

HR ANALYTICS: A STUDY ON PERFORMANCE MANAGEMENT OF IT EMPLOYEES WITH SPECIAL REFERENCE TO CHENNAI CITY

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Abstract

The Performance Management System is considered as most important system in organization. HR Analytics in Performance Management helps to understand better what is required among their Employees to increase Productivity and ultimately improves the employee Performance.

HR Analytics is a method used to measure and organize information related to employee that give clean insights about the performance and productivity of an employee. It also helps the Organisations to maintain record and analyse information of specific employee with specific skill sets, this helps in cost reduction, optimizing recruitment and improving talent quality. For every organization, their employees are very precious asset. Thus, it is extremely essential to analyse, assess, and predict employee requirements.

In this Modern Era measuring the performance of employees in IT Companies is a great task. This paper highlights the importance of Performance management in organisation and its influence on employee's better performance, job achievement and work life balance.

Keywords: HR Analytics, IT Employees, Employees Performance Management, Job Achievement, Work Life Balance.

INTRODUCTION

HR Analytics is a People based function, it allows the employees to contribute actively and purposefully on the achievement of Organisational goals of Performance Management. It helps in gathering analysing and organising the data related to HR activities like Recruitment, Talent Management, Employees Engagement and Performance Management. The HR Analytics can

improve its Employees Performance by providing good understanding, creating better communication and motivation among the employees.

Performance Management help both organisation as well as Employee by providing an insight view about the dedication, and engagement of the employee towards the performance of the Organisation. It provides easy assessment to the performance of the employee which helps in better decision making and providing performance appraisal to the employees.

HR analytics in performance management helps organizations to get better understanding of what is needed among their employees to improve productivity and ultimately helps in better performance. It helps the employers to identify performance gaps that helps in better planning which will result in better performance among the employees.

NEED FOR STUDY

The Concept of HR Analytics in Performance Management has been identified using in all the Sectors, Industries and Organisations. It provides a clear understanding of what is required to improve productivity which ultimately reflect in the performance of employees as well as the organizations. This paper studies about the Performance Management related to the performance of employees and its effects on Job Achievement and Work Life Balance of the employees.

SCOPE OF STUDY

The Organisations usually review the performance of their existing employees before hiring the new employees in to the organisation. HR Analytics in Performance Management helps these Organisations to understand the performance of their current employees which provides a clear view on what type of employees are required.

LIMITATIONS OF THE STUDY

- This study has been conducted in short Time hence small population is only covered.
- The study has been restricted to the IT Employees of Chennai City only, hence the study cannot be generalized for the IT employees in India.
- The study is restricted to 137 samples.

REVIEW OF RELATED LITERATURE

Abdul Quddus Mohammed (2019)¹ has showed study on the topic and examined that Developments in Human Resources Management are fast being integrated with conforming changes in data and information processing, which are reorganization our environments. The domain of human resource analytics, which can be implicit as a data and analytical thinking-centred approach to Human Resources Management, is fast becoming an essential part of organisational setups. Consideration of the literature related to analytical behaviour point out that the data analytics in the field can help in identifying specific restrictions that can aid both HRM and HRD in an organisation. This is important because conspicuous decision-making and showing cannot be reliably used diagonally industry kinds and initiatives as they will differ permitting to numerous borders such as sort of enterprise, the industry it is useful in, the number of employees and amount of resources it can spend for HR analytics.

Manuela Nocker and Vania Sena (2019)², has discussed the chances talent analytics offers HR Experts and the benefits and costs related with the use of talent analytics within an organization as well as to highpoint the differences between talent analytics and other sub-fields of business analytics. the prescribed relationship that supports the talent analytics project may be designed in favour of the employer rather than the employees. For these reasons, trust in the way data are used by HR teams is important for talent analytics projects to flourish and be of some use to businesses. The implication is that the development of talent analytics needs to be attended by the development of a number of mechanisms that can foster trust between senior management and employees.

