Workforce Analytics: Increasing Managerial Efficiency In Human Resource

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Abstract: Human resource management deals with issues related to the efficiency and effectiveness of the organization by strategically focusing upon the optimum utilization of the employees which shall result in profits not only for the organization but for its employees as well. Workforce analytics combines, the need for analyzing the human resource aptly and an adequate software that can provide us with sufficient insights to make fruitful decisions. Proper workforce planning through the usage of workforce analytics can lead to detailed evaluation of the abilities of the human resource, thereby resulting in a productive way of utilizing the abilities. Workforce analytics further enhances the productivity of the firm by identifying occasions, on which the workforce management proves to be inconsistent in terms of its processes, methodology or strategies. Workforce analytics falls under “People Analytics”, which is also referred to as HR Analytics. People Analytics combines data related to human resource from different sources, works on its accurate implementation and finding dependable and authentic results. The technology has become more reliable and enlightening in the recent years. Workforce Analytics is an emerging trend in HR. Along with it comes a set of challenges and opportunities, which demand to be understood before the trend could be turned into a fashion. The paper studies various aspects of Workforce Analytics and the need for it. As organizations grow, there HR grows too. The crucial role that the HR plays is being recognized and therefore the need to analyze it to improve the work performance has emerged. The paper also highlights the key elements that must be included for successful functioning of workforce analytics. The various elements include, flexibility, adaptability, usability, that are essential to the accomplishment of workforce analytics. The paper identifies the role of technology in the working of the software. The hitches that the organization faces can be overcome only if the software is supported by efficient technology. There are various reasons like scattered data, security, precision, etc. owing to which the role of an efficient as well as cost effective technology has magnified. The paper sheds light on such challenges that prove to be a main cause for the “strong popularity and steady growth” of workforce analytics. Since its new to the HR culture, the requirement to make individuals understand its essence and importance prevails. The organizations need to work towards creating an environment which accepts and uses the analytics, further implying the results upon their working style and ethic. The importance of communication within the organization has been brought into the lime light here. The need to bring the employees at ease with the software, to train them to use it well, and extracting the advantages out of it, are all things that can be put into practice if only strong communication flows through the organization. The advantages that it provides the organization with, are immense. Highlighting the advantages, the paper talks about how workforce analytics is not just useful for analyzing and studying the previous and the present outcomes, but it has a wider concept to it. The paper also proposes a workforce analytics model with major steps. The paper examines the advantages and the scope of putting Workforce Analytics and its tools to use. Analytics is widely used in the fields of marketing, sales, finance, investments etc., while in the field of human resource it is still taking its time. The growing awareness of its advantages is resulting in its gradual acceptance and adoption. Companies have begun hiring analytics professionals, and the rate at which they are doing so is a strong and positive indication of how well the organizations have received the concept of workforce analytics. The scope of workforce analytics is grand and the opportunities that lie ahead are great to exploit. The growing pace of how eager organizations are to utilize their human resource to its best capacity is giving rise to relentless competition among organizations. This will certainly bring a new age of analytics into action. The scope is wide and the trend has just begun.

Keywords: workforce analytics, people analytics, workforce management, workforce planning, human resource management, Attrition, A

