Effect Of Hr Analytics, Human Capital Management On Organisational Performance

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ABSTRACT

Human Resource Analytics also termed as Workforce Analytics and Talent Analytics is the integration of Analytics (HRA) with Human Capital Management (HCM) that helps in improving the output of Human Capital. HR analytics develops the data relating to human resources to improve the workforce's performance of the organization. The purpose of this study is to review literature on the effect of HR analytics and human capital management (HCM) on organizational performance and empirically test the formulated hypothesis through regression analysis. Questionnaire survey was conducted among the different levels of management of people belong to service industry. Stratified random sampling technique was adopted to select 300 respondents. The study demonstrates that HR analytics supports the various practices of Human capital management. The research also proves that HR analytics and HCM positively impact the performance of the organizations in the service industry.

Keywords: HR analytics, Human Capital management, HR functions. organizational performance

1. INTRODUCTION

Many organizations have experimented with HR analytics, but still it is relatively new technology for many firms. Human Resources (HR) analytics is one of the technology advancement tools in the field of HCM. HR analytics is a new area in HR that is emerging to fulfill the strategic goals of the organisation (Levenson, 2005). Human Resource Analytics is useful in analyzing each and every aspect of the organizational process in order to improve the performance and eventually increase return on Investment The integration of HR analytics with human capital management facilitates businesses to make better decisions, particularly for attracting, Recruiting and retaining talented employees. A data-driven approach enables HR professionals and management to make better business decisions that improve the performance of the organizations. Performance of the Organizational is highly dependent on the efficient management of human capital in the organization. Human capital is nothing but the skills and knowledge of the employees in an organization. HR Analytics plays a critical role in knowing the progress of the employees and also helps in various functions of Human resource management thus enhancing the performance of the firm. Currently, HR analytics is made a priority among organizations as it has immense uses (Deloitte, 2015).

HR analytics supports the organization to analyze data and make better HR management decisions. HR analytics helps the Human resource department to make decisions driven by data. It is very vital for the every firm to achieve accurate decisions (Ulrich and Dulebohn, 2015). HR analytics helps the organizations to ascertain what employees need or is wanting and create a systematic program in order to improve the performance and the retention rates of the company. It is greatly useful in analyzing HR related data and helps the organization to make better decisions in the attraction, retention and hiring of talented candidates. It provides the data that is required to make decisions and if the decisions are based on HR analytics, right choices can be made so that they can have a positive impact on the organization (Pfeffer and Sutton, 2006). HR analytics helps to identify the top and bottom performers to understand the process and strategies to catch sight of various challenges It

helps the HR department to point out vital performance parts that have a greater impact on the organization's performance (Hritik Kale, Dilip Aher,2022). Human Resource Analytics can be widely used in any organization on the whole and in order for it to be effective enough; it requires a full-hearted commitment to organization wide data collection, its reporting and analysis in all the levels of the organization. The organizations in which HR analytics has been employed are said to make accurate decisions (Lawler, 2004). HR analytics helps the human resource department accurately predict performance and employee productivity. The usage of human resource software with analytics would help to achieve the best practices and environment to attain maximum efficiency in organizational performance.

HR analytics is sure to provide results based on evidence, data-based evidence, and also make the investment on HR a priority and eventually improve the organization value and performance (Hoque,2020). HR professionals are moving on to take up the role of HR analysts in order to find how they can use their resources to the best capacity. HR analytics will be beneficial to the company using the data that is available from various sources and form that it is able to extract meanings through a systematic analysis (Thomas, Cook,2006). HR Analytics is said to be a method for developing insights into how investment in the human assets contribute to the generation of revenue, minimization of expenses, forecasting risks and implementing strategic decisions. Organizations are said to gain competitive advantage by using Human Resource Analytics as this helps in building a better process for hiring and retaining the top talents. Whereas, if the organization fails to adopt HRA, it will affect the competitive advantage in a negative way (Minbaeva, 2018).

