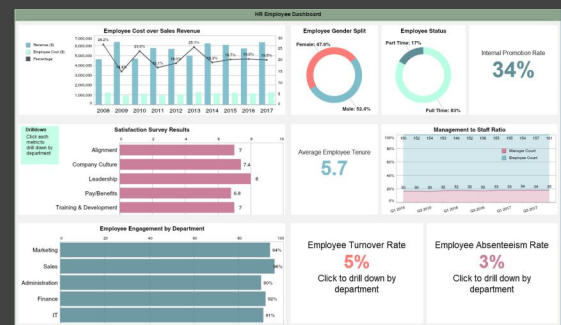
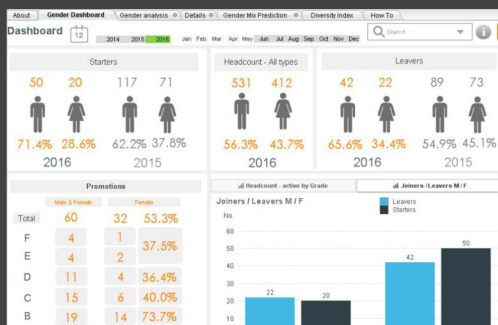
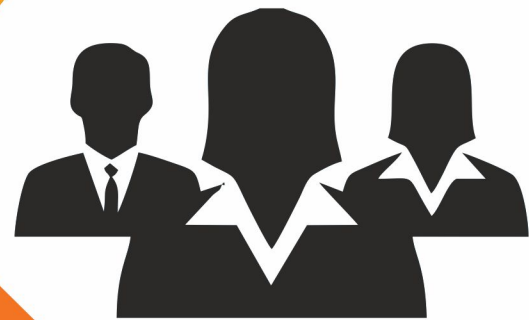


Monograph On
HR REPORTING USING

HR DASHBOARD

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Publishing Partner : **IJSRP Inc.**

PREFACE

A **HR dashboard** is an advanced analytics tool that displays important HR metrics using interactive data visualizations. It helps the human resources department to improve recruiting processes, optimize the workplace management as well as to monitor and enhance the overall employee performance. HR Analytics applies various analytic tools and generates reports. This provides a better insight to the various issues/problems related to the HR activities. This Monograph demonstrates how HR Reporting can be done by HR Dashboard. People find the concept, challenging looking to the technicalities involved in it. This Monograph is an effort to present the principles and concepts in a very simple manner.

Shiney Chib, Ph.D.

ABOUT THE AUTHOR:



About the Author :

Dr.Shiney Chib is working as Director & Research Head with Datta Meghe Institute of Management Studies, Nagpur. She is appointed as adjunct faculty with SEGI-University, Malaysia. She has been conferred with '**Distinguished Educator Award**' by 'Discovery Education Media', '**Rajiv Gandhi Excellence Award in the field of Education**' and '**Mahila Ratan Gold Medal for Academic Excellence**' and '**Eminent Educationist Award**'. She has also received '**Academic Excellence Award**' from NIPM Nagpur chapter. Eight students have been awarded PhD under her guidance. She has industrial experience of 11 years and 15 years of teaching experience. She has more than 100 publications, in the reputed journals, National and International conferences. She has guided 12 Ph.Ds and authored 4 books. She has participated and chaired the conferences held at Hamburg, Germany, Tokyo Japan and Hong Kong. She is a life member of NIPM, NHRD, All India Commerce Association, Lion's Club International.

Table of Contents

1	Introduction.....	05
2	HR Analytics- A Conceptual Framework.....	10
3	Literature Review.....	16
4	Company Profile.....	21
5	Research Methodology.....	23
6	Data Analysis & Interpretation.....	25
7	Conclusion & Suggestions.....	41
8	Future Research.....	43

CHAPTER 1

INTRODUCTION

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INTRODUCTION

Human Resource Analytics (HRA) is a tool which organizations have started using widely now a days to formulate their HR strategies. It collects the huge data pertaining to the various HR Activities/functions, analyses it by applying the suitable statistical tools and presents it in various Dashboards. This systematic visualized data provides new insights and thus facilities in formulating HR Strategies of the organization. HR Analytics establishes a direct link of the various HR activities to the ROI (Return on Investment) of the Organization. This Monograph is an effort to present the use of describing the data with the help of HR Dashboards.

Definition of HR analytics

HR Analytics is defined as a data-driven framework used for solving workforce problems. It collects the all types of data related to the HR activity/function, applies the various statistical tools and presents the outcomes. These outcomes are used to derive various insights and thus used to formulate the various HR Strategies.