1. INTRODUCTION

People Analytics refers to the unification of Human Resource data from various, different but relevant sources, the implementation of people analytics or workforce analyses on the occupied data, and further the complete understanding and discernment from the analyses to bring stronger decisions into shape for finer organizational performance. Modern organizations face larger challenges of managing workforce with changing working patterns and evolving work personalities, the market continues to demand different work ethic and skills. In such a situation, it becomes important for the organization to keep its workforce proficient and updated regarding the skills in demand. The organizations can tackle such challenges by integrating workforce analytics in the human resource designs and processes. This way the organization will be able to keep its HR functions well aligned with the goals and objectives of the organization. Harvey (2012) has stated that it is the global economic crisis that has brought the wave of interest in workforce analytics. According to the IBM Global Service Report (2009), the main issue regarding workforce lies in the way organization and business of all sizes are taking human resource decisions and that many organizations don’t even have complete understanding of the current and future workforce requirements. They only carry partial knowledge in this field. Moreover, they even lack the insights that are very much required to identify the most efficient and talented ones, working on their training and development and retaining them in the organization. Ringo (2012) explained that those organizations that have brought workforce analytics into action and are efficiently making use of it are able to engage most of their workforce and even thrive through difficult business situations. Workforce analytics if used to its best potential can prove to be a differentiating factor for the organization concerned as it will provide an edge over the others in terms of efficiency, skill set, training requirements and planning objectives. It could transform the Human Resource into one major strategic business unit of the organization.
There are various aspects that must be considered for successful functioning of workforce analytics. These key elements mark the reliability of the entire analysis. Disparate data is one of the issues that continues to slow down the entire process of workforce analysis. It might even cause results to not be accurate. Thus resolving this obstacle becomes a subject of concern. Data related to workforce can be found everywhere in the company. This scattered nature of data can affect the precision of the analysis. Therefore, integration of data becomes important. This can be done using data integration technology. Although Workforce Analytics comes with its share of tremendous advantages, there also remain certain challenges that an organization must overcome to attain all the desired results. One major obstacle that organizations come across is the scattered nature of the human resource data present in the work environment. Data that is specifically important for Workforce Analytics can be found at so many sections of the business, be it in the training and development department, pay roll, staffing, performance management, or just some age old stack of spreadsheets and files. In such a situation it becomes necessary for the organization to install efficient technology to support workforce analytics.

![Graph showing percentages of various barriers to implementing workforce analytics]

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<thead>
<tr>
<th>Consistency</th>
<th>Integration</th>
<th>Accuracy</th>
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<tr>
<td>Human capital metrics are not consistent across the organization</td>
<td>Metrics and data are not consistently captured and collected</td>
<td>Human capital systems modules do not integrate with non-HCM systems (e.g., Sales, Finance)</td>
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<tr>
<td>Exisiting data available to integrate human capital systems</td>
<td>56%</td>
<td>53%</td>
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</tbody>
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* Percentages responding to ‘4’ and ‘5’ with ‘1’ being “not a challenge” and ‘5’

Primary Barriers to Implementing A Successful Workforce Analytics Capability

(Source: IBM Global business services survey 2017)

Workforce Analytics must be implied as a result of collaborative efforts. The combined efforts of HR, Finance and IT, with relevant and noteworthy insights as well as inputs from the executive and line managers are required for the workforce analyses to produce results that are admissible to the decision making process. Often when HR groups undertake the process alone they end up with data that no one considers useful and analyses that no one prefers using. Therefore, it proves to be more beneficial to include others in the process as well. This shall help in identifying capabilities and skills that are important to the business and further aligning them with the overall organizational requirements. Lastly, it is of great importance to identify, understand and address the culture and the competencies of the organization. The HR must communicate his/her vision of how workforce analytics can be beneficial to the employees, the business and the organization. They must attempt to bring a different work plan into action and make sure that everyone follows it with much enthusiasm. So the reasons for just about moderate growth of workforce analytics can be curtailed to data and its variety, training and mindset, and biases and fears.

PURPOSE OF THE STUDY

The purpose of the study is to understand the effects of workforce analytics upon human resource management and that how workforce analytics can help in developing towards a sustainable human resource in the organization. With changing trends enter changing management styles, this is no new concept for the corporate world, but how these changes impact businesses is what matters and makes a difference in how firms further adapt these trends and upgrades. Workforce analytics is a relatively new approach in terms of “human resource”, and it comes with a great deal of advantages. The purpose of the study also includes analyzing these advantages and the scope of workforce analytics in the industry. The objective is also to analyze how well have firms reacted to the emergence of analytics in human resource and for those firms who have brought datafication and analytics into action, what were the changes they noticed were required to be implemented. The paper further serves the purpose of analyzing and studying the challenges that the firms might face in adopting workforce analytics. The requirement of up-to-date technology that is also apt for human resource developments, the need for strong and clear communication among all departments and employees, and the need for training, has been highlighted and understood.