1.1. HR ANALYTICS AND ORGANISATIONAL PERFORMANCE

HR analytics plays a crucial role in the life of the employees as well. The HR systems helps the organizations to collect, organize, save, store and use the employee data as and when required by the employees themselves and improve business productivity by placing an emphasis on talent data. A data-informed practice relatively reduces the need for the organizations to rely on intuition and to rely on correct and proper admissible insights for decision making purposes. HR analytics tool measures the effectiveness of employees, engagement strategies, and any new strategy that is intended to improve overall efficiency and productivity.

1.2. STRATEGIC OLE OF HR ANALYTICS

The availability of accurate and sufficient data, the HR Analytics can root out strategic ideas in order to support decision - making which is related to the organization's Human Capital. It helps to improve organizational performances in various areas. It also helps to find out the number of vacant positions during a particular time and also identify which department has the greatest number of vacancies. It also measures new vacancies arising due to opening of new branches. Through HR Analytics the organization is able to measure the recruitment and selection efficiency. It enables us to compare the costs incurred for hiring by setting up a benchmark and also compare the costs among the other regions. It facilitates identifying sources of recruitment like employee referral and the agencies which provide candidates at a lower cost.HR analytics mainly helps in measuring the rate at which employees leave the organization and also find out supervisors under whom the resignations have been the highest. It helps in finding out underperforming supervisors and also their scores given for employee satisfaction by their team members. It also helps to identify their competitors from which better candidates can be acquired and also find out reasons for employee turnover and in turn solve issues and grievances related to the employees in the organization as well as measures company performance and their brand strength.

1.3 ROLE OF HR ANALYTICS ON VARIOUS PRACTICES OF HUMAN CAPITAL MANAGEMENT

The blending of HR analytics on various Practices of HCM helps to improve organizational performance

1.3.1 Recruitment

HR Analytics uses the available HR data and the skills data to frame better job descriptions that helps to attract the right and qualified people. HR analytics also helps talent acquisition managers to search or filter the list of universities for them to visit for recruiting good candidates. It also helps the organization to know the quality of their hires. HR analytics keeps the hiring process easy and smooth. The HR analytics is useful in the Recruitment purpose as it can be aligned to match the current requirement needs of the organization by analyzing the data that is available on current employees and the potential one's.

1.3.2Training and Development:

HR analytics is useful in providing data in order to make relevant decisions for training and development and thereby improve organizational performance. HR Analytics in learning and development is also known as learning Analytics. This learning analytics is said to be one of the best tools that can be used to maximize the return on investment and also determine the real value of the employee training programs. Data Analytics in training and development helps to improve the learning experiences by providing a data driven approach in the updating of courses, improvements and realization.

1.3.3. Performance Management:

HR analytics also analyses the performance of the employees through the support of performance review systems. It can track employees' performance and also know the reason why employees are not performing well and through that it helps the organizations to plan for the successors.

1.3.4. Attrition

HR analytics can help employees track the movement of all the employees of the organization. HR analytics supports the human resource department to analyses the exact cause for the attrition rate as well as this technology will help you make a strategic data-driven plan to reduce the attrition rate. Furthermore, the human resource software with analytics helps to increase the retention rate by solving the actual employee challenges. This HR is also useful in improving employee retention as the organization is able to have a better understanding of reasons for the employees leaving an organization. To reduce their employees' attrition rate in a company they need to improve the HR policies by knowing the needs and requirements of the employees, their satisfaction and their performance. This is made possible through HR Analytics (Setia wan et al, 2020).

1.4. HR ANALYTICS AND ORGANISATIONAL VALUE

Basically, HR analytics focuses on what will happen next in the organization which is known after analyzing the collected data. HR analytics helps the organisation in Hiring, forming a team, evaluating the performance of the employees and finding better candidates for replacing poor candidates. HR analytics helps the HR professionals to improve their hiring decisions in turn they can hire quality individuals and eventually contribute to enhancing the organisational value. It also helps the organisation to implement training programs at the right time for the employees so that they improve their skills and contribute their best for improving the organisational value. Alignment of HR and Organizational Strategies for attaining competitive advantage with the assistance of HR Analytics improves the value of any organization (Muscula and Serban, 2017).