The main objective of HR Analytics is to improve the decisions organizations take related to human capital investments, talent management and HR management by collecting the required information and finding its impact on ROI (Return on Investments). It aligns the various HR activities and facilitates workforce performance as the centre core. It studies the past data and give insight for the future. HR Analytics is one field which promises huge potential in the coming years. The time has gone when HR was considered as a support function in an organisation. Now HR Analytics promises business partnering opportunities and aligns HR matrices with the strategic business goals.

HR includes a set of tools that measure, characterize, and analyse sophisticated employee data. It allow HR leaders to determine who the right people are, which task suit them best and how to ensure they remain satisfied in their roles. Human resource analytics (HR analytics) is the HR functional subset of Business analytics. It applies the various analytic processes to the human resource department of the organization in order to improve employee performance and thus have a positive

impact on Return on Investment. It is the application of various integrated process and methodology for enhancing the quality of HR activities/functions, in order to improve individual and organizational performance. In today's digital economy, it is crucial for HR Practitioners to be able to use analytics to manage Human Resources. HR analytics is the ability to integrate business intelligence and people data to improve employee performance and achieve better ROI for business.

HR analytics is a strategic tool to analyse and predict HR's effects on key organisational outcomes. Analytics is the process of analysing a chunk of data for patterns, insights and crucial pieces of information that can give you newer perspectives of solving organizational concerns or pinpoint the probable onset of one. HR Analytics only needs few data to gain various new insights, regardless of your data landscape. Even the historical payroll accounting of your employees reveals deep insights on your current company's state, if prepared correctly. Enriched by individual, specific, external information, HR Analytics provides insights that exceed the informative value of traditional methods almost in an instant.

In order to demonstrate the usage of Dashboard, Primary data of the organization with respect to the sales executive performance for 3 months, namely January, February and March was collected. Ms-Excel was used to prepare the Dashboard. Pivot Table, Pivot Chart and Slicer was used to analyse the data, like sales with respect to sales executives, number of calls made by them, time spent by them, conversion rate and efficiency.

Dashboard was made to produce the cumulative report of 3 months.

CHAPTER 2

HR ANALYTICS- A CONCEPTUAL FRAMEWORK

CHAPTER 2

HR ANALYTICS- A CONCEPTUAL FRAMEWORK

HR revolves around three main activities, 3Ps of HR, namely P-Procurement, P-Preparation and P-Preserving of Human Resources. All the activities involved in HR Department revolves around these three functions. First P, Procurement Involves the various activities related to the Procurement of the Human resource, Second P, Preparation includes the various activities involved in developing the competency of the human resource like, induction, training, development etc. The third P, Preserving includes the various strategies of Human resource retention. HR analytics not only deals with gathering the data, but with the gathered data, it derives various useful insights. It's a very broad area and encompasses the various sets and subsets related to the core activities. The main aspect of HR Analytics is to drill down each activity to its root level and provide evidences, thus facilitate decision making in Organization.

HR analytics upgrades the standards of working HR professional and thus gains competitive edge on other. It enables the organizations to make use of the available employee data to derive better decisions about the workforces and thus improve operational performance.

HR analytics is also known as work force analytics and talent analytics. It focuses on the KPI (Key Performance Indicator), identifies the Key data and provides the insights. These insights are used to ensure the achievement of business goals efficiently within the given timeframe. It also helps in building the models from the captured data, which will help in predicting the different strategies organization need to adopt to receive optimal return on investment (ROI) on its human capital.

The reporting and analytics module is a crucial time conserver for managers and HR professionals whom must make meaningful decisions. Within a few clicks, complicated reports on various HRM-related aspects can be compiled and shared.

- 1) Generate dynamic reports on various HR activities, whenever needed.
- 2) Export reports into your favourite formats such as PDF, CSV, Excel, and Word
- 3) Make use of the customized reporting templates, saving time and effort.

Workforce Analytics can be defined as using a variety of HR and organizational data for the benefit of strategic decision making by organizing, analysing, interpreting and presenting that data in a meaningful way and giving it predictive and prescriptive power through the application of statistical tools and techniques. Workforce Analytics is can be defined as evidence based approach that contains the elements of business intelligence, tools and methods ranging from simple reporting of HR metrics to the predictive model. The purpose of HR analytics is to enable the organizations to make better strategic decisions on the employee's side of the organization. HR analytics is at the forefront of mind for many HR leaders in the region, but many have acknowledged that there is still a long way to go to realise the full potential of what HR analytics can do for their organisation. HR analytics can therefore be a powerful tool in taking complex issues and illustrating them in a way which enables leaders and HR professionals to make robust, evidence-based decisions. HR analytics is a transformational business enabler when utilised by organisations in the correct way, facilitating more robust, evidence-based decision making processes and strategic human capital investments. Focus on HR analytics has increased steadily over the past decade as evidenced by the continuously growing demand of HR analytics in the management decision making process. HR analytics is reaching more organizations and extends to a wider range of users, from executives and line of business managers to analysts and other knowledge workers, within organizations. In an environment of increasingly faster growing data volumes where operating on intuition is no longer an option, business analytics provide the means to both optimize the organization internally and at the same time maintain flexibility to face unexpected external forces.