METHODOLOGY

The study is mainly based upon secondary sources of data collected from different research papers, relevant websites and news articles. The paper is mostly analytical in nature and therefore, has been guided by various numbers of journals and informative sources. The study also compares the difference in working patterns that organizations have witnessed after the adoption of workforce analytics. The analytical approach of the paper puts all aspects of workforce analytics in view, and synchronizes it to understand how this new technology is going to help the organizations improve their work environment and methodology. The paper also studies how the Human Resource can work upon overcoming the challenges that the present day work scenario poses. The varied and large scale advantages that work force analytics has, is the main cause for it to be widely appreciated. The edge that it provides to the organization over the other has been analyzed as well.

SIGNIFICANCE OF WORKFORCE ANALYTICS IN WORKFORCE MANAGEMENT

The dynamics of the workforce are constantly changing, different groups of the workforce think, feel differently and
to manage the workforce well it becomes important to understand each of these group well enough to know what are the things they desire as an output of their efforts and what are the things that might or might not motivate these individuals to work their desired output. It is rather interesting to know that even the companies today are changing their approach and work styles to create a more flexible, adaptive and accepting work environment and that too in accordance with what the different groups of workforce demands from them.

(Jyotiranjan Hota, 2013)

The US Census Bureau states that the magnitude of the workforce will only continue to decline in times to come. Corporates will prefer looking out for the top most performers only and this will require rather intense workforce planning, that workforce management lacks today. Workforce will have to be planned strategically keeping in mind the requirement of the company, requirements of the employee, employment trends and the work environment.

(Jyotiranjan Hota, 2013)

It is the growth factor of workforce analytics that is the highest as seen in the picture above. This clearly shows the major role that workforce analytics plays in the organization and its growing scope in the coming years.