2. LITERATURE REVIEW

2.1. Hr Analytics

Masenyane Molefe (2013), conducted an exploratory study among 16 human resource practitioners from various large organisations in South Africa about the HR Analytics in their organization. The research found that the South African organisations use HR Analytics very much less as compared to other countries and the organisations have agreed that HR Analytics plays a very vital role in any organisation nowadays and all the HR professionals should process HR analytical skills that will not hinder the implementation of HR Analytics in the organisation.

HR analytics does not only focus on improving and investigating human capital elements like skills and knowledge, but also it applies analytical techniques along with HR data to keep a check on organisational strategy and enhance performance thereby. (Huselid,2018). HR integrated with technology also known as HRIS - Human Resource Information System, the cloud platforms and new apps have been an immense help to the Human Resource Department to collect, organise as well as analyse huge volumes of employee data as compared to previous technology systems.

Masese and Uttam (2020), made an overview of HR analytics for maximizing Human Capital Investment. The study aimed to find out how HR analytics elevates the HR field and also helps in attaining the competitive advantage over the competitors. This study concluded that the HR analytics process helps numerous organisations to earn a competitive edge over the competitors and also utilise the human capital to the best capacity.

Ghulam Muhammad and Farah Naaz (2022), conducted study on how HR Analytics plays moderating role between employee engagement, employee retention and organisational performance. The main purpose of the study was to examine the moderating capability of HR Analytics between Employee engagement, Employee retention and the performance of the employees in Pakistan. The results showed that if the organisation is well versed in HR Analytics the organisation can keep their employees engaged and improve their performance level. When organisations have high-quality data, the capability of analysing them and then the strategic ability to act accordingly, the organisations should utilize the value-added HR analytics (Minbaeva,2018). Whereas it was difficult for the HR departments to possess value-added HR analytics with low technology, poor capability of analysing the data, fewer resources and lack of quality data (Anderson,2017). Nowadays, HR Analytics is becoming an important instrument for success which uses the existing data for predicting the return on investment and thus giving a competitive edge over its competitors (Boudreau and Ramstad, 2005)

Abdul Quddus Mohammed (2019) has conducted research on HR analytics as a modern tool for making predictive decisions in HR. The research aimed at exploring the existing literature with the focus of understanding the relation between Analytics and Human resource and also how it plays a vital role in

improving managerial performance. The results concluded that analytics helps in knowing various parameters and guide the HR department and also HRD in any firm

Raghunatha Reddy and Lakshmikeerthi (2017), The researchers studied that to make HRM to be effective, it's important for the organisations to practice Data-driven HRM that is nothing but HR analytics .It helps in making accurate business decisions with the help of adequate and quality data.

Weena Yancey and Kushendra Mishra (2015), They conducted a study on HR analytics as a strategic planning for workforce. The research intended to show how the planning of the workforce is done with the help of HR Analytics. The results concluded that for any organisation to have an upper hand among its competitors the organisation must integrate HR and Analytics in order to give accurate results for the strategic planning of the workforce.

Shivam Tomar and Mamta Gaur (2020), conducted research on the role of HR analytics in business and its opportunities and challenges. This study aimed at finding out the challenges and opportunities that a business faces while implementing HR Analytics in its operations. The study concluded that usage of HR Analytics is challenging for the organisation as the HR professionals also lack the required skills on the usage of HR Analytics and also sometimes the organisations do not get proper support from the top management in order to implement HR Analytics.

Barbara Betcher and Bernd Brandl (2022), Conducted a study on finding the capability and motivation of the firm's for using HR Analytics for monitoring the employee performance. The study aimed at finding the utilization of HR analytics to monitor the employee's performance. The study concluded that HR analytics is used to monitor employee performance but sometimes the differences in the organisational opportunity and ability of the firm to collect and analyse the data may differ among organisations.

2.2. Hr Analysis And Organisational Performance

Lochab Anshu, Kumar Sunil (2020), conducted an empirical analysis on the impact of Human Resource Analytics for organisational performance. This article aims at finding the impact of HR Analytics on organisational performance. The study concluded that HR analytics has a impacted positively on organisational performance, that is when HR analytics is used by any organisation it helps in improving the organisational performance.

