

# Evaluating the Role of Data Analytics in Improving Recruitment Efficiency and Retaining Talent: A Study with Reference to Naidu Hall

Ms. **Kanishka Balaji**, Student, MBA At Rathinam Technical Campus

Ms.**Arul Arobana Esthar.D**, Assistant Professor, MBA, Rathinam Technical Campus

## Abstract

Human Resource Analytics has become a strategic tool for organizations seeking to improve recruitment quality, reduce hiring delays, and retain skilled employees. This study evaluates the role of data analytics in improving recruitment efficiency and retaining talent in Naidu Hall, a South Indian retail apparel organization. The research adopts a descriptive design and uses primary data collected from employees through a structured questionnaire, supported by secondary data from books, journals, company information, and HR analytics literature. The study focuses on recruitment process satisfaction, HR analytics adoption, employee engagement, training effectiveness, work-life balance, retention intention, and workforce stability. The findings reveal that employees perceive HR analytics as a useful mechanism for improving hiring accuracy, reducing recruitment time, enhancing workforce planning, and strengthening retention strategies. Respondents also identify work environment, career growth, recognition, management support, training, and work-life balance as key retention drivers. The study concludes that data-driven HR practices positively influence recruitment efficiency and employee retention by enabling evidence-based decision-making, early identification of turnover risks, and improved employee experience. The article contributes practical recommendations for retail organizations to integrate HR dashboards, predictive analytics, employee feedback systems, and structured retention metrics into HR decision-making.

**Keywords:** HR analytics; recruitment efficiency; talent retention; employee engagement; retail apparel industry; workforce planning; Naidu Hall

## 1. Introduction

In the contemporary business environment, organizations are increasingly expected to make faster, more accurate, and more evidence-based decisions. Human Resource Management is one of the major functional areas where data analytics has transformed traditional practices. Earlier, recruitment and employee management decisions were largely dependent on manual screening, individual judgment, and past experience. However, with the growth of digital HR systems and the availability of employee-related data, organizations now have the ability to analyze recruitment sources, employee performance, engagement levels, absenteeism, turnover patterns, training outcomes, and retention risks. This transformation has made HR analytics an essential tool for improving organizational performance and workforce stability.

Recruitment efficiency and employee retention are critical concerns for the retail apparel industry. Retail employees directly influence customer satisfaction, service quality, sales performance, and store productivity. A weak recruitment system may lead to unsuitable hiring, higher training costs, low productivity, and increased attrition. Similarly, poor retention practices may result in loss of experienced employees, reduced customer relationship quality, and continuous recruitment pressure. In this context, data analytics helps organizations identify the most effective hiring channels, reduce recruitment delays, improve candidate-job fit, and understand why employees choose to stay or leave.

Naidu Hall, a well-established retail apparel and innerwear organization in South India, operates in a competitive retail environment where employee commitment and customer-facing service quality are central to business

success. The organization requires efficient recruitment procedures and strong retention practices to maintain workforce continuity. This study therefore examines how data analytics supports recruitment efficiency and talent retention in Naidu Hall. The article converts the project findings into a journal-style research paper, emphasizing scholarly structure, analytical value, and practical recommendations for HR decision-makers.

## **2. Review of Literature**

Previous studies indicate that HR analytics has moved Human Resource Management from an administrative role toward a strategic decision-making function. Davenport, Harris, and Shapiro (2010) argued that organizations using talent analytics can improve hiring quality, productivity, and workforce planning. Bassi (2011) emphasized that recruitment analytics supports better identification of recruitment channels and helps forecast employee turnover. Fitz-enz (2014) highlighted the role of predictive HR analytics in reducing time-to-hire, improving hiring quality, and strengthening workforce stability. Levenson (2013) explained that analytics helps organizations understand employee dissatisfaction, compensation concerns, workplace conditions, and career-related issues that influence turnover.

Rasmussen and Ulrich (2015) suggested that predictive analytics can help organizations identify future recruitment challenges and potential turnover risks before they become serious. Marler and Boudreau (2017) stated that evidence-based HR analytics improves recruitment, performance management, and employee engagement. Sharma and Sharma (2017) connected HR analytics with improved productivity, reduced absenteeism, and enhanced retention. Kapoor and Sherif (2012) emphasized that employee retention should be supported by data-driven analysis of satisfaction, workplace conditions, and career development opportunities. In the retail context, Singh and Jain (2019) highlighted that HR analytics is especially relevant because retail firms experience high employee turnover and continuous staffing requirements. The reviewed literature establishes that HR analytics can improve recruitment efficiency and retention, but there is limited organization-specific research in the retail apparel sector. This study addresses that gap by examining Naidu Hall.

## **3. Statement of the Problem**

Recruiting suitable employees and retaining talented staff are major challenges in retail organizations. High employee turnover, delayed recruitment, unsuitable hiring decisions, limited career growth, work pressure, and dissatisfaction can affect operational performance. Traditional HR practices may not provide timely and accurate insights into workforce behavior. Naidu Hall requires skilled and committed employees for customer service, store operations, sales, administration, and HR functions. Therefore, this study investigates whether data analytics helps the organization improve recruitment efficiency, identify retention factors, and reduce talent loss.