HR analytics is the combination of quantitative and qualitative data and information to have an insight and decision making support to the management of people in organisations. Its use has now become an emerging trend among the organisations that are interested in leveraging on their human capital. It majorly focuses on acquiring talent to assessing future HR needs by improving employee morale and satisfaction. HR analytics helps in identifying the trends and thus facilitates corrective measures, for the profitable functioning of business.

OBJECTIVES OF THE STUDY

- 1) To construct Dashboard
- 2) To demonstrate how Slicer can be used for analysing Individual Data.

SCOPE

- 1) Collects and analyses information.
- 2) Tracks developments and trends in specific functional areas.
- 3) Performs research, conducts studies, and prepares reports.
- 4) Recommends, reviews, and interprets policies.
- 5) Participates in working councils, committees, and groups.
- 6) Ensures compliance with established regulations and policies.

LIMITATIONS

- 1) Bringing Together Data from Many Different Places.
- 2) Lack of Data Analytics Skills within HR.
- 3) Insufficient Resources for HR Data Analytics.
- 4) Worries about Privacy and Compliance.

CHAPTER 3

LITERATURE REVIEW

CHAPTER 3

LITERATURE REVIEW

(P.Singh, R.K. Upadhyay,M. S., 2017) Managerial Implications of HR analytics is not a one department problem solution tool rather it is a comprehended data system design to support the Academic learner, administrator & decision makers of the higher education institutions. It proves a comprehensive informatics to handle various challenges and opportunities existing in educational environment to manage between student demands, upraising industry benchmarking, liaison with government regulations, meeting the norms of accreditation society. Understand the analytical frame work and especially human resource domain can have a significant mark in the institutional growth. Thus providing a considerable thought to the dynamics of academic community hiring & retention analytics is the need of the day. Thus in total understanding and acceptability of HR analytics is a proven as a new strategic tool to enhance the efficiency and organizational excellence.

(P. R. Reddy ,P. Lakshmikeerthi,2017) The business world today is more specific in optimistic utilization of resources. As Human resources are the prime valued sources of any organization, more attention needs to be paid on this. All important decisions have be primarily evidence based. HR Analytics is not only driving best HR decisions with accurate evidence, but also provoking organizations to maintain adequate quality data for justifying ROI in HR Investments.

(R.Vargas, 2015) This study indicates that performance expectancy, effort expectancy, fear appeals and social influence, are the most important factors in the HR professionals' decision to use HRA. This comes as no surprise, since HR professionals, for the most part, spend most of their time in relationship building and utilizing their soft skills. Recently, the term human resource business partner (HRBP) has been discussed in recruiting HR professionals, but only in the context of a title. A true business partner must have an understanding of the actual business as a whole. Therefore, HR professionals should take note of the latest trends in analytics and begin to consider using HRA, if they seek to become a true strategic partner of the organization and earn a seat at the executive table.

C. Waxer, (2013) More than simply measuring performance and identifying prime candidates, human resources analytics is fast becoming an HR team's crystal ball—a powerful predictive tool that can help anticipate performance levels, end poorly designed compensation models before they're rolled out and flag potential risks like disgruntled workers. By doing so, HR analytics is certain to become an increasingly indispensable tool for attracting, retaining and optimizing talent.

M.O. Fred, (2017) Development of HR Analytics using the management fashion theory as a theoretical backdrop. In the present day, every organization focuses its attention on aligning its HR strategy with overall organizational goals. The rapid changes in the business currently are causing intense competition among organizations. Hence to have an upper hand over these competitors, organization must establish HR Analytics for yielding accurate and real time information using employee's data. HR Analytics thus help the organization to design a strategic workforce planning by analysing the every aspect of manpower data in the organization.

(E. Houghton, J. Miller, 2015), Without the mix of standard measures and context-specific indicators, HR professionals in the region believe that they will be unable to maximise the value generated through HR analytics. HR professionals who are able to secure investment are likely to gain the most from early high value insights for their businesses, and in a competitive economic environment such as south-east Asia, those organisations able to move first are often the most likely to make considerable gains against the competition.

(G. Talukdar,2016), HR analytics as a part of BI helps an organization in systematically handling Human Resources with the use of data management and warehousing technologies across different functions of HRM. Thus it leads to work force stability within the organization. On the other hand a stable work force leads to continuous business growth and helps an organization in its sustainability and thereby creates competitive advantage for the organization in its external business environment.

(L. Bassi, McBassi & Company 2011) HR analytics is an evidence-based approach for improving individual and organizational performance by making better decisions on the people side of the business. But it can result in an elevation of the status of the profession and its practitioners by helping them to guide their organizations in finding

the sweet spot—the intersection between more profitable and more enlightened management and development of people.

