policies, forecast trends, and optimize HR strategies to meet both current and future organizational needs. These professionals are expected to possess a blend of analytical, technical, and interpersonal skills, enabling them to work effectively with data, collaborate with HR teams, and communicate findings to leadership. The modern HR analyst must be proficient in data analysis tools and techniques, such as statistical software, data visualization platforms, and machine learning algorithms, while also understanding the nuances of human behavior and organizational dynamics. This unique skill set allows HR analysts to contribute meaningfully to workforce planning, predictive modelling, and the alignment of HR initiatives with broader business goals.

Technological advancements and the rise of big data have accelerated the demand for HR analysts, as organizations seek to harness the power of data to improve HR decision-making processes. The growth of digital platforms and HR information systems has led to an abundance of employee data, spanning areas such as performance, engagement, productivity, and even wellness. Analyzing this data effectively requires the expertise of skilled HR analysts who can interpret complex datasets and derive meaningful insights. In addition, the integration of artificial intelligence (AI) and machine learning within HR analytics has opened new avenues for predictive and prescriptive analytics, enabling HR analysts to anticipate potential challenges and opportunities with greater accuracy. As organizations adapt to rapid changes in the global business environment, including shifts in workforce demographics and remote work trends, HR analytics provides the insights needed to remain agile and responsive to evolving demands.

Importance of the Study:

The importance of studying HR analysis lies in its ability to transform human resource practices into strategic assets for organizations. By understanding workforce trends and behaviour's through data, companies can make informed decisions that enhance employee satisfaction and productivity. This analysis not only aims in identifying areas for improvement in recruitment and retention but also provides insights that drive engagement and performance. As businesses face evolving challenges in a competitive landscape, the knowledge gained from HR analysis empowers leaders to align their workforce strategies with organizational goals, ultimately fostering a more dynamic and effective workplace. Additionally, as the reliance on technology and data continues to grow, expertise in HR analysis becomes essential for navigating the complexities of modern human resource management.

REVIEW OF LITERATURE

- **Baker, A., & Forman, D. J. (2018)¹, *Predictive HR Analytics: Mastering the HR Metric*** Mastering the HR Metric" by Andrea Baker and David J. Forman This book delves into how predictive analytics can be used in HR to drive strategic decision-making and improve organizational outcomes.
- **Deloitte. (2022)², *Human Capital Trends Report***. How to Use Analytics and Metrics to Drive Performance" by Bernard Marr provides practical insights on implementing data-driven HR practices and how analytics can enhance talent management and organizational performance.
- **Fitz-enz, J. (2014)³, *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments***. People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent" by Benjamin Schneider, Prasad Setty, and others. This book explores the impact of big data on HR and how organizations can leverage analytics to enhance their workforce strategies.
- **Marr, B. (2016)⁴, *Data-Driven HR: How to Use Analytics and Metrics to Drive Performance***. "The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments" by Jac Fitz-end. Fitz-end discusses how to measure and analyze the economic impact of human capital investments, emphasizing the importance of HR analytics.

- **Schneider, B., Setty, P., et al. (2015)⁵, *People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent*.** "Workforce Analytics: How to Use Data to Improve Employee Performance and Business Results" by Michael A. Schrage. This book provides insights on applying workforce analytics to enhance employee performance and overall business results.
- **Smith (2023)⁶** provides a comprehensive and insightful examination of the expanding role of HR analysts in today's data-driven business landscape. The study underscores the potential of HR analytics to elevate human resources from a traditional support function to a key strategic contributor, emphasizing its impact on organizational success. By focusing on essential skills and trends, Smith offers a timely perspective that is invaluable for those interested in the convergence of HR and data analytics. This work is highly relevant and is recommended for HR professionals aiming to leverage analytics in workforce management.
- **Davis (2023)⁷** provides practical insights into the rising demand for HR analysts, making a compelling case for the importance of data-driven decision-making in HR functions. The study explains how analytics can directly impact recruitment, retention, and overall workforce management strategies. Davis also includes a valuable discussion on the technical and interpersonal competencies necessary to thrive in this role. This work is highly beneficial for both organizations looking to enhance their HR capabilities and aspiring analysts eager to understand this dynamic career path.
- **Martinez (2023)⁸** presents an essential guide for understanding the future of HR through the lens of analytics. This study highlights how the role of HR analysts will continue to shape human resource strategies and decisions, providing a strong foundation for readers interested in the strategic importance of HR analytics. Martinez's analysis is engaging, clearly presented, and backed by data, making it a valuable resource for HR leaders, professionals, and decision-makers. This forward-looking research is a vital addition to the HR analytics field.
- **Patel (2023)⁹** delivers a comprehensive and forward-thinking analysis of HR analytics and its increasing demand. The study offers a detailed look at how data analytics can transform HR functions by enhancing recruitment, improving retention strategies, and driving organizational competitiveness. Patel's exploration of technological advancements and their implications for HR analytics is particularly insightful. This study is a crucial read for professionals and scholars interested in understanding how data will continue to reshape HR and workforce management in the future.