Rathi Meena.M, G. Parimalarani (2019)³, has conducted study and analyzed that human capital analytics is one of the essential elements for HR experts. Human capital analysis exchanges the old-style HR practices. It supports the HR Professional to level and show employees performance. The study offers idea about the basic ideas of human capital in HR system mostly and more completely in recruitment system. Human capital analytics provides info to have vision for decision making to support the management of employees.

¹~~Dr. Abdul Quddus Mohammed,(2019), Hr Analytics: a Modern Tool in Hr for Predictive Decision Making,~~ Journal of Management, Vol. 6, Issue 3, May – June 2019, ISSN NO: 2347-3940.

²Manuela Nocker and Vania Sena (2019), “Big Data and Human Resources Management: The Rise of Talent Analytics” Essex Business School, University of Essex, Essex SS1 1LW, UK, September 2019.

³M. Rathi Meena, G. Parimalarani (2019), “Human Capital Analytics: A Game Changer for HR Professionals” International Journal of Recent Technology and Engineering (IJRTE) Volume-8, Issue-2S11, September 2019, ISSN: 2277-3878.

Mark A. Huselid, D'Amore (2018)⁴, This study highlights that mixed-method 'scoping review' plotted the appearance of the time People Analytics, Analysis of theoretical research and online search traffic since 2002 revealed changes in the relative course of PA and academically related terms over the past fifteen years, representative both the re-branding of like creations and a difference of significances and groups of training. Companies advertising PA systems and services emphasize benefits to employers more than to personnel. Across the sources inspected, including focused online courses, PA was largely united with HRM, however its growth imitates the instable effort of HR departments from secondary practical to strategic organizational supplies. Consideration of ethical issues was mainly vague.

Aizhan Tursunbayevaa,b, Stefano Di Lauroc, Claudia Pagliaria, (2018)⁵, has examined that marked absence of proper attentions in relative to PA practices, reached beyond the limits of organizations with developments in option guidelines, such as newly required European Universal Data Protection Directive, PA consultants may soon have to re-think some of these approaches. Thus a sightless advert for the PA occupation itself and we place further research to appreciate how practitioners, sellers and employers are reunion the drive for innovation with necessities for clarity and obligation.

Richard Klimoski, Karen B. Paul, Coretha M. Rushing, Sara Rynes, Mark J. Schmit, James R. Schultz Jose Tomas,(2016)⁶, say in their study that Expenditure analytics correctly is not as easy as it gazes. Organizations must keep wisely to gain the benefits of this new tool. Studying the influence of various people organization observes on business outcomes and overall performance has too much conceivable to be ignored. However, HR needs to be involved to bring the correct and people information to the study and has work to develop the important skills, to classify organizational needs, and to study how to tactic workforce analytics in an real way.

⁴ Mark A. Huselid, D'Amore-McKim (2018), "The science and practice of workforce analytics: Introduction to the HRM special issue" School of Business, Northeastern University, Boston., Hum Resour Manage. 2018;57:679–684.

⁵ Aizhan Tursunbayevaa,b, Stefano Di Lauroc, Claudia Pagliaria(2018), "People analytics—A scoping review of conceptual boundaries and value Propositions", International Journal of Information Management 43 (2018) 224–247.

⁶ Richard Klimoski, Karen B. Paul, Coretha M. Rushing, Sara Rynes, Mark J. Schmit, James R. Schultz Jose Tomas,(2016) "Use of Workforce Analytics for Competitive Advantage", Use of Workforce Analytics for Competitive Advantage.

