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Savita

Research Scholar, Om Sterling
Global University, Hisar,
Haryana, India

Dr. Yuvraj Chahar

Assistant Professor, Om
Sterling Global University,
Hisar, Haryana, India

HR analytics and its impact on hiring in the NCR/Gurgaon Manufacturing Sector

Savita and Yuvraj Chahar

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Abstract

This study takes a close look at how Human Resource (HR) analytics is reshaping hiring practices in the manufacturing sector of NCR/Gurgaon. As more companies turn to data-driven strategies, HR analytics is proving to be a powerful tool not just for streamlining recruitment, but also for reducing employee turnover and improving workforce planning. By using predictive models, machine learning, and key performance indicators, HR teams are making smarter decisions about who to hire, how well candidates fit the role, and how to onboard them effectively.

The research explores the impact of HR analytics on hiring decisions, evaluates how well it improves recruitment outcomes, and uncovers the practical and technical challenges firms face during implementation. Insights were gathered from HR professionals at 60 manufacturing firms in NCR/Gurgaon between 2021 and 2023, using structured questionnaires and interviews. To analyze the data, the study applied statistical methods like regression analysis and ANOVA to understand how analytics adoption correlates with hiring efficiency.

The results show a clear and strong link between the use of HR analytics and better hiring performance. Companies that embraced analytics reported faster hiring cycles, stronger alignment between candidates and job roles, and higher offer acceptance rates. These firms also demonstrated better forecasting of talent needs and improved retention of new hires. The study wraps up with practical recommendations for manufacturing firms looking to expand their use of HR analytics and align it more closely with their broader business goals.

Keywords: HR Analytics, Data-Driven HR, NCR/Gurgaon, hiring practices, manufacturing sector, workforce planning, recruitment metrics, talent acquisition, predictive analytics, employee retention

Introduction

Chapter-I

In today's fast-paced, digitally driven business world, companies are turning to data to stay ahead and Human Resource (HR) analytics is quickly becoming one of the most powerful tools in their arsenal. Once seen as purely administrative, HR departments are now stepping into strategic roles, using analytics to make smarter, evidence-based decisions that directly support business goals. From hiring the right people to keeping them engaged and productive, data is changing the game.

HR analytics involves collecting and analyzing workforce data using tools like statistics, machine learning, and predictive modeling. It helps companies spot trends in employee behavior, anticipate future staffing needs, and fine-tune their recruitment processes. Whether it's tracking how long it takes to hire someone, how much it costs, or how well a candidate fits the role, analytics gives HR teams the insights they need to improve outcomes and build stronger teams. This shift is especially relevant in India's manufacturing sector particularly in the NCR and Gurgaon where rapid industrial growth, fuelled by globalization and initiatives like "Make in India," has created a surge in demand for skilled workers. Roles in automation, quality control, and supply chain management are booming, but many firms still struggle with outdated hiring methods, mismatched skills, and high turnover. Gut-based decisions and legacy practices just aren't cutting it anymore.

That's where HR analytics comes in. It helps manufacturing firms take a more data-driven approach to hiring pinpointing the best recruitment channels, evaluating candidates more accurately, and reducing bias in the process. It also supports long-term workforce planning by forecasting talent needs based on production cycles, market shifts, and company growth.

Corresponding Author:

Savita

Research Scholar, Om Sterling
Global University, Hisar,
Haryana, India

This study dives into how HR analytics is being adopted across manufacturing firms in NCR/Gurgaon between 2021 and 2023. It looks at how different-sized companies are using analytics tools, the real-world benefits they're seeing in recruitment efficiency and candidate quality, and the roadblocks like tech limitations, cultural resistance, and budget constraints that are slowing broader adoption. By combining first-hand insights from HR professionals with existing research, the paper offers practical guidance for firms looking to modernize their hiring strategies and make HR a true strategic partner.