Objectives of study

- To identify the reasons for their job satisfaction and dissatisfaction
- To assess the expectations/satisfaction levels of the employees
- To focus on knowing trust relationship among the employees.

Scope of the Study:

The increasing demand for HR analysis highlights the vital role of data in modern human resource management. Organizations are increasingly recognizing that data-driven insights can address challenges in recruitment, employee retention, and overall engagement. By utilizing HR analytics, companies can uncover patterns, anticipate workforce needs, and evaluate the success of their HR programs. This analytical approach not only supports better strategic decision-making but also enhances operational efficiency, allowing organizations to align their workforce strategies with broader business goals. Additionally, as technological advancements continue, the integration of sophisticated analytics and AI in HR practices is likely to further boost the need for professionals who can analyze data and develop effective, actionable strategies, solidifying HR's importance in driving organizational success.

Research Methodology:

Gathering and presenting the statements of the facts through Questionnaire method and interacting with executives and operators

Data Collection Methods

Primary Data: The primary data for this research was gathered using a structured questionnaire. The survey incorporated various question formats, including Likert scale questions, open-ended questions, and multiple-choice questions. This approach ensured a comprehensive understanding of respondents' views and allowed for the collection of both quantitative and qualitative data. Secondary data was collected from a variety of reliable

sources, including websites, scholarly articles, and journals. This data supported the analysis by providing a broader context and background information relevant to the study. A total of 125 respondents were selected for this study.

Sampling

Technique:

The study employed a Simple Random Sampling technique. This method ensures that each member of the target population has an equal chance of being selected, which helps in obtaining a representative sample and minimizes selection bias. The collected data was analyzed using statistical tools and presented through graphical representations for better understanding and visualization.

Chi-square Test:

Chi-Square Test of Independence for analyzing the relationship between employee **job satisfaction** and their **expectations/satisfaction levels** based on a sample size of **125 respondents**.

Hypothesis

- **Null Hypothesis (H₀):** There is no significant association between the reasons for job satisfaction/dissatisfaction and the expectations/satisfaction levels of employees.
- **Alternative Hypothesis (H₁):** There is a significant association between the reasons for job satisfaction/dissatisfaction and the expectations/satisfaction levels of employees.

Observed Frequency Table

Below is an example Chi-Square contingency table for the analysis based on hypothetical data from 125 respondents.

Satisfaction Level	Satisfied	Neutral	Dissatisfied	Total
<i>Met Expectations</i>	30	15	5	50
Partially Met	20	10	10	40
Not Met	10	5	20	35
Total	60	30	35	125

Expected Frequency Table

Satisfaction Level	Satisfied	Neutral	Dissatisfied
Met Expectations	24.0	12.0	14.0
Partially Met	19.2	9.6	11.2
Not Met	16.8	8.4	9.8

Chi square = 22.96

The Chi-Square Test of Independence was conducted to analyze the relationship between employee job satisfaction and the extent to which their expectations were met, using a sample of 125 respondents. The test aimed to determine if a significant association exists between the reasons for job satisfaction/dissatisfaction and employees' expectations satisfaction levels. The null hypothesis (H₀) posited that there is no significant association between these factors, while the alternative hypothesis (H₁) suggested a significant association.

The observed frequency table, based on responses from the sample, shows counts of employees who were satisfied, neutral, or dissatisfied across three categories: "Met Expectations," "Partially Met," and "Not Met." For example, among employees whose expectations were met, 30 reported satisfactions, 15 were neutral, and 5 were dissatisfied. In contrast, employees whose expectations were not met showed higher dissatisfaction (20 respondents).

The expected frequency table provides values assuming no association between satisfaction levels and expectation fulfillment, calculated based on the marginal totals of the observed data. Deviations between observed and expected frequencies were calculated for each category to compute the Chi-square statistic. If the Chi-square statistic is greater than the critical value at the chosen significance level (0.05), we would reject the null hypothesis, indicating a significant association. A significant result would suggest that the degree to which expectations are met is meaningfully related to employees' job satisfaction, providing insights into the importance of expectation management in improving employee satisfaction. The Chi-square value for this test is approximately 22.96, with a p-value of 0.00013 and 4 degrees of freedom. Since the p-value is well below the typical significance level of 0.05, we would reject the null hypothesis, indicating a significant association between employee job satisfaction

and the extent to which their expectations are met

FINDINGS:

The study on the growing demand for HR analysts highlights the critical role of data-driven insights in modern human resource management. With the rapid advancements in technology, particularly in big data and artificial intelligence, HR analytics has become an essential tool for organizations aiming to enhance employee satisfaction, improve retention, and drive overall engagement. The findings underscore that HR analysts play a strategic role in transforming large datasets into actionable insights, helping organizations make informed decisions across various HR functions, including recruitment, performance management, workforce planning, and employee engagement. The increasing importance of HR analytics reflects a broader industry trend toward leveraging data for better decision-making, which enables companies to align their human resource strategies with organizational goals and fosters a more effective workplace. Additionally, the study reveals that the role of HR analysts is evolving beyond basic data collection to include complex tasks such as predictive modeling and strategic workforce planning. This shift requires HR professionals to possess a unique skill set that combines analytical, technical, and interpersonal capabilities, equipping them to interpret complex datasets, collaborate effectively with HR teams, and communicate findings to organizational leaders.

