

A Study on The Role of Hr Analytics in Decision Making at Acc Cement, Wadi

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Abstract—Human Resource Analytics (HR Analytics) has become an essential component of modern Human Resource Management by enabling organizations to make data-driven decisions. It helps organizations improve recruitment, employee performance, workforce planning, training, and retention through the effective use of employee data. This research paper examines the role of HR Analytics in decision-making at ACC Cement, Wadi. The study aims to understand how HR Analytics supports managerial decisions, improves organizational performance, and enhances employee productivity. A descriptive research design was adopted, and primary data were collected from 50 employees through a structured questionnaire. Secondary data were obtained from books, journals, company reports, and official websites. The findings indicate that HR Analytics contributes significantly to improving HR decisions, increasing workforce efficiency, and supporting strategic organizational goals. The study concludes that the effective implementation of HR Analytics strengthens decision-making and enhances overall organizational performance.

Index Terms—HR Analytics, Decision Making, Human Resource Management, Employee Performance, ACC Cement, Workforce Analytics.

I. INTRODUCTION

Human Resource Analytics, also known as People Analytics, refers to the process of collecting, analysing, and interpreting employee-related data to improve organizational decision-making. In today's competitive business environment, organizations rely on HR Analytics to support strategic decisions related to recruitment, employee performance, workforce planning, compensation, and talent management. Rather than depending solely on intuition or

experience, HR professionals use analytical tools to make informed and objective decisions.

The adoption of HR Analytics has transformed the traditional role of human resource management into a strategic business function. It enables organizations to identify workforce trends, measure employee productivity, reduce employee turnover, and improve operational efficiency. HR Analytics provides meaningful insights that help organizations achieve higher employee engagement and better organizational performance.

ACC Cement, Wadi, one of India's leading cement manufacturing units, recognizes the importance of effective human resource management in achieving organizational success. The company continuously focuses on improving employee performance, ensuring workplace safety, and enhancing productivity. The implementation of HR Analytics enables management to make informed decisions that contribute to sustainable organizational growth.

II. REVIEW OF LITERATURE

1. John W. Boudreau and Wayne F. Cascio (2007) emphasized that HR Analytics helps organizations transform employee data into meaningful insights that support strategic decision-making. Their study highlighted that effective workforce analysis improves organizational performance and competitiveness.

2. Thomas H. Davenport, Jeanne G. Harris, and Jeremy Shapiro (2010) stated that organizations using analytics are more capable of making evidence-based decisions. Their study found that data-driven

approaches improve productivity, employee performance, and business outcomes.

3.Jac Fitzenz (2010) explained that HR Analytics enables organizations to measure the effectiveness of human resource activities and align HR strategies with organizational objectives.

4.David Green (2017) observed that HR Analytics has become an essential component of modern HR management. His study highlighted its role in workforce planning, talent management, employee engagement, and retention.

5.Josh Bersin (2018) reported that organizations adopting people analytics experience improvements in employee experience, decision-making quality, and overall organizational performance.

III. RESEARCH GAP

Although previous studies have established the importance of HR Analytics in improving organizational performance and human resource management, limited research has been conducted specifically in the cement manufacturing industry. Most existing studies focus on IT companies, banking institutions, healthcare organizations, or general service sectors. There is comparatively less empirical evidence regarding employees' perceptions of HR Analytics and its contribution to organizational decision-making within manufacturing organizations such as ACC Cement Wadi. Therefore, the present study attempts to bridge this gap by examining the practical application of HR Analytics and its impact on managerial decision-making using employee responses collected from ACC Cement Wadi.

IV. OBJECTIVES OF THE STUDY

1. To study the role of HR Analytics in decision-making at ACC Cement, Wadi.
2. To examine the use of HR Analytics in various human resource functions.
3. To analyse the impact of HR Analytics on organizational decision-making.
4. To identify the benefits and challenges of implementing HR Analytics.

5. To suggest measures for improving the effectiveness of HR Analytics in the organization.

V. RESEARCH METHODOLOGY

The study follows a descriptive research design to understand the role of HR Analytics in organizational decision-making.

Primary data were collected from 50 employees of ACC Cement, Wadi through a structured questionnaire. Secondary data were collected from books, journals, company reports, research articles, and official websites.

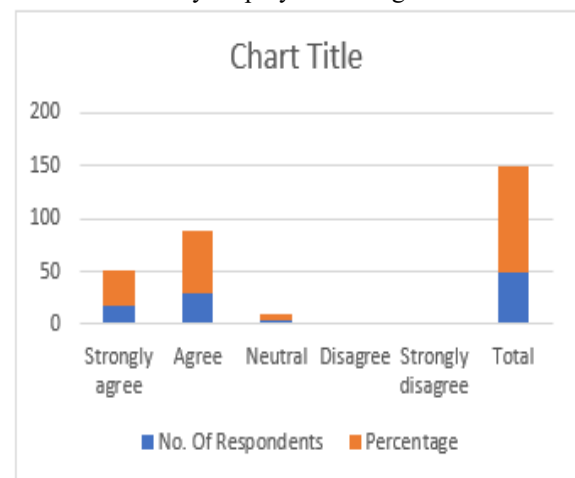
Convenience sampling was adopted for selecting respondents. The collected data were analysed using percentage analysis, tables, charts, and graphical representations.