(M.O. Fred,2017), Intense global competition and the fast development in technology is forcing organizations to change its basic strategy. In the present day, every organization focuses its attention on aligning its HR strategy with overall organizational goals. The rapid changes in the business currently are causing intense competition among organizations. Hence to have an upper hand over these competitors, organization must establish HR Analytics for yielding accurate and real time information using employee's data. HR Analytics thus help the organization to design a strategic workforce planning by analysing the every aspect of manpower data in the organization.

(J Van Dooren, 2012), This study has been focused on the applicability of HR analytics in relation to the contextual factors competitive intensity, organization's age, organization's structure, organization's size, labour capital ratio, organization's strategy, organization's financial health and trend/hype of HR analytics. To assess the influence of those contingency factors on the applicability of HR analytics, the following problem statement has been investigated:

CHAPTER 4

COMPANY PROFILE

CHAPTER 4

COMPANY PROFILE

Company considered for study was a Marketing Company. Mainly the staff is sales personnel. They are into publication of Business Databases, Business Web services and Advertising Portals.

CHAPTER 5

RESEARCH METHODOLOGY

CHAPTER 5

RESEARCH METHODOLOGY

Primary data of the organization with respect to the sales executive performance for 3 months, namely January, February and March was collected. Ms-Excel was used to prepare the Dashboard. Pivot Table, Pivot Chart and Slicer was used to analyse the data, like sales with respect to sales executives, number of calls made by them, time spent by them, conversion rate and efficiency.

Dashboard was made to produce the cumulative report of 3 months.

CHAPTER 6

DATA ANALYSIS & INTERPRETATION

CHAPTER 6

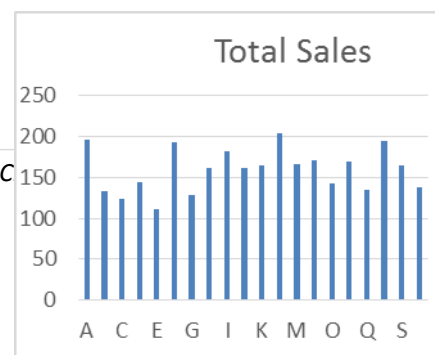
DATA ANALYSIS & INTERPRETATION

Sr.No.	Date	Month	Emp Name	Calls handled	Avg Handed Time	Sales	Conversion/Call	Efficiency
1.	01-01-2018	January	A	66	500	6	0.090909091	0.012
2.	01-01-2018	January	B	46	544	8	0.173913043	0.014706
3.	01-01-2018	January	C	42	423	12	0.285714286	0.028369
4.	01-01-2018	January	D	48	466	8	0.166666667	0.017167
5.	01-01-2018	January	E	36	476	12	0.333333333	0.02521
6.	01-01-2018	January	F	64	500	16	0.25	0.032
7.	01-01-2018	January	G	48	541	12	0.25	0.022181
8.	01-01-2018	January	H	54	624	15	0.277777778	0.024038
9.	01-01-2018	January	I	64	522	12	0.1875	0.022989
10.	01-01-2018	January	J	53	511	8	0.150943396	0.015656
11.	02-01-2018	January	K	54	488	5	0.092592593	0.010246
12.	02-01-2018	January	L	68	433	6	0.088235294	0.013857
13.	02-01-2018	January	M	55	477	12	0.218181818	0.025157
14.	02-01-2018	January	N	55	465	9	0.163636364	0.019355
15.	02-01-2018	January	O	48	488	10	0.208333333	0.020492
16.	02-01-2018	January	P	56	455	6	0.107142857	0.013187
17.	02-01-2018	January	Q	45	600	14	0.311111111	0.023333
18.	02-01-2018	January	R	65	612	16	0.246153846	0.026144
19.	02-01-2018	January	S	55	532	12	0.218181818	0.022556
20.	02-01-2018	January	T	46	612	10	0.217391304	0.01634
21.	01-02-2018	February	A	67	488	8	0.119402985	0.016393
22.	01-02-2018	February	B	45	532	8	0.177777778	0.015038
23.	01-02-2018	February	C	40	444	12	0.3	0.027027
24.	01-02-2018	February	D	49	466	8	0.163265306	0.017167
25.	01-02-2018	February	E	37	488	12	0.324324324	0.02459
26.	01-02-2018	February	F	67	500	16	0.23880597	0.032
27.	01-02-2018	February	G	34	542	12	0.352941176	0.02214
28.	01-02-2018	February	H	55	624	15	0.272727273	0.024038
29.	01-02-2018	February	I	55	522	12	0.218181818	0.022989
30.	01-02-2018	February	J	54	511	8	0.148148148	0.015656
31.	02-02-2018	February	K	58	488	5	0.086206897	0.010246
32.	02-02-2018	February	L	69	433	6	0.086956522	0.013857
33.	02-02-2018	February	M	57	477	12	0.210526316	0.025157
34.	02-02-2018	February	N	62	465	9	0.14516129	0.019355
35.	02-02-2018	February	O	45	488	10	0.222222222	0.020492
36.	02-02-2018	February	P	56	455	6	0.107142857	0.013187
37.	02-02-2018	February	Q	43	555	14	0.325581395	0.025225