## **4. Objectives of the Study**

- To evaluate the role of data analytics in improving recruitment efficiency in Naidu Hall.
- To analyze how HR analytics supports recruitment planning and candidate selection.
- To identify the major factors influencing employee satisfaction and talent retention.
- To examine the relationship between employee engagement and workforce stability through data-driven HR practices.
- To study the effectiveness of HR analytics in improving employee retention and organizational decision-making.
- To provide suitable recommendations for strengthening recruitment efficiency and retention strategies.

## 5. Research Methodology

The study follows a descriptive research design because it examines employee opinions, HR analytics practices, recruitment efficiency, and retention-related perceptions. Primary data were collected from employees of Naidu Hall through a structured questionnaire. Secondary data were collected from books, journals, websites, company-related sources, and research articles related to HR analytics, recruitment, and retention. Convenience sampling was used because respondents were selected based on availability and willingness to participate. The sample unit consisted of individual employees of Naidu Hall from HR, sales, operations, customer service, administration, and store-level functions. The project fixed the sample size at 120 respondents for questionnaire-based analysis, while selected analysis tables report response totals based on specific question groupings. Percentage analysis, frequency distribution, correlation analysis, Chi-square testing, Microsoft Excel, and SPSS were identified as suitable tools for analysis.

| Methodological Element | Description                                                                                        |
|------------------------|----------------------------------------------------------------------------------------------------|
| Research Design        | Descriptive research design                                                                        |
| Data Sources           | Primary questionnaire data and secondary literature/company data                                   |
| Sampling Technique     | Convenience sampling                                                                               |
| Population             | Employees working in Naidu Hall                                                                    |
| Sample Unit            | Individual employees                                                                               |
| Sample Size            | 120 respondents for the main employee survey                                                       |
| Tools Used             | Percentage analysis, frequency distribution, correlation analysis, Chi-square test, Excel and SPSS |

## 6. Data Analysis and Discussion

The analysis indicates a generally positive employee perception toward recruitment practices, HR analytics, engagement, training, work-life balance, and retention strategies. The most important results are summarized below in journal-ready form.

| Area of Analysis                      | Key Result                                                                                | Research Interpretation                                                                                                           |
|---------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Recruitment process satisfaction      | 38% highly satisfied and 42% satisfied                                                    | A total of 80% positive responses indicates that employees generally perceive recruitment procedures as effective and structured. |
| Factors influencing retention         | Work environment 35%, career growth 25%, salary 20%, recognition 20%                      | Retention is influenced more by workplace experience and growth opportunities than salary alone.                                  |
| HR analytics usage across departments | HR 30.36%, sales 25%, operations 23.21%, customer service 21.43%                          | HR analytics use is strongest in the HR function but is also visible across operational departments.                              |
| Recruitment sources                   | Referral 40%, job portals 30%, campus 20%, social media 10%                               | Referral and job portals are the strongest recruitment channels, suggesting scope for channel-specific analytics.                 |
| Impact on recruitment efficiency      | Time reduction 27.27%, hiring accuracy 26.18%, quality hire 24.73%, cost reduction 21.82% | Analytics contributes to faster, more accurate, and more cost-aware recruitment decisions.                                        |
| Productivity improvement              | High 55%, moderate 30%, low 15%                                                           | A majority of employees perceive improvement in productivity, indicating benefits from HR analytics-supported practices.          |
| Attrition comparison                  | 2023: 22, 2024: 18, 2025: 12                                                              | The declining attrition pattern suggests improvement in retention and workforce stability.                                        |
| Training effectiveness                | Excellent 40%, good 35%                                                                   | Training is viewed positively and may support productivity, engagement, and retention.                                            |
| Recruitment time reduction            | 45% strongly agree and 35% agree                                                          | A total of 80% positive agreement supports the claim                                                                              |

|                                |                                                             |                                                                                                                                        |
|--------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
|                                |                                                             | that analytics helps reduce hiring time.                                                                                               |
| Retention intention            | 50% stay long-term, 25% maybe, 15% not sure, 10% leave soon | Half of respondents show clear long-term intention, while 25% can be converted into loyal employees through focused retention actions. |
| Work-life balance satisfaction | 65% satisfied, 20% neutral, 15% unsatisfied                 | Work-life balance is a strength, but the neutral and unsatisfied groups require attention.                                             |
| Talent retention satisfaction  | 70% satisfied, 20% neutral, 10% unsatisfied                 | Retention practices are generally effective, though continuous improvement is needed.                                                  |
| Impact on hiring quality       | 38% very high and 42% high                                  | A total of 80% positive responses indicates analytics is perceived to improve hiring quality.                                          |

## 6.1 Interpretation of Key Patterns

The strongest pattern emerging from the analysis is the positive connection between HR analytics and recruitment efficiency. Employees perceive analytics as useful in reducing recruitment time, improving candidate screening, increasing hiring accuracy, and supporting workforce planning. Referral and job portal recruitment sources are shown as more effective than campus and social media sources, which indicates that Naidu Hall can use recruitment-source analytics to allocate budget and HR attention more efficiently.