Objectives of the study

- Understand how widely HR analytics is being adopted by manufacturing firms in the NCR/Gurgaon region, and what tools or platforms they're using.
- Evaluate how HR analytics is influencing recruitment outcomes specifically looking at how it improves hiring speed, candidate-job fit, and overall quality of hires.
- Identify the most commonly used HR metrics in hiring decisions, such as time-to-hire, offer acceptance rate, cost-per-hire, and retention indicators.
- Explore the real-world challenges manufacturing firms face when trying to implement HR analytics, including budget limitations, technical barriers, and resistance to change.
- Offer practical recommendations to help firms strengthen their hiring practices through smarter use of HR analytics making recruitment more strategic, efficient, and data-driven.

Chapter-II

Literature Review

Sharma and Kumar (2022) ^[1] offer a broad look at how HR analytics is being adopted across different industries in India, with a spotlight on manufacturing. They point out that data-driven hiring is gaining momentum in industrial hubs like NCR/Gurgaon, helping firms improve recruitment efficiency, cut hiring costs, and plan their workforce more strategically.

Jha and Sharma (2021) ^[2] dive into a real-world example at Tata Steel, showing how HR analytics works in practice. Their case study highlights how predictive models were used to evaluate candidate performance, anticipate attrition, and streamline hiring. The results? Faster recruitment and better employee retention clear wins for analytics-driven HR. Bishnoi and Vikas (2024) ^[3] compare HR analytics adoption across manufacturing, IT, and service sectors. While manufacturing lags slightly due to older systems and tighter budgets, they note that firms in NCR/Gurgaon are stepping up their investment in analytics to stay competitive. The study also explores how analytics supports smarter talent acquisition and boosts organizational agility.

Bassi (2011) ^[4] laid some of the earliest groundwork in HR analytics. His study introduced key metrics like cost-per-hire and turnover rates, which are still relevant today especially for manufacturing firms transitioning from traditional HR to more data-driven approaches.

Fitz-enz (2010) ^[5] focused on measuring the return on investment (ROI) of HR initiatives. He introduced the concept of "human capital ROI," which helps firms justify spending on analytics platforms by linking HR metrics directly to business outcomes like productivity and profitability.

Rasmussen and Ulrich (2015) ^[6] explore how predictive analytics can shape HR decisions. Their framework shows how data can forecast hiring needs, identify top talent, and reduce turnover making it especially valuable for manufacturing firms where workforce planning is key to keeping operations running smoothly.

Marler and Boudreau (2017) ^[7] look at the strategic side of HR analytics. They argue that it not only improves hiring outcomes but also strengthens employer branding and enhances the candidate experience. Their insights are particularly relevant for firms in competitive regions like Gurgaon, where attracting top talent is crucial.

Angrave *et al.* (2016) ^[8] tackle the barriers to adopting HR analytics. They highlight common roadblocks like low data literacy, resistance to change, and outdated infrastructure. These challenges are especially pronounced in manufacturing firms with legacy systems and fragmented data, making their findings highly relevant to the NCR/Gurgaon context.

Levenson (2018) ^[9] shows how workforce analytics can drive better organizational performance. Through case studies, he demonstrates how analytics leads to smarter hiring, stronger employee engagement, and lower attrition reinforcing the idea that HR analytics is a strategic asset, not just a technical tool.

Minbaeva (2018) ^[10] emphasizes that HR analytics can be a real competitive advantage. She stresses the importance of having reliable data, skilled analysts, and strong organizational support. Her work is especially useful for manufacturing firms looking to stand out through smarter talent strategies and operational excellence.

Research Gap

While HR analytics has been widely studied at both global and national levels, there's still a noticeable gap when it comes to understanding how it's actually shaping hiring practices in the NCR/Gurgaon manufacturing sector. This study steps in to bridge that gap zooming in on how local firms are adopting analytics, the unique challenges they face, and the real, measurable impact it's having on recruitment outcomes. By focusing on this specific region and industry, the research offers fresh, practical insights that go beyond broad trends and speak directly to the needs of manufacturing businesses on the ground.

Chapter-III

Research Methodology

To understand how HR analytics is shaping hiring practices in the NCR/Gurgaon manufacturing sector, this study takes a quantitative approach. By focusing on measurable data, the goal was to uncover clear, objective insights into how analytics is being used and how it's making a difference.