38.	02-02-2018	February	R	63	612	16	0.253968254	0.026144
39.	02-02-2018	February	S	52	532	12	0.230769231	0.022556
40.	02-02-2018	February	T	44	600	10	0.227272727	0.016667
41.	01-03-2018	March	A	63	500	6	0.095238095	0.012
42.	01-03-2018	March	B	42	543	8	0.19047619	0.014733
43.	01-03-2018	March	C	41	433	12	0.292682927	0.027714
44.	01-03-2018	March	D	47	466	8	0.170212766	0.017167
45.	01-03-2018	March	E	38	488	12	0.315789474	0.02459
46.	01-03-2018	March	F	62	500	16	0.258064516	0.032
47.	01-03-2018	March	G	46	544	12	0.260869565	0.022059
48.	01-03-2018	March	H	53	634	15	0.283018868	0.023659
49.	01-03-2018	March	I	63	522	12	0.19047619	0.022989
50.	01-03-2018	March	J	54	511	8	0.148148148	0.015656
51.	02-03-2018	March	K	53	488	5	0.094339623	0.010246
52.	02-03-2018	March	L	67	433	6	0.089552239	0.013857
53.	02-03-2018	March	M	54	477	12	0.222222222	0.025157
54.	02-03-2018	March	N	54	465	9	0.166666667	0.019355
55.	02-03-2018	March	O	49	488	10	0.204081633	0.020492
56.	02-03-2018	March	P	57	455	6	0.105263158	0.013187
57.	02-03-2018	March	Q	46	555	14	0.304347826	0.025225
58.	02-03-2018	March	R	66	610	16	0.242424242	0.02623
59.	02-03-2018	March	S	57	532	12	0.210526316	0.022556
60.	02-03-2018	March	T	48	612	10	0.208333333	0.01634

Analysis of Sales Call handled by the sales person

Row Labels	Sum of Calls handled
A	196
B	133
C	123
D	144
E	111
F	193
G	128
H	162
I	182
J	161
K	165
L	204
M	166
N	171
O	142

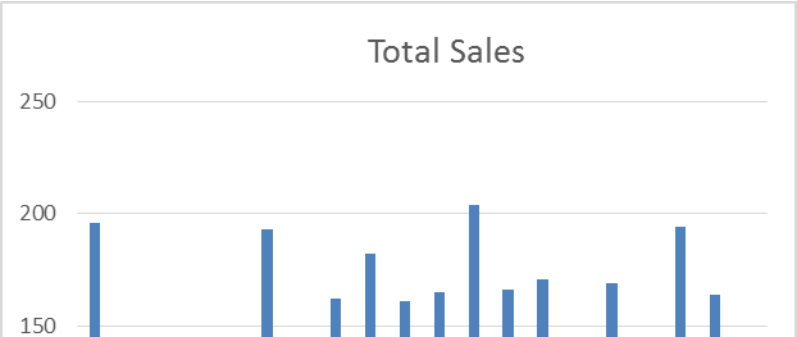


P	169
Q	134
R	194
S	164
T	138
Grand Total	3180

Emp Name	Sales
A	5
B	6
C	8
D	9
E	10
F	12
G	14
H	15

Slicer helps in Analysis the data on individual basis.
Below the details of Sales Man A is Demonstrated. Rest of the details are not visible.

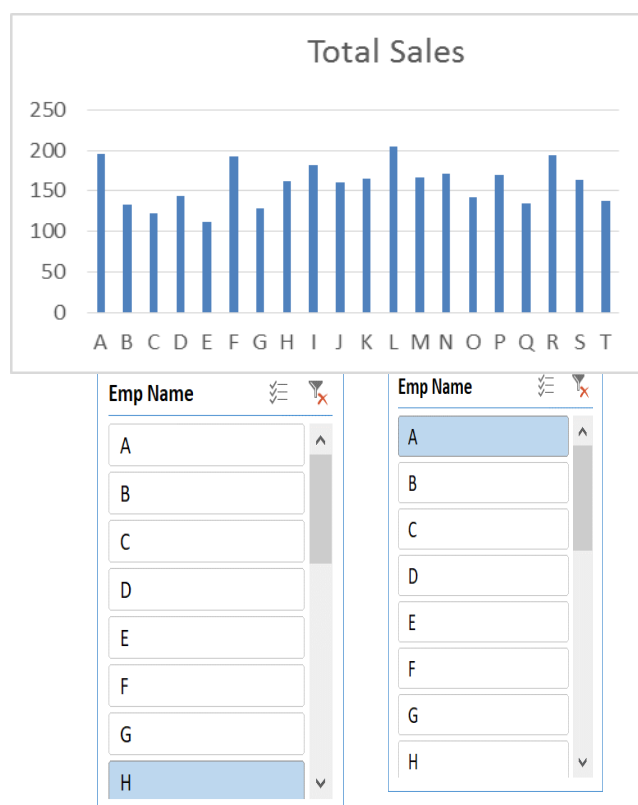
Row Labels	Sum of Calls handled
A	
Grand Total	