Hritik Kale and Dilip Aher (2022), conducted a study on HR Analytics and its Impact on Organisational Performance. The paper aimed at studying HR analytics, its application in various levels of the organisation and the benefits of HR analytics. This study found out that most of the companies used HR analytics to collect and organise data relating to employee performance and design training programs accordingly to cope up with low performing employees.

Steven McCartney and Na Fu (2022), in their research paper titled Bridging of Gap as on when, why and how does the HR analytics impact organizational performance, they concluded that HR analytics yet has not been fully studied and still a new concept as per companies and the study also proposed a new chain model in which HR Analytics is made possible through HR technology and how can the performance be improved by using HR analytics.

In a study conducted by Smruti Patre (2016), the researcher aimed at finding the importance Of HR Analytics to the organisation through a six thinking hats approach. It provides an integrated understanding of the HR analytics its uses, benefits, disadvantages and the challenges. The study concluded that for HR analytics to be beneficial the HR department especially needs to have a clear understanding on how to execute this HR Analytics.

Narula and Shilpi (2015), conducted research on HR analytics' uses, techniques and its impact. The study aimed at reporting the empirical findings based on a survey conducted to know the use and applicability of analytics in the HR field. The researcher concluded that the linkage of analytics and HR has improved the individual performance and in turn the organizational performance has also been improved.

David Caughlin (2018), Made a study on how HR analytics has an implication on realisation of strategic goals and organisational performance. The main focus of this paper was to find the best practices and principles for making HR analytics effective. The researcher concluded that HR analytics if used along with strategic HRM it will be useful for organisations to achieve a competitive edge over its competitors.

Kristian Kremer (2018), in her theoretical paper which elaborated the moderating factors of HR analytics in the field of Human Resources. The study found that there should be an integrated framework developed on implementing and operating HR analytics so that it would be easier for the companies who adopt HR analytics to easily follow that.

Zeidan and Itani (2020), in their research paper titled HR analytics and Organisational Effectiveness, the researcher aimed to conduct a literature review in order to find the issues relating to adoption of HR analytics and Organizational Effectiveness. It concluded that the HR analytics has a positive impact on the behaviour of the employees and in turn it improves the organizational effectiveness.

In a study conducted by Xylia (2018), entitled How does HR analytics plays a role in strategy realisation and organisational performance, the study aimed at finding the ways profession in real life cases. The study concluded that HR Analytics should have a procedure to follow so that it will be easier for the organizations to follow.

Madhavi Lakshmi and Siva Pratap (2016), conducted a study on HR analytics as a strategic approach to Human resource effectiveness. The paper aimed at highlighting how business analytics has a multi-dimensional approach in building effective HR policies. The study concluded that other than just generating reports, the HR analytics should be used in an advanced method and also for predicting future in order to support organizational goals.

Opatha (2017), made a literature review on HR analytics, which aimed at finding the uses, importance and the challenges faced by HR Analytics. The study concluded that HR analytics enhances the performance of the employees and also increases the ROI of the human capital and is useful in forecasting the best ways to fill vacant positions.

2.3. Human Capital Management And Organisational Performance

The study was conducted by Emily and Susan, entitled effect of HCM drivers on Organisational performance in Kenya. The main aim of the research was to find the effect of HCM drivers on the organizational performance. The study had various theories as a base and found out that the usage of HCM drivers benchmarks the capabilities of the organization, identifies the strengths and weaknesses of HCM and also suggestions to improve the HR practices and the organizational performance to attain a competitive edge over its competitors.

Vijay Solomon and Vasantha Shanmugam (2022), conducted research on the impact of Human Capital Management on organisational performance with a mediation effect of HR Analytics. The main purpose of this study was to explore the relationship between Human Capital Management, HR analytics and organisational performance with the help of literature survey. The study concluded that HR Analytics helps the organisation to keep a track of their Human Capital Management and eventually improve organisational performance.

