

HAIS NEWSLETTER

New Value, New Efficiencies, New Opportunities



Evidence-based Human Resource Management

The Science of Measuring and Connecting HR Initiatives to Business Outcomes

As we all know, the once traditional realm of Human Resource Management (HRM) has undergone a seismic shift. No longer relegated to a mere support function, HRM has emerged as the strategic heartbeat of organizations, fueled by the transformative force of data analytics. However, this journey into the data-driven landscape is not without its nuances. As we delve deeper into the world of numbers and predictions, we stumble upon a pivotal

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DATA IS NOT ALWAYS EVIDENCE

2

DATA, IN MOST CASES, IS CORRELATION

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CORRELATION IS NOT CAUSATION



Informed Decision Making
From assumptions to certainty.



HR Policies with Impact
Elevating policy formulation with informed insights



Program Effectiveness
Differentiating impact from coincidences for transformative initiatives.

revelation: Data is not always evidence. The tantalizing associations we uncover might hint at connections, but they do not always illuminate the true causative threads that drive organizational success.

“AI and Big Data may illuminate the path but the ‘why’ remains a challenge to decipher”.

In a world where data reigns supreme, HRM’s evolution is nothing short of spectacular. Imagine this: a retail company, armed with HR data analytics, observes a surge in sales shortly after implementing a rewards and recognition program. The correlation between the program and increased sales is striking. Yet, let’s pose for a moment. Could this spike in revenue also be influenced by other factors - a seasonal trend, perhaps, or an aggressive marketing campaign that coincided with the program’s launch? Or could a limited-time discount offer, be at play? The alluring correlation between the program and sales masks the intricate dance of multiple variables.

Our era of AI and big data predictive analytics is a



marvel. A machine learning model predicts a rise in employee attrition rates. Responding proactively, HR initiates targeted retention efforts. Yet, beneath these predictions lies a fundamental question: what are the underlying motivations that propel employees toward attrition? AI may illuminate the path, but the why remains a challenge to decipher.

This is where Evidence-Based HRM takes the reins, setting a course distinct from the well-trodden path of statistical inference. It's a journey that dares to venture beyond the allure of correlations, into the realm of causation. Imagine that the same retail company, committed to this new approach, decides to unveil the story behind the numbers. Rather than merely embracing the apparent connection, they explore whether this surge in sales could be attributed to the rewards.

THE NEW PERSPECTIVE

This shift from statistical inference to causal inference is no small leap. By marrying data with context, by scrutinizing the 'whys' behind the 'what's', HR professionals wield a new kind of power. The power to illuminate the true drivers of success and impact. Imagine if every HR decision was not just based on data, but on an understanding of the intricate dance between variables.

Evidence based HRM beckons, and the path forward is illuminated by empirical reasoning and causal inference. It's not about dismissing the role of data, but about enriching it with context and understanding.