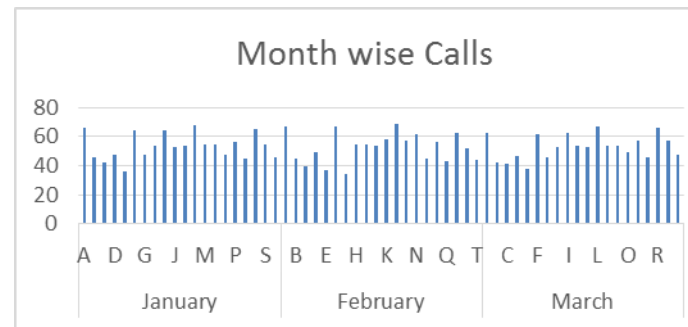
Slicer helps in Analysis the data on individual basis.
Below the details of Sales Man A is Demonstrated. Rest of the details are not visible.

Sales	
15	^
5	
6	
8	
9	
10	
12	
14	v

Row Labels	Sum of Calls handled
H	162
Grand Total	162



Row Labels	Sum of Calls handled
January	1068
A	66
B	46
C	42
D	48
E	36
F	64
G	48
H	54
I	64
J	53
K	54
L	68
M	55
N	55
O	48
P	56
Q	45
R	65
S	55
T	46
February	1052
A	67
B	45
C	40
D	49
E	37
F	67
G	34
H	55
I	55
J	54
K	58
L	69
M	57
N	62
O	45
P	56
Q	43
R	63
S	52
T	44
March	1060
A	63



Month

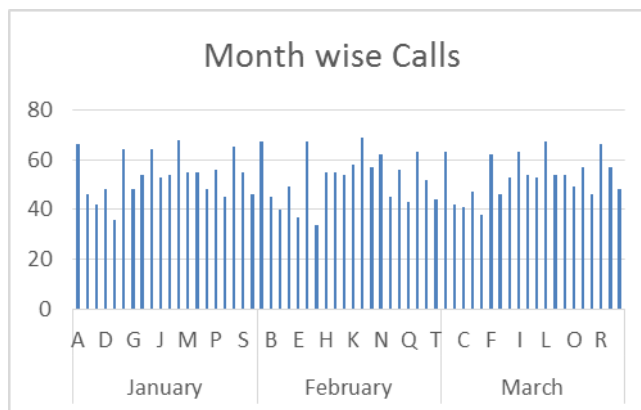
January

February

March

B	42
C	41
D	47
E	38
F	62
G	46
H	53
I	63
J	54
K	53
L	67
M	54
N	54
O	49
P	57
Q	46
R	66
S	57
T	48
Grand Total	3180

Row Labels	Sum of Calls handled
February	1052
A	67
B	45
C	40
D	49
E	37
F	67
G	34
H	55
I	55
J	54
K	58
L	69
M	57
N	62
O	45
P	56
Q	43
R	63
S	52
T	44