Retention-related findings show that employees value work environment, career growth, recognition, benefits, and culture. This is important because retail organizations often focus heavily on hiring, but sustainable workforce performance depends on retention. The analysis further shows that training effectiveness, engagement, workplace satisfaction, and work-life balance are positively perceived. These factors collectively support employee commitment and reduce turnover risk.

The attrition comparison from 2023 to 2025 shows a declining trend from 22 to 18 to 12. Although the project data do not provide a complete causal model, the trend supports the view that improved HR practices and analytics-based decision-making may be contributing to better retention outcomes. From a managerial perspective, this trend should be monitored through dashboards, exit interview analytics, tenure analysis, and department-wise turnover tracking.

## 7. Findings of the Study

- A majority of employees are satisfied with the recruitment process, showing that Naidu Hall follows structured hiring practices.
- HR analytics improves recruitment efficiency by reducing hiring time, supporting candidate screening, improving hiring accuracy, and strengthening workforce planning.
- Employees believe that data-driven HR practices improve transparency, reduce recruitment bias, and support better workforce decisions.
- Employee satisfaction has a strong role in talent retention. Work environment, management support, career growth, recognition, and training are major retention factors.
- The study indicates a positive relationship between HR analytics effectiveness and recruitment efficiency.
- Employee engagement is associated with retention intention and workforce stability.
- Training and development practices are viewed positively and contribute to employee productivity and engagement.
- Attrition has shown a declining trend across 2023, 2024, and 2025, suggesting progress in retention outcomes.
- The HR department uses analytics most strongly, but sales, operations, and customer service also show analytics usage.
- Overall, data analytics has a significant positive impact on recruitment efficiency and talent retention practices in Naidu Hall.

## 8. Constructive Recommendations

- Develop a formal HR analytics dashboard covering time-to-hire, cost-per-hire, source-of-hire, offer acceptance, early attrition, training participation, engagement score, and retention risk.
- Use recruitment-source analytics to compare referrals, job portals, campus hiring, and social media based on candidate quality, joining rate, performance after joining, and retention after six months.
- Introduce predictive turnover analysis using indicators such as tenure, department, attendance, performance, training participation, engagement feedback, workload, and promotion history.
- Conduct quarterly employee pulse surveys to identify dissatisfaction early and link the results to department-wise action plans.
- Strengthen career development through internal job postings, skill-based training, mentoring, and clear promotion pathways.
- Improve recognition systems by using both monetary and non-monetary rewards for sales performance, customer service quality, attendance, teamwork, and learning progress.
- Convert exit interviews into a structured retention database so that repeated causes of attrition can be identified and corrected.
- Provide HR analytics training to HR managers and store-level supervisors so data insights are understood and converted into action.
- Focus on the 25% of employees who answered 'maybe' regarding long-term retention, because this group can be converted into loyal employees through career, recognition, and engagement initiatives.
- Ensure ethical and transparent use of employee data by maintaining privacy, fairness, and bias-free decision-making.

## **9. Managerial Implications**

For Naidu Hall, the study suggests that HR analytics should not be treated only as a reporting tool. It should become a decision-support system for recruitment, engagement, training, and retention. Store managers and HR managers can use analytics to identify which recruitment channels produce better employees, which departments face higher retention risks, and which employee groups require additional support. The findings also imply that recruitment and retention should be integrated: hiring the right employee is only the first step, while engagement, training, recognition, and career development determine whether the employee remains with the organization.

## **10. Research Contribution**

The article contributes to HR analytics research by focusing on the retail apparel sector, where employee turnover and continuous recruitment are common challenges. It provides organization-specific evidence from Naidu Hall and connects employee perceptions with recruitment efficiency and talent retention. The study is valuable for MBA research because it combines conceptual HR analytics literature with practical primary data and offers actionable recommendations for organizational improvement.

## **11. Limitations and Scope for Future Research**

The study is limited to employees of Naidu Hall and therefore the findings may not be generalized to all retail organizations. The responses are based on employee perceptions, which may vary depending on role, department, experience, and awareness of HR analytics practices. The study was also conducted within a limited time period. Future research can compare multiple retail apparel companies, use a larger sample, apply regression or structural equation modeling, and include actual organizational HR data such as employee tenure, performance scores, attrition records, salary bands, and recruitment cycle time.

## **12. Conclusion**

The study concludes that data analytics plays a significant role in improving recruitment efficiency and retaining talent in Naidu Hall. HR analytics supports faster recruitment, better candidate selection, improved hiring quality, reduced recruitment bias, and stronger workforce planning. The findings also show that employee satisfaction, engagement, training, career growth, recognition, work environment, and work-life balance are important drivers of retention. The declining attrition pattern and positive employee perceptions indicate that analytics-supported HR practices can strengthen workforce stability in the retail apparel sector. Overall, the effective use of HR analytics can help Naidu Hall improve recruitment systems, retain skilled employees, enhance organizational productivity, and achieve sustainable growth in a competitive business environment.

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