Ali Zeb and Nor Hazana (2017), conducted a study for finding the impact of HCM practices on the performance of employees on their job. Responses were collected through survey method. The results showed that the HCM practices are not fully used in the organisations. So, when it has been used, the employee's performance is said to be high and eventually organisations performance is also said to be higher.

Ajisafe and Emmanuel (2015), conducted a study with a main focus on the banking industry they studied the influence of HCM on the organizational performance. Results showed that HCM has a significant effect on the organizational performance and also recommended that traning and development programs should be made as a priority for the banking industry.

3. METHODS & MATERIALS

The type of the research study is descriptive. The research relies on both primary and secondary data. Secondary data is gathered from numerous published publications, expert views shared in the blogs and corporate websites. The primary data is collected from the respondents of the service industry. The primary data was collected by administering structured questionnaire survey. The population of the study is divided into various strata namely Team Managers, First-line managers, Middle Level Managers and Top level managers. Stratified random sampling (Disproportionate) method was used for selection of the respondents. Structured questionnaire was prepared by using measurement scale 5 -point likert scale from strongly Disagree-1 to strongly agree-5. The items are adapted from the standardized questionnaire and is revised based on the requirements of the study. The 300 respondents are participated in the questionnaire survey and responses are collected from the perspectives of the company to examine the effect of HR analytics on organizational performance and how capital management has impact on organizational performance. The statistical tool regression analysis was done to identify the impact of HR analytics and human capital management on organizational performance .ANOVA was applied to examine the significant difference between demographic profile of the company on HRA and organizational performance

3.1 Hypothesis Of The Study

H_1: There is a significant difference between demographic profile of the company with respect to HRA and organizational performance

H_2: The integration of HR analytics with Human capital management has effect on organizational performance.

4. ANALYSIS & DISCUSSION

Table1. Frequency Analysis

Descriptive Variables	Frequency	Percentage

Type of Industry		
NBFC	231	77
Insurance	13	4.3
Banking	6	2
Other	50	16.7
Type of the Sector		
Private	290	96.7
Govt	10	3.3
Age of the company		
Less than 5 years	250	83.3
6-10 years	9	3
11-15 years	23	7.7
Above 15 Yrs	18	6
Types of functions performed		
HR	57	19
Sales	148	49.3
Support/Operations	37	12.3
Other	58	19.3
Designations		
Team Managers	104	34.7
First-line managers	75	25
Middle Level Managers	96	32
Top Managers	25	8.3

The responses were collected from the companies perceptive. The above table shows that the frequency of the respondents is based on the Type of company, Type of Industry, Age of the Company, Functions of the company and designations. Data are collected from 300 respondents and their responses were analyzed.77 % of the respondents are from NBFC sector while 4.3% respondents are engaged with the Insurance Company , 2% of the respondents are employed in the banking sectors while respondents who belong to other sectors are 16.7%. The Type of sector is categorized in to two categories namely Private and Government, in which 96.7%

of respondents work in the private sector while 3.3% of respondents are employed in the government sector. Majority (83.3%) of the respondents belong to the firm where the established period of the company is Less than 5 years. The respondents who belong to the various categories are as follows: 19% of the respondents belong to HR, 49.3% of the respondents belong to sales, 12.3% of respondents belong to Support/Operations and 19.3% of the respondents belong to other departmental functions. The strata of the respondents includes 34.7 % of the Team Managers, 25% of them are First Line managers, 32% of the respondents are Middle Managers and 8.3% of Top managers are participated in the survey and they expressed their opinions towards HR analytics HCM and organizational performance.

H$_1$: There is a significant difference between Type of Industry with respect to Human Resource Analytics and Organizational Performance

Table 2. Type of Industry with respect to Human Resource Analytics and Organizational Performance

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Human Resource Analytics	Between Groups	1.502	3	.501	2.097	.000
	Within Groups	70.655	296	.239		
	Total	72.157	299			
Organizational Performance	Between Groups	2.184	3	.728	2.726	.000
	Within Groups	79.048	296	.267		
	Total	81.232	299			

Human Resource Analytics - The results of ANOVA show a significant difference between respondents' Type of Industry with Human Resource Analytics [F = 2.097, p=0.00 <0.05]. Hence the alternate hypothesis H$_1$ a: "There is a significant difference between Type of Industry with respect to Human Resource Analytics" is accepted at 1 percent significance level.