Sujeet N. Mishra, Dev Raghvendra Lama, Yogesh Pal (2016)⁷, says in his study that, Human resource analytical analytics is a evolving request field of analytics for HRM purposes. The purpose of HRM is computing employee performance and visit, studying workforce connection designs, investigating and displaying employee period value. The reason of applying HRP is to improve performances and yield better return on savings for organizations through decision making based on data collection, HR metrics and analytical models' It is specious that industries cannot continue in the long run if they do not have systematic analytics skills from the human resource management. HRP helps organizations contain HR-related charges while enhancing business presentation as well as employee appointment and fulfilment. HRP is fast changing and rising technology which has possible to achieve 100% accurateness in decision making for HR.

Paul SO, Olumuyiwa FO and Esther OA (2015)⁹, has showed in the study that if managerial decisions are fair and just with sensible reward and elevation for job done, it will increase employees' promise and loyalty in the organization. If employees were properly inspired with the necessary and acceptable training needs, innovation would increase quickly on the job and this will thereby main to competitive finding. In addition to this, employees decided that if they got regular replies about their performance on the jobs, it could safe realistic placing for the organization.

Weena Yancey M Momin, Kushendra Mishra (2015)¹⁰, has highlighted in the study that The need of the positive workforce planning is vital. A rapid change in skill and strong globalization is forcing the organizations to change its overall business ideas. The planned workforce planning provides a multi – dimensional approach towards arranging a human capital. HR analytics help to categorize the skills and making the leaders of tomorrow. Thus, HR analytics with a planned workforce plan will reduce attrition rate, ease risks and constructed a value added exercise culture for the organization. The real workforce planning is the want of the hour. The fast changes in the business today are starting powerful competition between organizations. HR Analytics thus help the organization to project a strategic workforce planning by investigative every aspect of HR metrics.

⁷ Sujeet N. Mishra, Dev Raghvendra Lama, Yogesh Pal (2016), "Human Resource Predictive Analytics (HRPA) For HR Management In Organizations", International Journal of Scientific & Technology Research, Vol. -5, Issue - 05, ISSN 2277-8616.

⁸ Paul SO*, Olumuyiwa FO and Esther OA (2015), "Modelling the Relationship between Performance Appraisal and Organizational Productivity in Nigerian Public Sector" Journal of Global Economics Covenant University, Ogun State, Nigeria, Vol.3 ,Issue 1-000129, ISSN: 2375-4389.

⁹ Weena Yancey M Momin, Kushendra Mishra (2015), "HR Analytics as a Strategic Workforce Planning", International Journal of Applied Research, 1(4): 258-260, ISSN: 2394-7500.

Pankaj Kumar, R. Nirmala & Nandakumar Mekoth (2015)⁸, has described in the study that the performance management system has been measured as the greatest important system in the organization. The connection between performance management system and organization performance specifies that such applies of performance management help an organization to achieve continued growth. It is quite amazing since performance appraisal is a base for all recital related like training, gratifying in most of the organizations. This relationship can be discovered additional, as it recommends that organizations may have to take a re-look at the total performance management system so as to advance organisational performance.

RESEARCH GAP

The Review of related literature suggests that many studies have been conducted in the many fields or areas related to HR Analytics, but it has been identified that no research has been conducted on the Performance Management of IT Employees.

OBJECTIVES OF THE STUDY

1. To study the influence of Performance Management on IT Employees Performance.
2. To find out the relationship between demographic factors and performance management of employees.
3. To study the relationship between Performance Management and Job Achievement.
4. To find the association between Performance Management and Work Life Balance.

STATEMENT OF HYPOTHESES

1. To study the difference between gender with respect to Performance Management of employees.
2. To examine whether there is any significant difference between educational qualification and job achievement of employees.
3. To test whether there is any significant difference between age and Performance Management.
4. To test whether there is any association between designation and employees opinion on requirement of Performance Management.
5. To test whether there is any relationship Performance Management with job achievement of employees.
6. To test whether there is a positive relationship between Performance Management in job achievement with work life balance.

¹⁰ Pankaj Kumar[a], Dr. R. Nirmala[b] & Prof. Nandakumar Mekoth(2015), "Relationship between Performance Management and Organizational Performance", Acme Intellects International Journal of Research in Management, Social Sciences & Technology, Vol- 9 , ISSN 2320 – 2939.