REVIEW OF LITERATURE
The paper titled 'Workforce Analytics Approach: An Emerging Trend of Workforce Management.' (2013) discusses about the rising trend of workforce analytics. It talks about the challenges in workforce management and that how workforce analytics proves to be an aid to workforce management and human resource practices. The paper highlights how proper workforce management can play an integral role in the working of the organization. Strategic intent required to make critical business decisions is also something that comes out as one of the advantages provided by workforce analytics. The need to measure the efficiency of the workforce is always a dire need and it is also an evaluation of great importance. This evaluation can be done by making use of workforce analytics. The identification of loopholes is another crucial step undertaken by workforce analytics. This further guides the organization to overcome these loopholes and also make sure there aren’t any such internal ambiguities left untreated. The paper mostly discusses how transforming and revolutionary workforce analytics and its tools can be to the industry and the human resource sector. It highlights the benefits of workforce analytics and the scope of it. Since analytics has always been in use other sections of the business, it is not a new concept to the corporate or the business world but it sure is challenging and an absolutely new concept when used in relation with the Human Resource. The paper says that it is a necessity now that workforce decisions are made on the basis of workforce data and proper analysis instead of simple gut feeling and basic human instincts. The paper also brings into view the relevance of workforce analytics with workforce management and workforce planning. It highlights how important it has become to constantly study the workforce of the organization as with changing business dynamics, working styles are evolving too. Moreover, the requirement to build a “flexible” work environment is also one of the needs that must be fulfilled to retain workforce as well as successfully manage tough or challenging business situations. The paper even talks about HR technology and trends and how they are actively changing according to the ever changing business environment. The paper titled: ‘Realizing the Full Potential of Workforce Analytics’ by Joanne Bintliff-Ritchie, draws attention upon how there aren’t many organizations that have yet adopted workforce analytics and what exactly are the causes for this slow growth even though workforce analytics has such major advantages to offer. The papers say that in the absence of properly undertaken workforce analysis it is not possible to make appropriate decisions that would determine what investments are to be made, and what resources are required by the organization to improve and increase the efficiency of their most important asset – the human resource, the workforce. This paper further highlights the challenges that are faced by the organizations in order to adopt workforce analytics. Since it is still a new concept to the human resource industry, it does face challenges and hurdles that must be overcome for successful functioning of workforce analytics. The results produced can be very much reliable provided the employee understand workforce analytics, its importance and the right way of making its most apt use, to further apply all the results in the right directions. It papers also talks about the role of technology, and that workforce analytics needs flexible, efficient technology to come out as a valuable asset in the organization. Moreover, the technology must also be able to adapt itself with changing business environment trends and fashions. Without suitable technology workforce analytics won’t be as much beneficial. The paper, ‘Current and Future trends in Human Resource Analytics adoption’ defines workforce and human resource analytics. It even presents a strong link between the extent and the level to
which the organizations are making use of human resource analytics and their financial performance. The paper suggests that organizations that are making better use of workforce analytics and are ahead of their competitors in this regard are also financially at a better position than the rest. The paper also says that properly done analytics can also improve the recruiting process, making it more talent and behavior oriented. In fact, the leadership style also witnesses improvements once the leader understands its workforce and can analyze and make good use of the results. The paper talks about the scope of workforce analytics. Full use of analytics is being made in several sections of the business like, marketing, sales, supply chain management and several others, the growth of workforce analytics is relatively slow but it is still catching on. The paper analyzes the rate at which many analysts are being hired by company, the requirement to get them trained well and the need to bring about a cultural change in the way workforce analytics is being received and adopted in the industry. ‘A study on the acceptance of HR Analytics in Organizations’ (2016) talks about how organizations today are becoming more and more globalized in their way of thinking, and working. But they are also facing a lot of ambiguity, vulnerability and uncertainty in the entire process of becoming globalized. Under such persistent conditions it becomes highly important to make the right decisions for the company. These decisions are considered to be more reliable and “success-confirming” if they are based well analyzed data. This is where workforce analytics comes in. This study says that the growth of workforce analytics is slow, although the rapid developments in the field of information technology has indeed given it a boost. Organizations have even started to realize that with level of sophisticated and advanced technology available today, they can make good use of workforce related data in making crucial human resource decisions. It highlights the reasons owing to which the growth or popularity of workforce analytics is not up to the mark and the direct relationship between technology input and efficiency levels as well as reliability of workforce analytics. The paper titled: ‘HR Analytics as a Strategic Workforce Planning’ (2015) highlights how strategic workforce planning provides the organization with a multi-dimensional approach to build a sustainable and effective human capital and that how HR or workforce analytics helps in identifying the skills required and, creating and developing the leaders for the future. By applying analytics into workforce planning and management, the organizations can build better human resource environment, improve the organizational culture and devise better training and development programs. The paper talks about how the focus of the corporates has now shifted to a global approach which has forced the organizations to align their human resource strategies with goals and objectives of the organization. Even measuring the performance and efficiency of the workforce has become a crucial for the organizations. But with the help of workforce analytics raw data can be transformed into valuable and informative insights, further it is helpful in devising better workforce strategies. It discusses about the significance of workforce analytics in strategic planning and that how various components such as recruitment and planning, performance management, turnover rate, succession planning and training and development play major roles in devising strategic plans for the workforce. The paper titled: ‘The rise and fall of HR Analytics: The future application, value, structure and support system.’ By Huevel, S. observes how Human Resource process are growing and developing into becoming more technology oriented with time, and that how technology will change the face of analytics in Human Resource in the close future. It is a quantitative research which provides the readers with certain findings such as, within a couple of years HR or workforce analytics would have become a well-developed and perfectly established field of work in the human resource management system. The paper says that analytics will have a major impact upon operational as well as strategic decision making in the business. In fact, all these developments will be accompanied by the process of integration of information technology infrastructure and big workforce data. It highlights the possibility of HR analytics being completely submerged into central analytics system, which somewhat implies that HR analytics might as well just cease to exist as a separate division, team or department before even reaching its stage of maturity. The first part of the paper, ‘Workforce Analytics the Prospect of Human Resource Management’, (2017) provides the readers with a thorough definition and understanding of workforce analytics. The paper mentions the factors involved in the recruitment and selection function of the HR owing to the fact that this section has gone through certain rapid changes and adaptations, specifically in its way of carrying out operations. It also mentions how HR Analytics can help the organization to synchronize the developments in recruitment with the workforce required and the workforce already existing. It highlights how Human Resource function plays an extremely important and highly strategic role in the organization and that how necessary it is to include analytics into the human resource management functions to keep pace with the changes or developments in the way other divisions of the organization are functioning. Basically, if a firm wants HR to be its constant strategic partner and a reliable source when making important decisions, then analytics is the need of the hour. The paper also talks about the benefits of analytics and how there still remains major scope of research in the field of workforce analytics. The paper mainly focusses upon how the practitioner of analytics can make better use of human resource data available and come up with more precise and reliable decisions. ‘Using People Analytics to drive business performance: A case study, discusses about the application and utilization of analytics to assist and succor managers as well as executives in making decisions regarding the workforce of the organization, thereby giving rise to a talent value chain. The focus is upon how data and analytics can assist in improving the performance of the business and enhance various factors such as customer satisfaction, financial as well as operational performance and speed of the service being provided. It is noted that the firms require more data based on employee selection and their training and development. They also require additional data to learn about the behavioral aspects of the employees and shape management techniques accordingly. The paper talks in favor of analytics and the way it positively affects the working of the business and the various factors mentioned above. The paper ‘Using Workforce Analysis to improve Strategy Execution’, provides the readers with a
way of undertaking workforce analytics which is designed to improve the execution of business strategies and to increase the organizational effectiveness simply by the correct application of system diagnostics. This approach is different at the stage that precedes the function of analyses which is of course, the typical workforce analytics today. This approach adds two analytic steps, namely: competitive advantage analytics and system analytics. The paper says that undertaking these two steps can help the analyst in identifying several business issues that are often critical in nature and can turn out to be major the business leaders in the organization. It can also assist in determining various structural issues stemming from the design of the organization or the culture at play. Furthermore, conducting these enables provides the best insights regarding the workforce, which is considered to be truly valuable for the business. The paper titled, ‘Human Resource (HR) Analytics: Emerging trend in Human Resource Management (HRM)’, says that the HR function is considered as one of the most important strategic partners of corporates. Analyses in HR can provide the managers with the right direction to work towards but it has been noted that organizations usually lack the capability to make decisions based on data and there is also lack of analytic capability which is needed to influence strategies. The paper first brings forward a brief description of HR analytics and then talks about the history and concept of analytics. The paper then brings forward the various functions of HR which can be made more efficient if analytics is involved into them. These functions include recruitment, staffing, training and development, talent management and, performance evaluation and appraisal. The paper even defines the map of HR analytics which consists of five steps: defining objective, collection of data, assessment, making the decision and lastly, altering the decision, if required. In the end the paper attempts at highlighting the future of HR analytics.