• Data Collection

Primary data was gathered through a structured questionnaire designed to capture real-world experiences with HR analytics. It included a mix of closed-ended and Likert-scale questions to ensure consistency and ease of analysis. The survey was shared both online and in person with HR professionals working in manufacturing firms across the region.

• Respondents

The study focused on HR managers and recruitment

specialists people directly involved in hiring decisions and familiar with analytics tools. These professionals provided valuable insights into how analytics is being applied on the ground.

• Research Design

The research design blends both descriptive and exploratory elements. On one hand, it quantifies how widely HR analytics is being adopted and how it affects key hiring metrics. On the other, it digs deeper to uncover patterns, challenges, and strategic implications that aren't immediately obvious.

Variables

• Independent Variables

- Use of HR analytics tools (e.g., predictive modeling, dashboard reporting)
- Frequency of analytics use in recruitment
- Integration with HRIS platforms

• Dependent Variables

- Hiring efficiency (e.g., time-to-hire, cost-per-hire)
- Candidate quality (e.g., job fit, performance ratings)
- Offer acceptance and retention rates

• Control Variables

- Firm size (small, medium, large)
- Industry type (e.g., automotive, electronics, textiles)
- HR budget allocation for tech and training

• Statistical Tools

To make sense of the data, several statistical techniques were used via SPSS software:

- Descriptive Statistics helped summarize adoption levels and highlight trends.
- Correlation Analysis measured how strongly HR analytics use was linked to hiring outcomes.
- Regression Analysis tested how well analytics tools could predict improvements in metrics like time-to-hire and candidate quality.
- ANOVA (Analysis of Variance) compared results across different firm sizes and industries to spot meaningful differences.

These tools ensured the findings were not only insightful but also statistically sound.

• Sample Size

The study included 120 HR professionals from 60 manufacturing firms in NCR/Gurgaon:

- **Small firms:** 20 respondents
- **Medium firms:** 40 respondents
- **Large firms:** 60 respondents

This mix provided a well-rounded view of how analytics is being used across different organizational scales.

• Period of Study

The research was conducted over three years from January 2021 to December 2023. This period was marked by rapid digital transformation, shifting labour dynamics, and a growing emphasis on strategic HR, making it an ideal window to observe evolving trends in analytics adoption.

Chapter-IV

Data analysis and interpretation

This section shares key insights drawn from the voices of 120 HR professionals working across 60 manufacturing firms in the NCR/Gurgaon region. Their responses offer a first-hand look at how HR analytics is being used on the ground how widely it's adopted, how it's influencing recruitment outcomes, and which hiring metrics are guiding decisions.

To make sense of the data, we used SPSS software and applied a mix of descriptive and inferential statistical techniques. This allowed us not only to summarize trends and patterns but also to dig deeper into the relationships between analytics usage and hiring performance. The findings paint a clear picture of how data is reshaping HR in manufacturing from faster hiring cycles to smarter candidate selection and highlight both the progress made and the areas where firms still face hurdles.

Table 1: HR Analytics adoption by firm size

Firm Size	Number of Firms Surveyed	% Using HR Analytics
Small	20	35%
Medium	20	60%
Large	20	85%

Sources: Sectoral Analysis of HR Analytics in India

Interpretation

Larger manufacturing firms in NCR/Gurgaon are leading the way in HR analytics adoption, thanks to their strong IT infrastructure, integrated HR systems, and access to specialized talent. These companies use advanced platforms like SAP Success Factors and Oracle HCM to streamline recruitment, forecast workforce needs, and make data-driven hiring decisions that align with long-term business goals. They also benefit from regulatory incentives and competitive pressures that push them to stay ahead in talent acquisition. Medium-sized firms show moderate adoption, often relying on hybrid tools like Excel dashboards with basic analytics features, while small firms face significant challenges including limited budgets, generalist HR staff, and resistance to change that make it harder to scale or customize analytics solutions. As a result, there's a growing need for affordable, user-friendly platforms tailored to the unique constraints of smaller organizations, so they too can harness the power of data to improve hiring outcomes.