METHODOLOGY

This segment describes the methodology adopted to achieve the goals of this study.

Sampling:

For identifying the sample for the study snow ball sampling is used which is a non-probabilistic sampling technique. The respondents were selected on the basis that the respondents should be an IT employee. 150 questionnaires were issued out of which 137 were completed and found suitable for data Analysis. This constitute a good response rate of 91%.

Pilot Study:

The purpose of the pilot study is to test the quality of the items in the questionnaire and confer the feasibility of the study. It was conducted by distributing the questionnaire to 30 respondents and Cronbach's Alpha method was applied and the value was 0.784. which is a good level of acceptable value.

Data Collection:

The data was collected from both the primary and secondary source. The questionnaires were distributed to the IT employees for the data collection purpose.

Statistical Tools Used:

The statistical tools used in this study was Percentage Analysis for descriptive analysis and for inferential analysis the following statistical tools were used,

1. Percentage Analysis
2. Inferential Analysis
 - t-test
 - ANOVA
 - Chi square
 - Correlation
 - Regression.

Overall Reliability:

Cronbach's Alpha	No. of items
0.82	137

To test the reliability of the questionnaire Cronbach's Alpha method was applied and the value is 0.82. which is considered as a good level of acceptable value.

DATA ANALYSIS AND INTERPRETATION

Demographic Profile of IT Employees

Demographic Profile	Options	No. of respondents	Percent
Gender	Male	88	64
	Female	49	36
	Total	137	100
Age Group	20-29	32	23
	30-39	44	42
	40-49	39	19
	Above 50	22	16
	Total	137	100
Marital Status	Married	72	53
	Unmarried	65	47
	Total	137	100
Educational Qualification	Under Graduate	84	61
	Post Graduate	53	39
	Total	137	100
Designation	Lower Level	70	29
	Middle Level	40	51
	Upper Level	27	20
	Total	137	100

(Source: Computed)

From the above table it is observed that 64% of the sample respondents are Male within the Age Group of 30-39 years with 42%, and 61% majority of the respondents are Undergraduate and 53% of respondents are Married and 51% of the respondents are in middle level designation.

INFERENTIAL ANALYSIS

Hypothesis 1

To study the difference between gender with respect to Performance Management of employees.

H₀: There is no significance difference between Male and Female with respect to Personal Management of employees.

H₁: There is a significance difference between Male and Female with respect to Personal Management of employees.

¹⁰ Pankaj Kumar[a], Dr. R. Nirmala[b] & Prof. Nandakumar Mekoth(2015), "Relationship between Performance Management and Organizational Performance", Acme Intellects International Journal of Research in Management, Social Sciences & Technology, Vol- 9 , ISSN 2320 – 2939.

Independent sample t-test between Gender and Performance Management of employees

Factors	Gender				t-value	p-value
	Male		Female			
	Mean	S.D	Mean	S.D		
Performance Management	3.73	1.31	3.94	1.12	0.95	.088

(Source: Computed)

Note: Significant at 5% level.

Since P-value is more than 0.05, null hypothesis is accepted at 5% level. Therefore, there is no significance difference between Male and Female with respect to Personal Management of employees.

Hypothesis 2

To examine whether there is any significant difference between educational qualification and job achievement of employees.

H₀: There is no significance difference between Educational Qualification with respect to Job Achievement of employees.

H₁: There is a significance difference between Educational Qualification with respect to Job Achievement of employees.

Independent sample t-test between Educational Qualification and Job Achievement

Factors	Educational Qualification				t-value	p-value
	UG		PG			
	Mean	S.D	Mean	S.D		
Performance Management	3.87	1.17	3.88	1.11	.065	.795

(Source: Computed)

Note: Significant at 5% level.

