

## Systematic and sophisticated Analysis of the ethical dilemmas that arise while using HR analytics in an organisation

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### Abstract

HR analytics, often known as people analytics, is the methodical application of analytical methodologies to human resources (HR) data. Estimating turnover, locating knowledge and skills inside a company, and forecasting job performance are common issues in HR analytics. Instead than only employing key performance indicators, HR analytics is an area of significant interest. This is because the amount, velocity, and diversity of HR data are all quickly increasing as a result of the digitalization of work processes. Steel cabinets were used to store personnel files. It is now kept in the business systems together with information from emails, process data, employee satisfaction surveys, and the hiring process. The ethics of human resource analysis need to be discussed as it becomes more common. The purpose of this paper is to discuss the ethical implications of applying sophisticated analytical methods to human resource management problems.

### Keywords:

Big data, company, Ethical dilemmas, HR Analytics, Human resource management

### Introduction

Regardless of governmental and/or regulatory rules, organisational ethics communicate the values of an organisation to its staff and/or other entities. An individual's behaviours and decisions are guided by their ethical ideals and values.

The gathering and use of people data, commonly referred to as "people analytics," is done to enhance important company and employee outcomes. HR directors are given the tools by HR analytics leaders to provide data-driven insights for hiring choices, enhancing HR procedures, and enhancing employee experiences.

Organizations have access to more employee data than ever before, from performance and salary data, employee emails, location and travel data, employee comments and feedback, and videos from surveillance systems. It is now possible. All this data is designed to help companies improve their working lives, but it can also be misused. As data collection has become easier today (for example, there are even tools that collect data on every email, meeting, and document created), the HR is committed to ethical data use, privacy, and

security. Standing up is more important than ever. Employee communications regarding data-related policies.

### Review of literature

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Bekken, G. (2019). The algorithmic governance of data driven-processing employment: Evidence-based management practices, artificial intelligence recruiting software, and automated hiring decisions. *Psychosociological Issues in Human Resource Management*, 7(2), 25–30.

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New York post, Uber Solves Federal Investigation into ‘God View’ Spyware, Aug 15, 2017 Feels Mismanaged Their Personal Information, Nov 15, 2019 Philadelphia Inquirer, Hotel 's Housekeeping on Demand: Marriott cleaner says app is making’s job harder,2 Jul 2018

Pro publication Amazon cuts deal with partner- Company to Deaths 11 Oct 2019 Research Markeks.com, Global HR Analytics Market Size, 20 Jun 2019

### Objectives

- 1) To know about how HR analytics used in an organization and benefited
- 2) To know how some organizations crossing ethics by practicing HR analytics

### Research Methodology

In this research paper we are following secondary data analysis. We collected data from different newspapers, journals, articles, research papers, books etc.

### Limitations of the study

- 1) This paper follows secondary analysis, as it is historical data the changes occurred at present are ignored
- 2) The paper whichwas referred in this study may lack authenticity

### **Technology and the impact on Employees**

Measuring and managing people through technology alone can backfire if done poorly. His three examples below could have benefited from a healthy dose of his design thinking that considered employees and company interests. Granted, these are the worst-case scenarios, but they show how the seemingly logical use of technology and data can go awry.

A data-driven approach should respect and consider human needs. These include biological needs, autonomy to manage their lives outside of work, and employee sensitivity to customer needs. Ethics systems treat employees like humans, not robots.

### **Worker Productivity**

An Internet company uses technology to track the productivity of warehouse workers, and the system automatically fires employees who fall behind. A survey in the UK found that 74% of this company's employees avoid using the toilet for fear of being warned that they have not met their goals. In the United States, the company's contractor has been involved in multiple fatalities, and he reports brutal working conditions to reach his goals. Since then, the company has cut her 4,444 ties with contractors, resulting in thousands of layoffs, lawsuits and bad press.

### **Employee Data Abuse and Misuse**

Without proper rules and access controls, systems can be abused by employees. In other cases, sensitive information may leak out of the system that administrators are not prepared to handle. Some examples are:

#### **Retention Predictors**

Software system retention predictors can be self-fulfilling prophecies. Executives at companies with Retention Predictor enabled in their human capital management (HCM) systems see data showing that employee turnover risk is predicted, leading executives to do all sorts of weird things. Reported to do Some managers limit interactions with employees who are at risk of defection. This is because they believe employees will leave regardless of mitigation measures. In fact, it deliberately fulfil the forecast. Data alone is not enough. People need to be educated on how to use it.

#### **Candidates Data Risks**

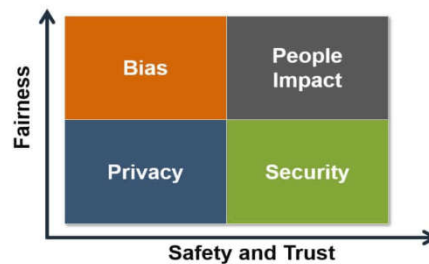
The increasing use of data in the hiring process means that candidates' data is also now exposed and ripe for misuse and subject to potential bias.

#### **Algorithmically Trained Bias**

Prejudices can be baked into the system. This happened when employees at an internet company trained software to look at patterns of resumes over the past decade and screed new applicants. Since most of the resumes were from men, the system "learned" that male candidates were preferable and female college graduates are not preferred. She penalized female-related words such as 'Women's Cheese club captain'. Company eventually scrapped the system.

## DATA AND TRUST: AN ETHICAL FRAMEWORK

A Framework For Ethics of Data and AI



### Privacy:

Employees give you rights to many Data, not only to their personal Data, but also to all data collected by Tools that employees use on your behalf. This information should be kept private and accessible only to those individuals who need it to perform their tasks. Use of this data must also comply with local laws and regulations.

### Security:

Employee data must be treated with as much concern for security as any other data the company uses. Confidentiality, encryption and access controls are key here.

### Bias:

Systems that analyze data should check for bias. Accounting for bias is also central to compliance with the Equal Employment Opportunity Commission (EEOC) regulations.

### People impact:

Employees trust the use of their data when they understand exactly why the data is collected and analyzed, and how the analysis is used. Be clear about your intentions for collecting and using data, and make sure it helps people and doesn't make their job harder or make them feel dehumanized.

### Doing It Right

As AI and data-driven HR systems become more important, some companies are doing great things. For example, an executive at a large consumer goods company implemented a system that could monitor email traffic and meeting schedules, identifying people who were sending emails during actual meetings that were unproductive. You can even specify meetings. But after analyzing the data realized that while the data was incredibly valuable, using it could alienate his employees. To be fair and open, management has created an opt-in program that clearly explains to employees the new system and the types of data it generates. The program also allows an employee to decide whether or not to make the data available.

### Findings

- 1) HR analytics is also called people analytics used by many organizations to improve their HR practices
- 2) While using HR analytics some organization are not following ethics
- 3) Some of the employee's data is misused in the process of practicing HR analytics

**Conclusion**

Data analytics is quickly becoming a crucial component in many businesses, and many businesses view data analytics as a strategic instrument for winning. Knowing how the changes happen and monitoring them may have a big impact on HR choices and practises. Making HR choices may be challenging, especially when you don't have the relevant information. When you can collect data and make it easily available, you can operate more quickly, simply, and intelligently. The accomplishment of the organization's strategic objectives is facilitated by a comprehensive HR management platform that offers predictive data processing. There are significant cultural gaps that may influence workers' willingness to have their personal data analyzed for workforce analytics. We recommend understanding your workforce's preferences in cases where legislation does not properly protect data produced by new technologies, or where analytics opportunities raise privacy-related issues not covered by the law.

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