FINDINGS
Workforce management has always been quite a challenge for all types of organizations. Therefore, requirement of workforce analytics becomes prominent. Evaluation of abilities and utilization of workforce, thereby providing strategic intent can be of great help to the HR in managing the organization’s workforce. During the last few years, workforce analytics has become a practice area of great importance for most of the global consulting firms. Moreover, the concept is also being heavily marketed by the websites of these particular firms. Various leading consulting firms such as the McKinsey, Accenture, KPMG and even Deloitte have been publishing several reports. Since in the literature of management concepts it is emphasized and believed that management consulting firms play a strong role in the propagation of management concepts, these firms have also had major involvement field of workforce analytics. The technology firms play an essential and critical role in creating software solutions for new and emerging management fashions that particular involve technological advancements. Since workforce analytics is heavily dependent upon efficient, flexible and adaptive technology for its success, the role of technology firm’s increases. It doesn’t surprise much to witness technology firms to play a leading role in the development of a human resource environment wherein “workforce analytics” is widely accepted and brought to use. A number of well-established software and technology firms have developed various software solutions in relation to workforce analytics. Firms such as Oracle, SAP and IBM have been providing solutions that generate statistical data and advance overviews for several workforces as well as HR processes. There are many companies like Glint, People Fluent, Aason that provide with HR analytic solutions. Glint leverages real time people data to provide the managers with a holistic view of the organization’s working conditions and the insights to detect any problems and also to take action in the direction of the same. People Fluent leverages HR analytics to drive business processes and employee engagement and Aason provide HR as a service, providing human capital management and services in the cloud. Several other firms include, One Source Solutions, EPAY systems, Actv8 Intelligence, etc. Google has used data analytics in workforce management, and the results have brought certain observations regarding the hiring process, into notice. The company has been able to ascertain and determine certain things like, the right number of candidates required to be interviewed for a particular job and also the various attributes and traits that can determine one’s success in Google. Data analysis also showed that simply answering the questions successfully was not an effective divination of employment success, rather interviews that focused upon behavioral aspects of the are proven to produce more reliable results. Even Test scores or GPAs, aren’t of much value when it comes to determining a person’s efficiency levels and future work performances, except for candidates who are fresh out of school. Even Xerox brought workforce analytics into use, and found out how it could retain its, customer service employees. There were findings like these that, helped Xerox that helped slow down and decrease its attrition rate by 20% in a pilot program, which was even extended later on. The firm, Juniper Networks from Silicon Valley made use of workforce analytics in tracking career paths of employees. It compiled all the data on LinkedIn and observed and studied not only where the best of employees come from but also where they go ahead of their current position. This provided them with an overview of the overall career paths of the most efficient employees in the industry. The firm was then able to devise new strategies and bring them into action in order to attract as well as retain the best talent and the most valuable people in the industry. By 2025, workforce analytics would have become a well-established field of discipline, it will even have proven impacts on business outcomes. It would not only have strong influence on human resource but also on operations and strategic decision making. Moreover, the developments in workforce analytics will be accompanied with the integration of data and information technology infrastructure, it would not remain limited to organizational boundaries, and in fact it will go across all disciplines. It is expected from the retail industry to be the fastest growing application sector owing to the rapid increase in the implementation of workforce information systems mainly to smoothen the various human resource related functions and processes.