Since P-value is greater than 0.05, null hypothesis is accepted at 5% level. Therefore, there is no significance difference between Educational Qualification and job achievement of employees. Based on Mean Score Postgraduate students seems to be more in Job Achievement.

Hypothesis 3:

To test whether there is any significant difference between age and Performance Management.

¹⁰ Pankaj Kumar[a], Dr. R. Nirmala[b] & Prof. Nandakumar Mekoth(2015), "Relationship between Performance Management and Organizational Performance", Acme Intellects International Journal of Research in Management, Social Sciences & Technology, Vol- 9 , ISSN 2320 – 2939.

H₀: There is no significance difference between age and Performance Management of employee.

H₁: There is a significance difference between age and Performance Management of employee.

Anova between Age and Performance Management of Employees

Variables	Age				F-value	P-value
	20 - 29	30 - 39	40 - 49	Above 50		
Performance Management	3.63 (1.33)	4.07 (1.23)	3.69 (1.13)	3.73 (1.35)	1.009	.391

(Source: Computed)

Note: Value within bracket is S.D and outside bracket is Mean value. Significant at 5% level.

Since P-value is larger than 0.05, the null hypothesis is accepted at 5% level of significance with regards to age of employees. Thus, there is no significant difference between age with Performance of employees. Based on the mean value the age group of 30-39 seems to be good at performance Management followed by other age groups.

Hypothesis 4:

To test whether there is any association between Designation and Employees opinion on requirement of Performance Management.

H₀: There is no association between Designation and Employees opinion on Performance Management.

H₁: There is an association between Designation and Employees opinion on Performance Management.

Chi-square between Designation of employee and requirement of Performance Management

Designation	Opinion on requirement of Performance Management		Total	Chi square value	P-value
	Yes	No			
Lower Level	51	19	70	3.01	.223
Middle Level	25	15	40		
Upper Level	15	12	27		

(Source: Computed)

Note: Significant at 5% level.

From the table it inferred that P-value is greater than 0.05, therefore the null hypothesis is accepted at 5% significance level. Hence, there is no association between designation and employees opinion on requirement of performance management. Based on Percentage 66% of

¹⁰ Pankaj Kumar[a], Dr. R. Nirmala[b] & Prof. Nandakumar Mekoth(2015), "Relationship between Performance Management and Organizational Performance", Acme Intellects International Journal of Research in Management, Social Sciences & Technology, Vol- 9 , ISSN 2320 – 2939.

respondents think Performance Management is required and 34% of the respondents feels Performance Management is not required for the employees.

Hypothesis 5:

To test whether there is any relationship Performance Management with job achievement of employees.

H₀: There is no relationship between Performance Management with job achievement of employee.

H₁: There is a relationship between Performance Management with job achievement of employee.

Regression Analysis between Performance Management with job achievement of Employees.

	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value
	B	Std. Error	Beta		
Constant)	3.450	.302	-	11.429	.000**
Effective PM	.110	.078	.121	1.415	.159**
R ²	0.015				
R Value	0.121				
Adjusted R ² value	0.007				
F value	2.004				
P value	0.159				

(Source: Computed)

Note: ** denotes significant @1% level.

From the above table R value is representing positive correlation of 0.121 which indicates high degree of relationship between performance management with job achievement of IT employees. Therefore, Job Achievement is found to be positively correlated with Performance Management with the value 0.007. as r value 0.121 is within the range of ± 1 there is a significant relationship between performance management and job achievement.

Since P value is 0.000 null hypothesis is rejected.

Hypothesis 6:

¹⁰ Pankaj Kumar[a], Dr. R. Nirmala[b] & Prof. Nandakumar Mekoth(2015), "Relationship between Performance Management and Organizational Performance", Acme Intellects International Journal of Research in Management, Social Sciences & Technology, Vol- 9 , ISSN 2320 – 2939.

To test whether there is a positive relationship between Performance Management in job achievement with work life balance.

