Utilization Of Human Resources Analytics In Corporate Strategic Decision Making at PT Coca Cola Amatil Indonesia

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Abstract: *This study examines the use of Human Resource (HR) Analytics in strategic decision-making in companies, with a case study at PT Coca Cola Amatil Indonesia. The approach used is qualitative, using library research methods and in-depth interviews with managers and staff of the company's HR department. HR Analytics is a data-based approach used to analyze trends, performance, and predictions of human resources to support more accurate strategic decisions. The study results indicate that PT Coca Cola Amatil Indonesia has implemented HR Analytics in several critical aspects, such as recruitment, performance management, and employee retention. The data collected is used to identify potential risks, support workforce planning, and improve organizational efficiency and productivity. These findings indicate that the use of HR Analytics has a significant contribution to strategic decision-making and increasing the company's competitiveness sustainably.*
Keywords: *HR Analytics, Strategic decision-making, Human resource management.*

INTRODUCTIONS

In the digital disruption era, companies are required to move quickly and precisely to make strategic decisions. One of the main challenges in facing dynamic business environment changes is how companies can optimally utilize data, including data from human resources (HR) (Herder, 2024). In this context, the presence of Human Resource Analytics or HR Analytics is a potential solution to answer various strategic needs of the organization. HR Analytics is a data-based approach that allows companies to analyze HR-related information to produce in-depth and accurate insights (Nurcahyo et al., 2024). With HR Analytics, management no longer relies solely on intuition or experience but can make decisions based on valid and relevant data. The approach is aligned with the development of data-driven decision-making, which is now a common practice in various modern organizations.

Digital transformation has encouraged companies to integrate information technology into HR management systems. Various software and personnel information systems are now equipped with analytical features that can process big data into useful insights. Not only in administrative aspects but also in workforce planning, employee retention, performance measurement succession planning (Alma et al., 2024). However, HR Analytics in companies does not always run smoothly. It requires readiness in terms of technology infrastructure, HR competency, and an organizational culture that is open to data-based change. In addition, using HR Analytics must be directed to support the company's vision and strategy so that it is not just a complementary tool but becomes a driver of business transformation.

PT Coca Cola Amatil Indonesia as a multinational company engaged in the beverage industry has high organizational and operational complexity. With thousands of employees spread across various regions, the need for an effective and efficient HR management system is crucial. In this context, HR Analytics becomes a company's critical supporting part in the strategic decision-making process. Strategic decision-making is related to production and marketing aspects and concerns talent management, productivity optimization, and work culture development (Alsakarneh et al., 2024). Structured and measurable HR data will provide accurate information that can be used by top management to formulate strategic policies that are right on target.

A study on HR Analytics at PT Coca Cola Amatil Indonesia is important to understand how large companies use technology to manage their HR aspects. It is also useful to see the extent to which the integration of HR Analytics affects the effectiveness of decision-making in the corporate environment. In strategic management, speed and accuracy in responding to market changes are crucial elements in maintaining competitive advantage. Decisions taken without a database are often risky and unsustainable. Therefore, HR Analytics is present as an important tool to align HR strategy with the company's overall business goals.

At PT Coca Cola Amatil Indonesia, success in managing human resources is not only measured in terms of administrative or cost efficiency but also from its contribution to achieving the company's long-term targets. HR Analytics allows organizations to identify performance trends, turnover predictions, workload analysis, and competency assessments, all of which lead to improved decision quality. One of the main challenges in utilizing HR Analytics is how to transform raw data into meaningful and actionable information (Agit & Muharram, 2024). This is where the analytical and interpretive skills of HR professionals become vital. They are not only required to be proficient in technology but must also be able to understand the strategic context of the whole organization.

In addition, the HR Analytics must be accompanied by visionary leadership and inclusive policies. It is to ensure that all parties in the organization understand the importance of a data-driven approach and participate in creating an adaptive work culture. Without support from top management, HR Analytics initiatives risk becoming stagnant and unsustainable.

RESEARCH METHODS

This study uses a qualitative approach with a descriptive method, which aims to deeply understand the use of HR Analytics in supporting strategic decision-making at PT Coca Cola Amatil Indonesia. This approach was chosen because it allows researchers to explore phenomena comprehensively through the interpretation of narrative and contextual data. Qualitative research also helps in understanding the meaning behind HR Analytics policies, processes, and implementations carried out by the company.

The data collection method is conducted through two main techniques, namely library research and in-depth interviews. The literature study was conducted by reviewing relevant literature such as scientific journals, books, company annual reports, and HR Analytics documents used by Coca Cola Amatil Indonesia (Sugiyono, 2013). Meanwhile, interviews were conducted in a semi-structured manner with several key informants who have competence in HR management and data analytics in the company, such as HR managers and HR analyst staff (Syaiful, 2018).

Data analysis was conducted qualitatively through data reduction techniques, data presentation, and drawing conclusions. Data obtained from interviews will be categorized and linked to findings in literature studies in order to find relevant patterns, relationships, and interpretations. Data validity is strengthened by triangulation of sources and methods, so the

results of this study are expected to provide an accurate and in-depth picture of how HR Analytics contributes to strategic decision-making in the corporate environment.

RESULTS AND DISCUSSION

The study results demonstrate that PT Coca Cola Amatil Indonesia has utilized HR Analytics in various aspects of human resource management, especially in supporting strategic decision-making related to productivity, employee retention, and workforce planning. HR Analytics is used to identify employee behavior trends, job satisfaction levels, and predictions of future HR needs. With the help of data and technology, companies can make decisions that are faster, more precise, and more measurable (Haryadi et al., 2024).