Month

January

February

March

Calls handled

34

37

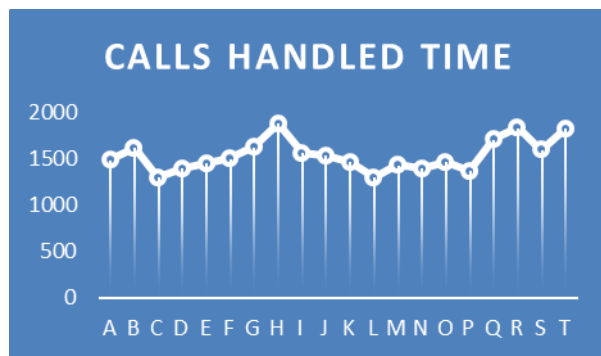
40

43

44

Grand Total	1052
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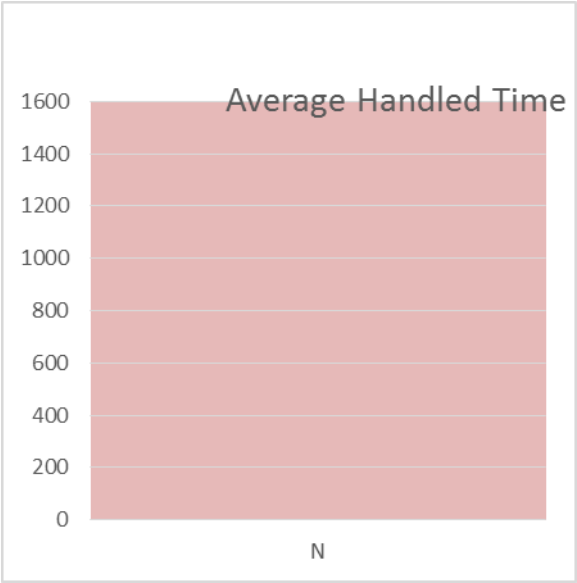
Row Labels	Sum of Avg Handed Time
A	1488
B	1619
C	1300
D	1398
E	1452
F	1500
G	1627
H	1882
I	1566
J	1533
K	1464
L	1299
M	1431
N	1395
O	1464
P	1365
Q	1710
R	1834
S	1596
T	1824
Grand Total	30747



Row Labels	Sum of Avg Handed
------------	-------------------

Emp Name	Avg Handed Time
A	476
B	477
C	488
D	500
E	511
F	522
G	532
H	541

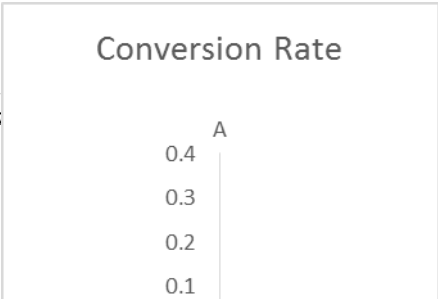
Time	
A	1488
B	1619
C	1300
D	1398
E	1452
F	1500
G	1627
H	1882
I	1566
J	1533
K	1464
L	1299
M	1431
N	1395
O	1464
P	1365
Q	1710
R	1834
S	1596
T	1824
Grand Total	30747



Emp Name
A
B
C
D
E
F
G
H

Avg Handed Time
423
433
444
455
465
466
476
477

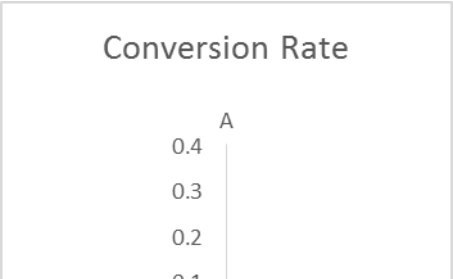
Row Labels	Sum of Conversion/Call
A	0.305550171
B	0.542167012
C	0.878397213



D	0.500144739
E	0.973447131
F	0.746870486
G	0.863810742
H	0.833523918
I	0.596158009
J	0.447239693
K	0.273139112
L	0.264744055
M	0.650930356
N	0.475464321
O	0.634637188
P	0.319548872
Q	0.941040333
R	0.742546343
S	0.659477365
T	0.652997365
Grand Total	12.30183442

Emp Name	Conversion/Call
A	0.0862068965517241
B	0.0869565217391304
C	0.0882352941176471
D	0.0895522388059701
E	0.0909090909090909
F	0.0925925925925926
G	0.0943396226415094
H	0.0952380952380952

Row Labels	Sum of Conversion/Call
A	0.305550171
Grand Total	0.305550171



Emp Name	Conversion/Call
A	0.0909090909090909
B	0.0952380952380952
C	0.119402985074627
D	0.0862068965517241
E	0.0869565217391304
F	0.0882352941176471
G	0.0895522388059701
H	0.0925925925925926

Row Labels	Sum of Efficiency
A	0.040393443
B	0.044476441
C	0.083109447



D	0.051502146
E	0.074390412
F	0.096
G	0.066380191
H	0.071736229
I	0.068965517
J	0.046966732
K	0.030737705
L	0.041570439
M	0.075471698
N	0.058064516
O	0.06147541
P	0.03956044
Q	0.073783784
R	0.07851709
S	0.067669173
T	0.049346405
Grand Total	1.220117217

Emp Name	
A	
B	
C	
D	
E	
F	
G	
H	

Efficiency	
0.0102459016393443	
0.012	
0.0131868131868132	
0.0138568129330254	
0.0147058823529412	
0.0147329650092081	
0.0150375939849624	
0.0156555772994129	

