CHALLENGES OF INCORPORATING HR ANALYTICS INTO EXISTING HR PRACTICES IN SRI LANKA

P.A.G.M. Amodhi

(179101X)

Degree of Master of Business Administration in Information Technology

Department of Computer Science and Engineering

University of Moratuwa

Sri Lanka

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P.A.G.M. Amodhi

ABSTRACT

People analytics, also known as HR analytics or talent analytics, refers to using data-based insights about people to make better management and business decisions. With the growing dissatisfaction of current HR practices, companies are looking for better drive and return in their investment on people. Top companies such as Google, Microsoft, Walmart and HP are using HR analytics to drive business success. While these large organizations are already using HR analytics to make people decisions many other organizations are still struggling to implement HR analytics. To make people analytics a realistic part of HR function, it is important to identify the barriers in adapting this emerging field and introduce better methods and approaches. The lack of evidence on how HR analytics was used to make better business decisions, is one of the main reasons why HR analytics has yet failed to make an impact. Status and

progress of HR analytics in Sri Lanka is barely reported. However, with the rapid technological advancement, Sri Lanka has a potential to HR analytics for further growth. This study used explanatory sequential mixed method design where surveys and in-depth interviews were used to measure the level of maturity of HR analytics in Sri Lanka and to identify and make suggestions to overcome the challenges faced by companies while implementing HR analytics.

 The problem statement of this research is:

What are the challenges of incorporating people analytics into existing HR practices and how to overcome these?

Keywords: HR Analytics, People Analytics, Talent Analytics, Workforce Analytics

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TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATIONS

HR – Human Resource

HRMS - Human Resources Management System

HRIS- Human Resource Information System

IT – Information Technology

BI – Business Intelligence

AI -Artificial Intelligence