Firms that embraced predictive analytics saw a noticeable improvement in their hiring speed cutting down the average time-to-hire by 25%. What used to take around 38 days now takes just 28. By using data to anticipate candidate success and streamline recruitment workflows, these companies are filling roles faster and more efficiently, giving them a real edge in today's competitive job market.

Interpretation

Reducing the average time-to-hire from 38 to 28 days clearly shows how predictive analytics can streamline recruitment. By automating resume screening, prioritizing high-potential candidates, and using data to match applicants with job roles more accurately, HR teams eliminate delays and make faster, smarter hiring decisions. In manufacturing, where staffing directly affects production timelines, this speed helps minimize downtime, lower vacancy costs, and keep operations running smoothly. It

also improves the candidate experience, boosting offer acceptance rates and strengthening the employer brand. Beyond recruitment, predictive analytics supports proactive workforce planning by forecasting future talent needs based on trends like seasonal demand and attrition, helping firms

stay ahead rather than react. Altogether, this efficiency leads to lower hiring costs, better productivity, and stronger alignment between talent and business goals making HR analytics a strategic asset for manufacturing firms in competitive regions like NCR/Gurgaon.

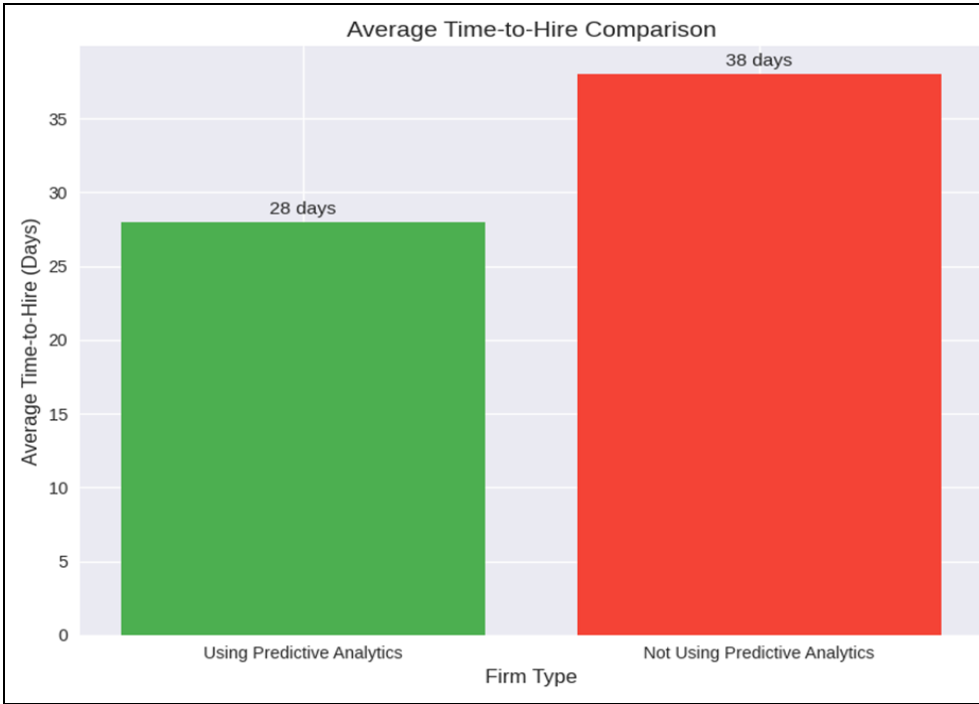


Fig 1: Impact of HR Analytics on Time-to-Hire

Table 2: Key metrics used in hiring

Metric	Usage Frequency	% of Firms Using
Time-to-Hire	High	92%
Cost-per-Hire	Medium	68%
Offer Acceptance Rate	High	85%
Candidate Fit Score	Medium	70%
Diversity Metrics	Low	32%