DISCUSSION
The technology needs to be efficient enough to analyze the HR environment in the present as well as in the future. It must be able to adapt to the constantly changing business environment and yet work at its best. It is also crucial that the technology remains economically sound and efficient. The security of the data is another crucial issue; no organization would want its Human Resource related data to get leaked. It must also be understandable and easy for the employees to use. That would result in lesser implementation and maintenance costs, further hiking the satisfaction levels. It is necessary that the technology can be easily extended to other systems that might exist in near future. Organizations continuously adopt and remove systems, therefore it becomes a necessity for the software to be able to extend itself to new systems. If the organization wishes to take full advantage of “workforce analytics” then it becomes necessary to understand the importance of communication. There has to be no loopholes in the communication process, so that the employees are thorough with the usage and the technicalities of workforce analytics. Since the result of the analysis can be used in various decision making processes, its proper usage becomes a necessity. Workforce analytics can be used in talent management, recruitment processes, training and development programs, assigning tasks and setting objectives, all done strategically with better efficiency. The relevance of workforce analytics to different sections of the business is so much that the organization must make sure that the human resource, the employees are well equipped with adequate knowledge, guidance and instructions to make good use of it. Advantages of workforce analytics are immense. Workforce analytics makes the organization smarter, and helps make more informed talent and skill decisions. Organizations end up finding better applicants and make smarter as well as more strategic business decisions. Workforce analytics narrows the focus upon efficient talent management. This in turn brings job satisfaction to the employees. The performance of the employees improves as a result of increased job satisfaction. Hence, employee engagement and employee retention are positively impacted. Workforce analytics leads to a more refined and improves as well as reliable way of assessment. Organizations can benefit greatly by bringing powerful analytics solution into action. These solutions can be further backed by data science, and machine learning for fostering and also managing talent helping them make more objective decisions thereby saving cost and time.