H₀: There is no positive relationship between Performance Management in job achievement with work life balance.

H₁: There is a positive relationship between Performance Management in job achievement with work life balance.

Correlation between Performance Management in job achievement & WLB of Employees.

		Effective PM helps in achievement of organizational goal	PM has improves efficiency	PM is helpful in increasing Organization Productivity
Effective PM helps in achievement of organizational goal	Pearson Correlation	1	.121	.188*
	Sig. (2-tailed)		.159	.027
PM has improves efficiency	Pearson Correlation		1	.081
	Sig. (2-tailed)			.347
PM is helpful in increasing Organization Productivity	Pearson Correlation			1
	Sig. (2-tailed)			

(Source: Computed)

From the above table it can be observed that the independent variable Performance Management has a positive and significant relationship with the dependent variables job Achievement and Work Life Balance. The correlation between Performance Management in Job Achievement and Work Life Balance is 0.121 and 0.188 which indicates 12.1% and 18.8% positive relation with 1% significance level. The correlation between Performance Management in improving efficiency with performance Management increases organisational goal has positive correlated with 0.347. i.e, 34.7% with 1% significance level.

RESULTS AND DISCUSSIONS

Findings of the Study

¹⁰ Pankaj Kumar[a], Dr. R. Nirmala[b] & Prof. Nandakumar Mekoth(2015), "Relationship between Performance Management and Organizational Performance", Acme Intellects International Journal of Research in Management, Social Sciences & Technology, Vol- 9 , ISSN 2320 – 2939.

- In this study majority of the respondents are Male with 64%.
- The study reveals that majority of the respondents, i.e, 42% belong to 30-39 age group.
- In this study 61% of the respondents are Undergraduates.
- The study shows that 53% of the respondents are Married.
- Majority of the respondents 51% are in middle level designation.
- The paper shows that there is no significance difference between Male and Female with respect to Personal Management of employees at 5% significant level.
- The study defines that there is no significance difference between Educational Qualification and job achievement of employees.
- The study highlights that there is no association between designation and employees opinion on requirement of performance management.
- Job Achievement is found to be positively correlated with Performance Management with the values within the range of ± 1 , Thus, there is a significant relationship between performance management and job achievement.
- The correlation between Performance Management in improving efficiency with performance Management increases organisational goal has positive correlated with 34.7% with 1% significance level.

Suggestions

Hr Analytics has its impact on various other industries other than IT Organisations, thus the study can be conducted in various other departments and many other variables can also be included in the study in different location.

Conclusion

In today's intense global world HR Analytics plays a very crucial role. The rapid change in technology is forcing the Hr Professional to keep a track on the latest upgrades in Analytics field. Workforce Analytics is very important to have a proper planning, organising, training, workforce management, Performance Management and performance appraisal within the organisation. Thus the study shows that the Performance Management of an Employee is related to his job achievement, job satisfaction and maintaining good work life balance. Hr Analytics seems to be a Small word but it comprises of all the major and important terms related to Hr manager and performance management has direct influence on performance appraisal of the employees. Proper Performance Management will result in managing our duties better. It shapes the employees mind in to the direction of discipline and help the employees to channelize their

¹⁰ Pankaj Kumar[a], Dr. R. Nirmala[b] & Prof. Nandakumar Mekoth(2015), "Relationship between Performance Management and Organizational Performance", Acme Intellects International Journal of Research in Management, Social Sciences & Technology, Vol- 9 , ISSN 2320 – 2939.

duty based on priorities and that will help the employee as well as the organisation to complete the task on time and efficiently.

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¹⁰ Pankaj Kumar[a], Dr. R. Nirmala[b] & Prof. Nandakumar Mekoth(2015), “Relationship between Performance Management and Organizational Performance”, Acme Intellects International Journal of Research in Management, Social Sciences & Technology, Vol- 9 , ISSN 2320 – 2939.

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