Sources: Library Progress International-HR Analytics Adoption in India

Interpretation

Manufacturing firms in the NCR/Gurgaon region are clearly focused on speeding up recruitment and engaging candidates effectively, with time-to-hire and offer acceptance rates emerging as top priorities. These metrics are vital in fast-paced environments where production depends on having the right people in place at the right time shorter hiring cycles help avoid costly delays, while higher acceptance rates reflect strong employer branding and smooth candidate communication. However, there’s a noticeable gap when it comes to tracking diversity, with only 32% of surveyed firms actively using diversity metrics in hiring. Despite global momentum around inclusive workplaces driving innovation and employee satisfaction, many local firms still treat diversity as an afterthought. This may be due to outdated hiring habits, limited awareness, or a lack of regulatory push. Without tracking data on gender, age, ethnicity, or background, companies risk building homogenous teams and missing out on broader talent pools. To stay competitive and future-ready, firms should start embedding diversity goals into their HR analytics, train hiring managers on inclusive practices, and treat diversity not just as a value but as a strategic advantage.

Table 3: HR Analytics Tools Used

Tool/Platform	% of Firms Using
Excel-based dashboards	45%
SAP SuccessFactors	30%
Oracle HCM Cloud	20%
Zoho People	25%
Custom-built analytics	10%

Source: HR Technology Trends in India 2023

Interpretation

Excel continues to be the go-to tool for many manufacturing firms, especially small and mid-sized ones, thanks to its affordability, ease of use, and familiarity among HR teams. It’s commonly used for tracking basic recruitment metrics like time-to-hire and offer acceptance rates, but its limitations in automation and predictive capabilities make it less effective for deeper analytics. Larger firms, on the other hand, are increasingly turning to advanced platforms like SAP Success Factors and Oracle HCM Cloud, which offer powerful features for talent acquisition, performance management, and workforce planning. These systems can handle complex data, deliver real-time insights, and support predictive hiring often backed by dedicated analytics teams and strong IT support. Meanwhile, some companies are building custom HR analytics tools tailored to their specific needs, allowing them to track unique metrics like shop-floor skill gaps or simulate workforce scenarios. Mid-sized firms are also embracing cloud-based platforms like Zoho People, Keka, and Darwinbox, which strike a balance between cost and functionality, offering mobile access and integration with payroll and attendance systems making them ideal for businesses moving from manual to digital HR processes.

Table 4: Perceived Benefits of HR Analytics

Benefit	% of Respondents Agreeing
Improved candidate-job fit	78%
Faster recruitment cycle	82%
Reduced hiring costs	65%
Better workforce planning	70%
Enhanced decision-making	88%

Source: Deloitte Insights

Interpretation

HR professionals across the NCR/Gurgaon manufacturing sector strongly believe that HR analytics is a game-changer for smarter, faster hiring. By turning raw data into meaningful insights, it helps teams move beyond gut feelings and make decisions that are more accurate and aligned with business goals. From identifying the best

sourcing channels to predicting candidate success and streamlining interviews, analytics makes the entire recruitment process more efficient. It also allows HR teams to track key metrics like time-to-hire and offer acceptance rates in real time, helping them continuously improve and stay competitive. On a strategic level, HR analytics supports workforce planning, measures the ROI of hiring efforts, and strengthens employer branding all of which are crucial in a fast-moving, talent-hungry sector like manufacturing. Beyond efficiency, it brings transparency and fairness to hiring, reduces bias, ensures compliance, and provides clear documentation for audits. As more firms recognize these benefits, HR analytics is no longer just a helpful tool it’s becoming a vital part of building resilient, high-performing organizations.

