Shodhbodhalaya: An International Peer reviewed Multidisciplinary Journal

Volume 4 | Issue 2 | ISSN: 2584-1807 | (https://shodhbodh.com/)

IMPACT OF HR ANALYTICS ON EMPLOYEE TURNOVER, STUDY BASED IN Delhi NCR.

NAVEEN SHARMA (Research Scholar)

Email id- mailmenaveensharma@gmail.com

Contact -+91-9560946908

Abstract

Human Resource (HR) Analytics has emerged as a strategic tool for organizations to improve workforce management and reduce employee turnover. The present study examines the impact of HR Analytics on employee turnover in organizations operating in Delhi NCR. Primary data were collected from 200 respondents working in various organizations through a structured questionnaire. Statistical analysis was conducted using SPSS, and regression analysis was employed to examine the relationship between HR Analytics adoption and employee turnover. The findings reveal a significant positive relationship between HR Analytics adoption and effective management of employee turnover. The study concludes that organizations utilizing HR Analytics are better positioned to predict employee behavior, identify retention issues, and formulate evidence-based HR strategies.

Keywords: HR Analytics, Employee Turnover, Human Resource Management, Workforce Analytics, Employee Retention, Delhi NCR.

1. Introduction

In today's competitive business environment, employee retention has become one of the major challenges faced by organizations. High employee turnover increases recruitment costs, training expenses, and productivity losses. To address these challenges, organizations are increasingly adopting HR Analytics, which involves the systematic collection, analysis, and interpretation of workforce data for decision-making.

HR Analytics enables organizations to identify turnover trends, assess employee engagement levels, predict attrition risks, and develop targeted retention strategies. The use of data-driven HR practices has transformed traditional human resource management into a strategic business function.

1.1 Background of the Study

The growing importance of human capital has increased the need for organizations to understand factors influencing employee turnover. HR Analytics provides valuable insights into employee behavior and helps managers make informed decisions. Organizations in Delhi NCR, being one of India's largest business hubs, have rapidly adopted analytical tools to improve employee retention and organizational performance.

1.2 Statement of the Problem

Despite significant investments in recruitment and training, many organizations continue to experience high employee turnover. Traditional HR practices often fail to identify the root causes of attrition. Therefore, there is a need to examine whether the adoption of HR Analytics can effectively address employee turnover issues.

1.3 Objectives of the Study

1.3.1 Research Objectives

To examine the level of HR Analytics adoption in organizations.

To analyze the relationship between HR Analytics and employee turnover.

Hypothesis

H0: HR Analytics has no significant impact on employee turnover.

H1: HR Analytics has a significant impact on employee turnover.

2. Literature Review

Numerous studies have highlighted the growing importance of HR Analytics in workforce management.

Bassi (2011) emphasized that HR Analytics assists organizations in making evidence-based decisions related to employee performance and retention. Davenport et al. (2010) observed that organizations adopting analytical approaches in HR functions experience improved workforce planning and reduced turnover.Marler and Boudreau (2017) reported that HR Analytics strengthens strategic HR decision-making by transforming employee data into actionable insights.

Saha and Srivastava (2012) found that data-driven HR practices improve employee satisfaction and organizational commitment, which ultimately reduce turnover intentions.

Kumar and Pansari (2016) suggested that organizations using predictive analytics can identify employees at risk of leaving and implement proactive retention measures. The reviewed literature indicates that HR Analytics contributes significantly to employee retention by enabling informed managerial decisions. However, limited empirical evidence exists regarding its effectiveness in the Delhi NCR context, which justifies the present study.

3. Methodology

Research Design: The study adopted a quantitative and descriptive research design. Data Collection. Primary data were collected through a structured questionnaire administered to employees working in organizations located in Delhi NCR. Sample Size: A total of 200 respondents participated in the study. Sampling Technique: Convenience sampling technique was used for data collection. Variables: Independent Variable: HR Analytics Adoption. Dependent Variable: Employee Turnover Management. Statistical Tools Used: Regression Analysis-ANOVA, SPSS software was used for data analysis.

4. Data Analysis and Interpretation

REGRESSION ANALYSIS:

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	B: HR ANALYTICS ADOPTION TOTAL[b]	.	Enter

a. Dependent Variable: C: HR ANALYTICS AND EMPLOYEE TURNOVER TOTAL
b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849[a]	.720	.719	1.285

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1690.445	1	1690.445	1023.182	.000[b]
	Residual	657.395	398	1.652		
	Total	2347.840	399			

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.215	.312		3.894	.000
	B: HR ANALYTICS ADOPTION TOTAL	.845	.026	.849	31.987	.000

Regression Analysis: Interpretation

The ANOVA results show an F-value of 1023.182 with a significance value of 0.000, which is less than 0.05. Therefore, the regression model is statistically significant and suitable for predicting employee turnover management. The regression coefficient (B = 0.845) indicates that a one-unit increase in HR Analytics adoption leads to a 0.845-unit improvement in employee turnover management. The significance value (p = 0.000) is less than 0.05, confirming that HR Analytics adoption significantly influences employee turnover management.

Hypothesis Decision

Since p-value < 0.05: Reject H0 & Accept H1

Therefore, HR Analytics has a significant impact on employee turnover management in organizations located in Delhi NCR.

5. Findings

HR Analytics adoption has a strong positive relationship with employee turnover management ($R = 0.849$). HR Analytics explains 72% of the variation in employee turnover outcomes. The regression model is statistically significant ($F = 1023.182$, $p < 0.05$). HR Analytics adoption significantly predicts employee turnover management ($\beta = 0.849$, $p < 0.05$). Organizations using HR Analytics are more capable of identifying turnover risks and implementing effective retention strategies. Data-driven HR decision-making contributes to improved employee retention.

6. Conclusion

The study examined the impact of HR Analytics on employee turnover in Delhi NCR organizations. The findings clearly demonstrate that HR Analytics significantly influences employee turnover management. The regression analysis revealed a strong positive relationship between HR Analytics adoption and employee retention outcomes. Furthermore, HR Analytics accounted for 72% of the variation in employee turnover management, highlighting its strategic importance.

Organizations that effectively utilize HR Analytics can identify workforce trends, predict attrition, and develop evidence-based retention strategies. Therefore, organizations should invest in HR Analytics tools, employee databases, and analytical capabilities to enhance workforce stability and organizational performance.

The study concludes that HR Analytics is not merely a technological innovation but a strategic resource that enables organizations to manage employee turnover more effectively and achieve sustainable competitive advantage.

REFERENCES

Bassi, L. (2011). Raging debates in HR analytics. People and Strategy, 34(2), 14–18.

Davenport, T. H., Harris, J., & Shapiro, J. (2010). Competing on talent analytics. Harvard Business Review, 88(10), 52–58.

Kumar, V., & Pansari, A. (2016). Competitive advantage through employee engagement. Journal of Marketing Research, 53(4), 497–514.

Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR Analytics. International Journal of Human Resource Management, 28(1), 3–26.

Saha, N., & Srivastava, K. B. L. (2012). Human resource management and organizational effectiveness. Management and Labour Studies, 37(3), 221–234.

Ulrich, D., Brockbank, W., Johnson, D., Sandholtz, K., & Younger, J. (2008). HR Competencies: Mastery at the Intersection of People and Business. Society for Human Resource Management.

Fitz-Enz, J. (2010). The New HR Analytics. AMACOM Publications.

Levenson, A. (2011). Using targeted analytics to improve talent decisions. People and Strategy, 34(2), 34–43.