VI. SURVEY RESULTS

Table 1.1: Showing opinion on HR Analytics helps identify employee training needs

Options	No. Of Respondents	Percentage
Strongly agree	17	34.7
Agree	29	59.2
Neutral	3	6.1
Disagree	0	0
Strongly disagree	0	0
Total	50	100

Graph 1.1: Showing opinion on HR Analytics helps identify employee training needs



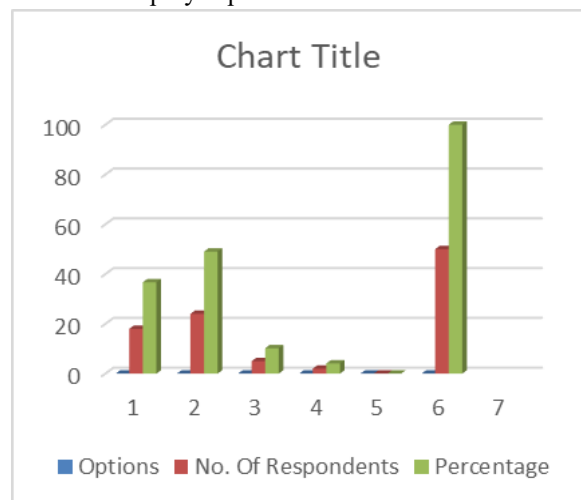
Analysis: Out of 49 respondents, 59.2% agreed, 34.7% strongly agreed, and only a few respondents selected neutral or other options.

Interpretation: The findings indicate that HR Analytics plays an important role in identifying employee training and development needs. It helps organizations plan suitable training programs to improve employee skills.

Table 1.2: Showing opinion HR Analytics improves employee performance evaluation

Options	No. Of Respondents	Percentage
Strongly agree	18	36.7
Agree	24	49
Neutral	5	10.2
Disagree	2	4.1
Strongly disagree	0	0
Total	50	100

Graph1.2: Showing opinion HR Analytics improves employee performance evaluation



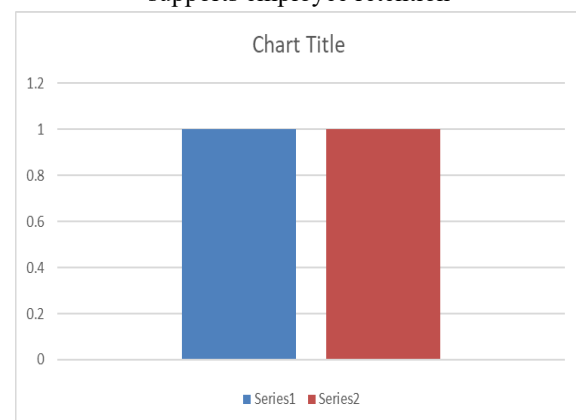
Analysis: Among 49 respondents, 49% agreed, 36.7% strongly agreed, 10.2% were neutral, and only a few disagreed.

Interpretation: Most respondents believe that HR Analytics enhances employee performance evaluation. This indicates that data-based performance assessments are considered more accurate and effective than traditional methods.

Table 1.3: Showing Opinion on HR Analytics supports employee retention

Options	No. Of Respondents	Percentage
Strongly agree	18	36.7
Agree	24	49
Neutral	5	10.2
Disagree	2	4.1
Strongly disagree	0	0
Total	50	100

Graph 1.3: Showing Opinion on HR Analytics supports employee retention



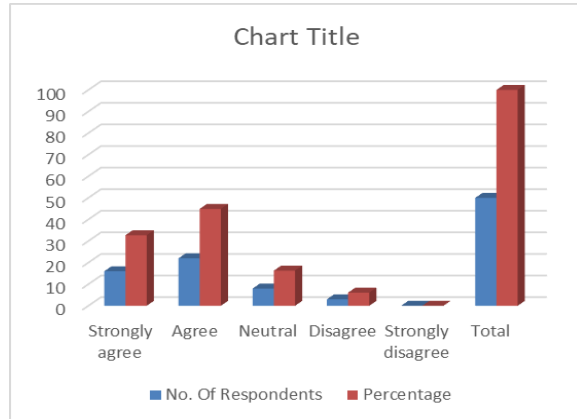
Analysis: Out of 49 respondents, 49% agreed, 36.7% strongly agreed, 10.2% were neutral, and only a small percentage disagreed.

Interpretation: The majority of respondents feel that HR Analytics contributes to employee retention. This suggests that organizations use HR data to understand employee needs, improve job satisfaction, and reduce employee turnover.

Table 1.4: Showing opinion on HR Analytics helps reduce employee absenteeism

Options	No. Of Respondents	Percentage
Strongly agree	16	32.7
Agree	22	44.9
Neutral	8	16.3
Disagree	3	6.1
Strongly disagree	0	0
Total	50	100

Graph 1.4 Showing opinion on HR Analytics helps reduce employee absenteeism



Analysis: Among 49 respondents, 44.9% agreed, 32.7% strongly agreed, 16.3% were neutral, and only a few disagreed.

Interpretation: Most respondents believe that HR Analytics helps reduce employee absenteeism by identifying attendance patterns and enabling timely corrective actions.

VII. CONCLUSION

Human Resource Analytics has emerged as a valuable tool for improving organizational decision-making. The study concludes that HR Analytics plays a significant role in enhancing recruitment, performance appraisal, training, employee retention, and workforce planning at ACC Cement, Wadi. The use of employee data enables management to make accurate, timely, and objective decisions that contribute to organizational effectiveness.

Although certain challenges exist in implementing HR Analytics, continuous investment in technology, employee training, and data management can significantly improve its effectiveness. Overall, HR Analytics supports strategic human resource management and contributes to the long-term success of the organization.

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