Through interviews with HR managers and HR analysts at PT Coca Cola Amatil Indonesia, it was obtained that the HR Analytics system used has been integrated with the enterprise resource planning (ERP) system. This allows for real-time data collection and produces insights that support HR strategy making. One real example of HR Analytics is employee placement decisions based on historical performance, work interests, and individual competencies. In the context of long-term workforce planning, HR Analytics helps companies project employee needs based on business growth and job rotation. Historical data is used to predict potential turnover and training needs in each work unit (Mubarak et al., 2024). The approach provides a strong foundation for management in developing more effective employee recruitment and development strategies.

Table 1 Interview Results

No	Respondents	Interview Result
1	R1	"We use HR Analytics primarily for recruitment and employee retention analysis. Using the available data, we can predict potential turnover and design strategies to retain our best talent."
2	R2	"HR Analytics is helpful in analyzing employee productivity. With the data we obtain, we can map the strengths and weaknesses of each individual to determine the training needed and optimize performance."
3	R3	"As a production supervisor, HR Analytics gives us clear data on team performance. We can quickly see the workload and adjust to maintain employee productivity and satisfaction."
4	R4	"We use HR Analytics to plan future workforce needs. With more accurate projections, we can better prepare the HR team, both for recruitment and skill development."
5	R5	"HR Analytics helps us in monitoring employee absence and attendance in real-time. This is very important for decision making related to rewards, punishments, and productivity management."
6	R6	"We utilize HR Analytics in formulating compensation and incentive policies. With the available data, decisions about salary or bonus offers can be adjusted based on employee performance and contribution."
7	R7	"HR Analytics is used to analyze employee workload and assist in task restructuring or redistribution. It is important to ensure that no employee is overburdened."

8	R8	"Evaluation of training effectiveness is also done with the help of HR Analytics. We can see whether the training enhances employee performance, and this helps us design more targeted training programs."
9	R9	"We use the HR analytics dashboard to monitor HR data directly. This makes it easier for management to make quick, data-based decisions regarding various aspects of HR management."
10	R10	"With HR Analytics, we can formulate long-term HR policies that are more focused and data-based. Our strategic decisions are more adaptive to market needs and internal company developments."

HR Analytics has been shown to play an essential role in measuring the effectiveness of training and development programs. Companies use data to evaluate whether the training provided has a direct impact on improving work performance. If the results are not significant, then the program will be re-evaluated. It indicates that decisions related to training investment are no longer based on assumptions but on concrete data.

The literature study analyzed in this study supports field findings that HR Analytics can be a strategic tool in improving the quality of managerial decisions. Literature from Davenport, Harris, and Shapiro emphasizes that data-driven organizations have a higher competitive advantage than organizations that only rely on intuition or experience. Coca Cola Amatil Indonesia appears to be on that path.

However, there are still several challenges in implementing HR Analytics, including the lack of HR competence in analyzing data in depth and the need for more sophisticated technology updates. Although the system is available, its use is not evenly distributed across all divisions. It is an essential note in the development of digital-based HR strategies in the future. In strategic discussions, HR Analytics is also involved in broader decision-making, such as reorganizing work structures and incentive policies. Data is used to identify positions or work functions that are less productive or overloaded, management can restructure based on evidence. Thus, HR Analytics not only supports efficiency but also contributes to improving organizational structure. Overall, the results of this study indicate that the use of HR Analytics has brought positive changes in the company's strategic decision-making. Decisions that were previously based on intuition are now starting to shift to being based on data and analytics. It is aligned with the global trend where companies are required to be more agile, efficient, and adaptive to market and technology dynamics.

CONCLUSION

The conclusion of this study is:

a. The study demonstrates that PT Coca Cola Amatil Indonesia has successfully utilized HR Analytics as a strategic tool in data-based decision-making. Through HR Analytics, the company can optimize various aspects of HR management, from recruitment, workforce planning, and training, to employee performance evaluation. Thus, HR Analytics not only accelerates the decision-making process but also provides a stronger basis for formulating strategic company policies.

b. The importance of data integration in HR management at PT Coca Cola Amatil Indonesia has proven effective in increasing employee productivity and reducing turnover rates. Data obtained through HR Analytics allows the company to predict potential future problems, such as labor shortages or training needs so that preventive actions can be taken early. This also shows that HR Analytics makes a major contribution to organizational efficiency.

c. However, the results of interviews with respondents showed challenges in implementing HR Analytics, such as the lack of competence among HR to analyze data in depth and limited knowledge of analytical technology in several divisions. Another challenge is the need for system updates and better integration between departments so that the HR Analytics can be maximized across all lines of the company. Therefore, increasing training and technology development is an critical factor that needs to be considered.

d. In addition, this study also emphasizes the need for support from top management in the HR Analytics implementation process. Without commitment and support from top management, the implementation of HR Analytics will be difficult to run effectively. Therefore, it is important for companies to ensure that HR Analytics is not only a tool for the HR team, but also part of the overall organizational strategy.

e. Overall, the use of HR Analytics at PT Coca Cola Amatil Indonesia has had a positive impact on the company's strategic decision-making. In the future, the company is expected to be able to overcome existing challenges and continue to develop the HR Analytics system to achieve greater efficiency and effectiveness, as well as to face increasingly complex business challenges. This study provides a clear picture that HR Analytics is an integral part of digital transformation in HR management that can increase the company's competitiveness in the global market.

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