DYNAMICS OF HR ANALYTICS IN SELECTED SRI LANKAN ENTERPRISES: A DESCRIPTIVE STUDY

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1. Introduction

Human Resource (HR) Analytics, an emerging area in Human Resource Management (HRM), is a sub area of Business Analytics. Owing to a lack of understanding of the practice of HR Analytics in the Sri Lankan context, the main objective of this study is to identify the dynamics of HR Analytics practice in Sri Lankan enterprises. The first objective is to identify types of HR Analytics used by Sri Lankan companies. The second objective is to identify the HR Analytics tools used by Sri Lankan organizations.

2. Research Methodology

This is a descriptive mix method study. The researchers conducted four semi-structured interviews with HR Analytics professionals from the Apparel, Construction and Manufacturing industries to reach objective one and Content Analysis was used to analyze the data. To identify the HR Analytics tools, the researchers distributed a structured questionnaire, collected 32 responses from HR professionals of Sri Lankan organizations, and analyzed data using descriptive statistics with the support of SPSS software.

3. Findings and Discussion

Findings revealed that Descriptive, Diagnostic, and Predictive analytics types are used within Sri Lankan organizations. However, the prescriptive HR analytics type is not implemented within the organizations concerned. MS Excel, Power BI and SPSS are the most used HR analytic tools by Sri Lankan organizations.

4. Conclusion and Implications

Most organizations use descriptive, diagnostic and predictive analytics but not the prescriptive model. Analytic tools are concentrated around a few tools such as Excel, Power BI, and SPSS. HR analytics usage in Sri Lanka has not reached its maximum level of analysis, and it leaves the potentiality to harness the best of HR analytics by Sri Lankan organizations. Also, companies wishing to implement HR Analytics may think of using MS Excel, Power BI and SPSS as analytical tools.

Keywords: HR analytics, HR analytics tools, HR analytic types, Human Resource Management, Sri Lanka.