Row Labels	Sum of Efficiency
C	0.083109447
Grand	0.083109447



Total

Emp Name
A
B
C
D
E
F
G
H

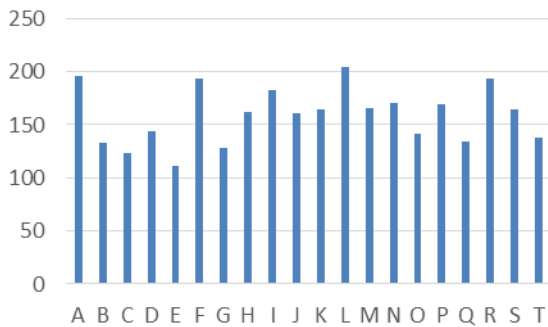
Efficiency
0.027027027027027
0.0277136258660508
0.0283687943262411
0.0102459016393443
0.012
0.0131868131868132
0.0138568129330254
0.0147058823529412

Row Labels	Sum of Efficiency
D	0.051502146
Grand Total	0.051502146

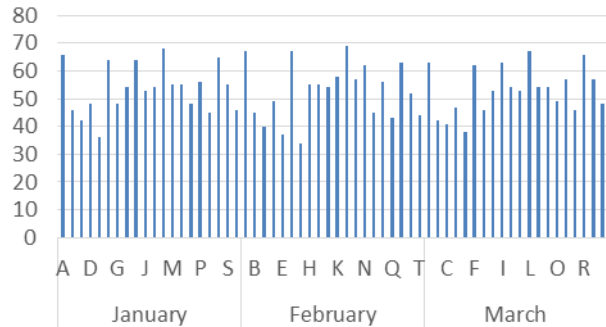


SALES MAN DASHBOARD FROM JAN-18 TO MAR-18

Total Sales



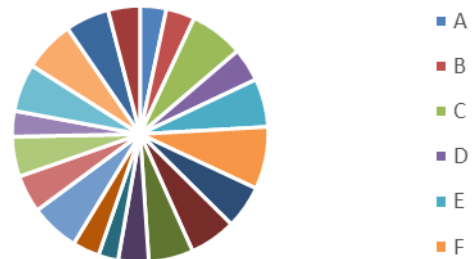
Month wise Calls



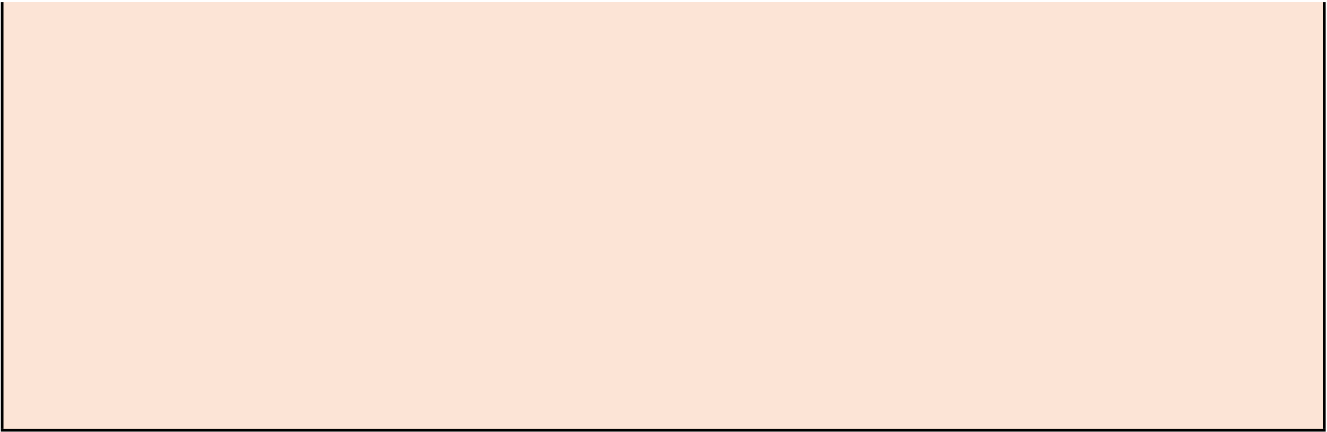
CALLS HANDLED TIME



Efficiency of Salesman



Emp Name	Efficiency
A	0.0171673819742489
B	0.0102459016393443
C	0.012
D	0.0131868131868132
E	0.0138568129330254
F	0.0147058823529412
G	0.0147329650092081
H	0.0150375939849624



Chapter 7

CONCLUSION & SUGGESTIONS

Chapter 7

Conclusion & suggestions

Conclusions

Dashboard helps in making presentation of large scale data in to a cumulative chart presentation.

Due to the interactive nature, it is a very effective tool for reporting and presentations.

This technique is very useful in in all most all the domain areas like, marketing, productions, finance etc.

Suggestion :

Care need to be taken to ensure that the data should not have blank data.

Chapter 7

FUTURE RESEARCH

Chapter 7

FUTURE RESEARCH

This project has only focused on demonstrating the data and creates the report. This may be used for generating report for predictive analysis, which will help in formulating the strategies.

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