

HR Analytics as a Strategic Enabler in Indian Organizations: Empirical Evidence

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Abstract: HR analytics is increasingly positioned as a strategic enabler of evidence-based HR decision-making, yet adoption in India remains uneven and largely descriptive. This pilot study surveys 39 HR professionals across IT, ITeS, BFSI, and other sectors to assess awareness, usage, and barriers, and to validate a multi-dimensional research instrument linking talent acquisition, training, engagement, and implementation challenges to business decision-making. As a pilot, no hypothesis testing was conducted. Reliability analysis showed good consistency for employee engagement ($\alpha = 0.849$) and acceptable consistency for business decision-making ($\alpha = 0.759$); other constructs require Likert-scale redevelopment. Findings inform theoretical contribution, stakeholder-linked implications, and the main study design.

Keywords: People Analytics, Strategic HRM, Talent Management, Business Decision-Making, Pilot Study

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