Organizational Performance - The results of ANOVA show a significant difference in respondents' Type of Industry with [F = 2.726, p=0.000 <0.05]. Hence the alternate hypothesis H$_1$b: "There is a significant difference between Type of Industry with respect to Organizational Performance" is accepted at 1 percent significance level.

H$_2$: There is a significant difference between the Type of sector with respect to Human Resource Analytics and Organizational Performance

Table3. Significant difference between the Type of sector with respect to Human Resource Analytics and Organizational Performance

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Human Resource Analytics	Between Groups	1.502	3	.501	2.097	.000
	Within Groups	70.655	296	.239		
	Total	72.157	299			
Organizational Performance	Between Groups	2.184	3	.728	2.726	.000
	Within Groups	79.048	296	.267		
	Total	81.232	299			

Human Resource Analytics - The results of ANOVA show a significant difference between respondents' Types of sector with Human Resource Analytics [F = 2.097, p=0.00 <0.05]. Hence the alternate hypothesis H$_2$a: "There is a significant difference between Type of sector with respect to Human Resource Analytics" is accepted at a 1 percent significance level.

Organizational Performance - The results of ANOVA show a significant difference in respondents' Type of sector with [F = 2.726, p=0.000 <0.05]. Hence the alternate hypothesis H$_2$b: "There is a significant difference between Type of sector with respect to Organizational Performance" is accepted at 1 percent significance level.

H_3: There is a significant difference between Age of the Company with respect to Human Resource Analytics and Organizational Performance

Table4: significant difference between Age of the Company with respect to Human Resource Analytics and Organizational Performance

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Human Resources Analytics	Between Groups	.465	3	.155	.640	.000
	Within Groups	71.692	296	.242		
	Total	72.157	299			
Organizational Performance	Between Groups	.184	3	.061	.224	.000
	Within Groups	81.048	296	.274		
	Total	81.232	299			

Human Resource Analytics - The results of ANOVA show a significant difference between respondents' Age of Company with Human Resource Analytics [F = 0.640, p=0.00 <0.05]. Hence the alternate hypothesis H_3a: "There is a significant difference between Age of Company with respect to Human Resource Analytics" is accepted at a 1 percent significance level.

Organizational Performance - The results of ANOVA show a significant difference in respondents' Age of Company with [F = 0.224, p=0.000 <0.05]. Hence the alternate hypothesis H_3b: "There is a significant difference between Age of Company with respect to Organizational Performance" is accepted at 1 percent significance level.

H_4: There is a significant difference between Types of functions in the Company with respect Human Resource Analytics and Organizational Performance

Table5: Significant difference between Types of functions in the Company with respect Human Resource Analytics and Organizational Performance

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Human Resources Analytics	Between Groups	.978	3	.326	1.356	.000
	Within Groups	71.178	296	.240		
	Total	72.157	299			
Organizational Performance	Between Groups	.679	3	.226	.832	.000
	Within Groups	80.553	296	.272		
	Total	81.232	299			

Human Resource Analytics - The results of ANOVA show a significant difference between respondents' Types of functions in the company with Human Resource Analytics [F = 1.356, p=0.00 <0.05]. Hence the alternate hypothesis H_4a: "There is a significant difference between Types of functions in the company with respect to Human Resource Analytics" is accepted at a 1 percent significance level.

Organizational Performance - The results of ANOVA show a significant difference in respondents' Types of functions in the company with [F = 0.832, p=0.000 <0.05]. Hence the alternate hypothesis H_4b: "There is a significant difference between Types of functions in the company with respect to Organizational Performance" is accepted at a 1 percent significance level.