Based on the literature and study there are six steps formulated for effective workforce analytics

Step 1: Conceptualizing the Central Problem
While it might sound self-evident, setting aside the opportunity to comprehend the main problems going up against the organization is basic. Line supervisors and administrators are truly adaptable at perceiving the prompt issues they confront and normally anxious to make a move with the data they have within reach. Tragically, they frequently take those activities without completely understanding the basic reason or which extra issues may result from their clueless activities.

Step 2: Apply a Conceptual Model into business framework
This requires figuring a model that recognizes which elements may reveal to us what is happening in the organization, and how we approach understanding whether these variables are driving execution. Those engaged in gathering of information that organizations have accessibility, work on optimum utilization of information for effective planning. Investigators require a method for figuring out what information are imperative and what they can manage without, aiming at framing an effective conceptual model.

Step 3: Obtaining Relevant Data
This progression is about rapidly getting the best information accessible to investigate. Over and over again, organizations are aiming at collecting relevant information. Helpful investigation relies upon gathering and developing estimates that can be unmistakably attached to representative efficiency and corporate benefit.

Step 4: Applying Analytical Methods
This step involves practical ways of analyzing relevant data. There are many statistical techniques available to complete organizational and workforce analysis, including simple cross-tabulations, regression, stochastic process modeling, factors analysis, cluster analysis, survey research, and experimental design. All have their appropriate applications; all have their strengths and weaknesses. Knowing which to apply to which questions is critical to producing valid findings.

Step 5: Presenting the outcome to Stakeholders
This is one of the most critical step that involves relevant feedback from the stake holders to obtain critical feedback on the data analytics and workforce model. This helps in improvising the model and workforce analytics framework.

Step 6: Implementing action steps
This step offers a clear business case and roadmap for action. Identifying the relationship between particular workforce actions or qualities and company profitability is not enough to accomplish change. The analytical process must interpret proposed solutions into a justifiable action set that supports and monitors the desired outcomes.

Putting it together it makes workforce analytics work for the organization

While Business Analytics has witnessed major growth in the fields of financial services, marketing, healthcare, and many other varied sections of business, Human resource analytics is being practiced by only a small percentage of organizations. Even though organizations are on a spree of collecting human resource data, but they still seem to be a little reluctant in putting this data to use. The major reason for this could be lack of accuracy and efficient technology.
In such a scenario, workforce analytics seems to make its place in the process of business planning and strategies. Owing to the importance of workforce and its affect upon financial performance, many industrial and business experts agree upon its growth potential. It will be fair to say that workforce analytics will be used by more and more organization in the coming times. The affordability, and technological advancements are continuously adding to its value and requirement in the organization, moreover organizations are now beginning to realize its importance in human resource planning and that how it can prove to be an asset of great return to the business. It is not hidden that analytics and human resource when combined can bring to the organization major advantages, it helps in improving hiring and increases employee retention. There is now better understanding of work culture and company’s environment, even the motivational and factors and productivity-enhancing factors can be easily notes and put to use. Even though HR and Workforce analytics hold great potential in terms of development, acceptance and advantages, there still remains the requirement to create an environment that understands analytics and its need. It is a much needed culture that is yet to be brought in fashion. The HRs need to communicate their vision of the value of workforce analytics to get people inside and outside of the HR circle on-board.

REFERENCES