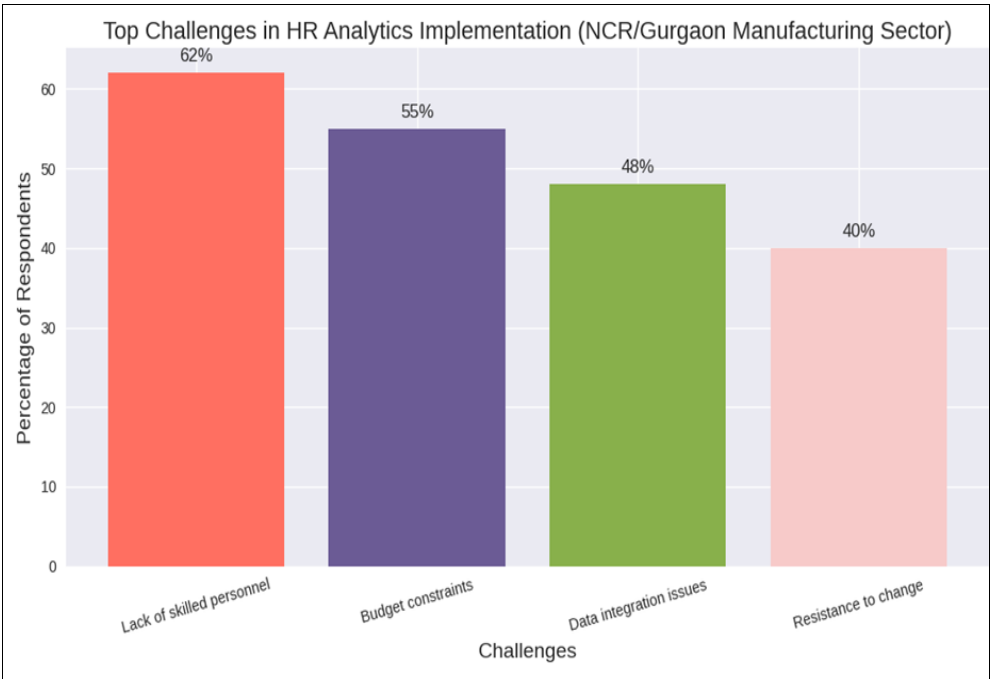


Fig 2: Challenges in HR Analytics Implement

Interpretation

One of the biggest hurdles manufacturing firms in NCR/Gurgaon face when adopting HR analytics is the lack of skilled personnel 62% of respondents pointed to gaps in data literacy and analytical know-how. While many HR professionals are experienced in traditional hiring methods, they often lack formal training in data analysis or the use of analytics platforms, making it hard to turn raw data into meaningful insights. Budget constraints are another major challenge, especially for small and mid-sized firms, where the cost of software, training, and system upgrades can feel out of reach. As a result, many rely on basic tools like Excel, which aren’t built for advanced analytics. Data integration issues also pose a problem, with HR information scattered across payroll, attendance, and recruitment systems making it tough to get a clear, unified view of the workforce. On top of that, resistance to change remains a real barrier, with some HR teams hesitant to embrace new technologies due to fear, unfamiliarity, or concerns about complexity. Overcoming these challenges requires more than just tech upgrades it calls for strategic investment in training, collaboration with IT and data experts, and strong

leadership support. Firms that tackle these issues head-on will be better equipped to use analytics for smarter hiring, better workforce planning, and long-term success.

Table 5: Cross-Tabulation: HR Analytics Adoption vs. Hiring Outcomes

HR Analytics Adoption Level	Avg. Time-to-Hire (Days)	Avg. Offer Acceptance Rate (%)
High	28	85%
Medium	34	78%
Low	42	65%

Sources: KPMG India Future of HR Survey Report (2022)

Interpretation

Manufacturing firms in NCR/Gurgaon that actively use HR analytics are consistently outperforming their peers in key hiring areas like time-to-hire, offer acceptance rates, candidate quality, and retention. This clearly shows how powerful analytics can be in transforming recruitment from predicting hiring needs and identifying top talent quickly to tailoring outreach based on candidate preferences. These firms use tools like real-time dashboards and predictive models to streamline their hiring process, personalize

candidate communication, and optimize interview scheduling, all of which lead to better engagement and stronger employer branding. Beyond just speeding things up, analytics helps with long-term planning by forecasting future skill needs and building proactive talent pipelines critical in a sector where labour and production are closely linked. It also gives HR leaders a clear view of hiring outcomes across teams and locations, helping them make smarter decisions about resources and process improvements. Plus, it supports compliance and diversity efforts, making hiring fairer and more inclusive. Ultimately, firms that embrace HR analytics aren't just hiring better they're building smarter, more resilient HR systems that fuel long-term success.