REGRESSION ANALYSIS
H_5: There is a significant influence of Human Resource Analytics on Organizational Performance
To validate the hypothesis regression analysis is done and the results are presented

Table6.Model summary

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.827a	.684	.683	.29327
2	.872b	.760	.759	.25604
a. Predictors: (Constant), HRA				
b. Predictors: (Constant), HRA, HCM				

From the above table, the model 1 indicates that R Value exhibits 82.7 % correlation between Human Resource Analytics and Organizational Performance and the model 2 shows that the correlation between Human Resource Analytics and Organizational Performance is 87.2 % with the integration of HR analytics on Human capital which shows an increasing trend

Model 1: The R square shows that an organization's performance varies 68.4 percent in response to HR analytics. Model 2: The R square shows that an organization's performance varies 76 percent in response to Human capital Management. The % of variability accounted for increased from 68.4% to 76% in this case. A higher R-squared value indicates that the second model is better.

A higher adjusted R-squared (0.759) value indicates that model 2 has more predictor variables than mode 1 (0.683).

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.601	1	55.601	646.449	.000b
	Residual	25.631	298	.086		
	Total	81.232	299			
2	Regression	61.762	2	30.881	471.070	.000c
	Residual	19.470	297	.066		
	Total	81.232	299			

| a. Dependent Variable: OP |
| b. Predictors: (Constant), HRA |
| c. Predictors: (Constant), HRA, HCM |

The predicted scores on the organizational performance is statistically significant at 1 % level of significance

Table 8: Co-efficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.435	.144		3.026	.003
	HRA	.878	.035	.827	25.425	.000
2	(Constant)	-.223	.143		-1.561	.120
	HRA	.484	.051	.456	9.555	.000
	HCM	.080	.008	.462	9.694	.000
a. Dependent Variable: OP						

The P value is 0.000 which is statistically significant at 1% level where the study proves that there is an influence of Human Resource Analytics on Organizational Performance. Therefore H_5: " There is a significant influence of Human Resource Analytics on Organizational Performance" is accepted
H_6: There is a significant influence of Human capital Management on Organizational Performance is accepted.

5. DISCUSSION AND CONCLUSION
The analysis of primary data proves that HR Analytics has strongly impact on organizational performance. Team Managers, First-line managers, Middle Level Managers and Top Managers from NBFC , Insurance and Banking have participated in the questionnaire survey ,recorded their opinions towards the effect HR analytics on organizational performance. Regression analysis was done to examine the effect of HR analytics and Human capital management on organizational performance. The results show that R value is 0.827 which indicates that there is (82.7%) relationship between Human Resource Analytics and Organizational Performance. The correlation between integration of HR analytics on Human capital and organizational performance is 87.2 % .It is estimated that (R square) 68.4 % of the variation in organizational performance is due to HR analytics
The % of variability accounted for increased from 68.4% to 76% in the case of effect of HCM with the integration of HRA
The study result proved that human capital management (HCM) practices of the service industry have impact on organizational performance. The result is concurrent with. HCM practices are highly correlated with each other and also correlated with performance (Aremu, M. O. 2020).

The analysis of primary data proved that there is a significant influence of Human capital on organisational performance. This result is equivalent with the research findings of Mujtaba et.al (2018) ,he has examined the relationship of human capital and organisational performance in automobile sector in Pakistan. The primary data collected from management and employees indicates that there is strong influence of human capital on organisational performance. The present study research findings concurrent with the study of Ali, H., & Sharif Chaudhry (2017). They have conducted studies among the service sector of Punjab, Pakistan. The faculty members from universities and employees in the officer grade of banking sector engaged in the study. The empirical analysis of the research indicated that human capital positively influnces organisational performance

The present research is coextensive by Daniel, C. O. (2019) the result proves that there was significant connection between human capital management and organizational performance. Human resource managers should also ensure that their organizations' human capital needs are identified, determined, and assessed appropriately (Daniel, C. O. 2019) Organisations can use the best HR software with analytics to manage human capital management practices effectively, make strategic data-driven decisions to increase employee productivity, achieve retention rate and construct better HR policies. HR analytics should be made as a part of every organization for making accurate decisions regarding business. The integration of HR analytics in human capital management has positive impact on organizational performance.

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