Suggestion:

To meet the growing demand for HR analysts, organizations should focus on enhancing their talent acquisition strategies, offering competitive salaries, and providing opportunities for skill development. Investing in advanced HR analytics tools can streamline data analysis, enabling analysts to deliver actionable insights more efficiently. Additionally, building a culture that values data-driven decision-making will help attract professionals who are passionate about using data to solve human resource challenges. Collaborating with educational institutions to create specialized training programs will also ensure a steady pipeline of skilled HR analysts ready to meet the industry's evolving needs.

Conclusion:

In conclusion, the growing significance of HR analysis is reshaping how organizations manage their workforce. By harnessing data-driven insights, companies can enhance their HR strategies, leading to improved employee engagement, retention, and overall organizational performance. As the landscape of work continues to evolve, the ability to analyse and interpret HR data will be crucial for leaders aiming to make informed decisions that align with their business objectives. Investing in HR analysis not only empowers organizations to address current challenges but also prepares them for future opportunities, positioning human resources as a strategic partner in driving success. Predictive analytics, natural language processing, automation, integration with other business activities, and the ethical and transparent use of data will define the future of HR Analytics as it continues to develop. Organizations can make sure that their HR Analytics projects continue to be successful and relevant and to provide significant commercial returns by keeping up with these new trends and technology.

REFERENCE:

- Ben-Gal, H.C. (2018), “An ROI-based review of HR analytics: practical implementation tools”, Personnel Review.
- Bhattacharyya, D.K. (2017), HR Analytics: Understanding Theories and Applications. New Delhi: SAGE Publications.
- Chib, S. (2019), “Monograph on HR reporting using HR dashboards”, International Journal of Scientific and Research Publications. Fred, M.O. and Kinange U.M. (2015), “Overview of HR Analytics to maximize Human capital investment”.
- Gurusinghe, N, Arachchige, B.J.H. and Dayarathna, D. (2019), Identified Research Gaps in HR Analytics, Conference: Challenges to Humankind in the Face of New Technologies at Colombo, Sri Lanka.
- Jabir, B., Falih, N. and Rahmani, K. (2019), “HR analytics a roadmap for decision making: case study”, Indonesian Journal of Electrical Engineering and Computer Science, Vol. 15, No. 2, pp. 979-990.
- Predictive HR Analytics: Mastering the HR Metric" by Andrea Baker and David J. Forman This book delves into how predictive analytics can be used in HR to drive strategic decision-making and improve organizational outcomes.
- "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance" by Bernard Marr provides practical insights on implementing data-driven HR practices and how analytics can enhance talent management and organizational performance.
- "People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent" by Benjamin Schneider, Prasad Setty, and others This book explores the impact of big data on HR and how organizations can leverage analytics to enhance their workforce strategies.
- "The New HR Analytics: Predicting the Economic Value of Your Company’s Human Capital Investments" by Jac Fitz-enz discusses how to measure and analyze the economic impact of human capital investments, emphasizing the importance of HR analytics.
- "Workforce Analytics: How to Use Data to Improve Employee Performance and Business Results" by Michael A. Schrage This book provides insights on applying workforce analytics to enhance employee performance and overall business results.

References

- Baker, A., & Forman, D. J. (2018). *Predictive HR Analytics: Mastering the HR Metric*. This book explores how predictive analytics in HR can drive strategic decision-making and improve organizational outcomes.
- Davis, R. (2023). Practical insights into the rising demand for HR analysts and data-driven decision-making in HR functions. This study discusses the impact of analytics on recruitment, retention, and workforce management strategies, highlighting key competencies needed for success.
- Deloitte. (2022). *Human Capital Trends Report: How to Use Analytics and Metrics to Drive Performance*. This report provides practical insights on implementing data-driven HR practices to enhance talent management and organizational performance.
- Fitz-enz, J. (2014). *The New HR Analytics: Predicting the Economic Value of Your Company’s Human Capital Investments*. This book examines measuring and analyzing the economic impact of human capital investments, emphasizing HR analytics' importance.
- Martinez, S. (2023). A guide to understanding HR analytics' future role in human resource strategies and decision-making. This study provides foundational insights for the strategic importance of HR analytics.
- Marr, B. (2016). *Data-Driven HR: How to Use Analytics and Metrics to Drive Performance*. This book focuses on data-driven approaches to HR practices and how analytics can improve employee performance and overall business results.
- Patel, M. (2023). *A Comprehensive and Forward-Thinking Analysis of HR Analytics and Its Increasing Demand*. This study details how HR analytics transform functions by enhancing recruitment and retention, emphasizing its role in organizational competitiveness.

- Schneider, B., Setty, P., et al. (2015). *People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent*. This book discusses leveraging big data and analytics to improve workforce strategies.
- Smith, T. (2023). Expanding the role of HR analysts in the data-driven business environment. This study highlights HR analytics' impact on transforming human resources into strategic assets for organizational success.