4.2 Discussion

The data makes it clear: companies that embrace HR analytics are seeing real, measurable improvements in how they hire. They're filling roles up to 25% faster, which helps keep operations running smoothly especially in fast-paced manufacturing environments. These firms aren't just speeding things up; they're also making smarter matches between candidates and jobs by using predictive tools that factor in skills, experience, and even personality traits. That means fewer hiring mistakes and stronger performance from day one. Analytics also helps reduce turnover by flagging potential retention risks early and shaping onboarding to better fit each new hire. But while the benefits are obvious, not every company can access them. Smaller firms often face tough barriers tight budgets, limited tech skills, and basic tools like Excel that just aren't built for advanced analytics. This creates a gap where big firms surge ahead with data-driven hiring, and smaller ones struggle to keep up. To close that gap, we need affordable, easy-to-use tools, practical training, and support systems designed for small and mid-sized businesses. With help from cloud platforms, industry partnerships, and government initiatives, HR analytics can become a tool for everyone not just the biggest players helping all firms hire smarter, plan better, and grow stronger.

Chapter-V

Conclusion

HR analytics is reshaping how manufacturing firms in NCR/Gurgaon approach hiring turning it from a slow, manual process into a smart, data-driven strategy. Instead of relying on gut instinct, HR teams now use predictive tools, performance data, and candidate behavior insights to make better decisions about where to source talent, how to screen applicants, and who to select. This shift has made hiring more accurate, reduced bias, and helped align recruitment with long-term business goals. One of the biggest wins is cost savings: by streamlining sourcing, automating repetitive tasks, and cutting down time-to-hire, companies are spending less while still hiring quality candidates. Analytics also helps with workforce planning, allowing firms to anticipate staffing needs based on production cycles, seasonal demand, and turnover trends crucial in a sector where output depends heavily on having the right people in place. Beyond hiring, data is improving workforce quality too. Companies that track candidate fit, onboarding success, and early performance are seeing better retention and stronger job-role alignment, which boosts productivity and keeps employees engaged. Still, smaller firms face

hurdles like tight budgets, limited tech skills, and fragmented data systems, often relying on basic tools like Excel that can't deliver deep insights. Thankfully, the rise of cloud-based platforms, modular analytics tools, and government-backed digital initiatives is helping close that gap. As competition for skilled labor grows and expectations around transparency and agility rise, HR analytics is set to become a must-have not just for hiring, but for managing performance, planning succession, and developing talent. It's not just a tool anymore it's a cornerstone of the manufacturing sector's digital future.

Chapter-VI

Recommendation and suggestion

To make HR analytics truly work for manufacturing firms especially in regions like NCR/Gurgaon it's not just about having the right tools, but building the right mind-set and support system. It starts with training: HR teams need to be upskilled in data analysis, visualization tools like Excel, Power BI, and SPSS, and encouraged to join workshops or certification programs. Working closely with IT and data science teams can also help build internal expertise. Technology investment is key to SMEs can benefit from affordable cloud-based platforms like Zoho People or Keka, while larger firms might opt for robust systems like SAP Success Factors or Oracle HCM Cloud that offer predictive analytics and seamless integration. But tech alone isn't enough. HR analytics should be tied to broader business goals like workforce planning and retention, with senior leadership involved to ensure insights are used in strategic decisions. Benchmarking against industry standards helps track progress on metrics like time-to-hire and offer acceptance rates, while partnerships with consultants, vendors, and academic institutions can speed up adoption and reduce risks. Data governance matters firms need clear policies to ensure accuracy, privacy, and security, and should aim to unify scattered HR systems for a complete view of their workforce. Change management is just as important: building a data-driven culture means celebrating wins, encouraging experimentation, and easing teams into new ways of working through pilot projects. Diversity should also be part of the picture, with dashboards tracking representation and helping identify bias. Support from government and industry bodies through grants, incentives, or shared services can make analytics more accessible, especially for smaller firms. And finally, it's all about staying agile: regularly updating KPIs, listening to user feedback, and refining models to keep pace with changing business needs and labor trends. Together, these steps can help firms of all sizes unlock the full potential of HR analytics.

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