



Original Article

# A Study of HR Analytics Used by Private Banks and Employee Satisfaction in Pune City

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**Abstract**

*This research provides a quantitative analysis of the relationship between the use of Human Resource (HR) analytics and employee satisfaction within the private banking sector of Pune, Maharashtra. In an industry characterized by high competition and high attrition, HR analytics (HRA) is used both as a tool for employee development and for performance monitoring. This study investigates this "bright side" versus "dark side" duality. The study adopted a quantitative, cross-sectional design, collecting primary data from 154 employees in private banks using a structured questionnaire. The instrument measured perceptions of "Developmental HRA" and "Monitoring-Based HRA," alongside "Overall Employee Satisfaction." Data was analyzed using descriptive statistics, reliability analysis (Cronbach's  $\alpha = 0.895$ ), Pearson Correlation, and Multiple Linear Regression. The findings confirm both hypotheses. A strong, significant positive relationship was found between Developmental HRA and employee satisfaction ( $\beta = 0.490, p < .001$ ). Conversely, a significant negative relationship was found between Monitoring-Based HRA and employee satisfaction ( $\beta = -0.155, p = .013$ ). The model explained 30.5% (Adjusted R Square) of the variance in satisfaction. The study concludes that HRA is not monolithic; its impact is application-dependent. While HRA used for support strongly enhances satisfaction, HRA used for surveillance significantly erodes it, implying that private banks must prioritize developmental applications and transparency to retain talent.*

**Keywords** HR Analytics, Employee Satisfaction, Private Banks, Pune, Human Resource Management, Big Data in HR, Banking Sector

**Introduction**

In the contemporary business ecosystem, the relentless pursuit of competitive advantage has permeated every corporate function. The "datafication" of business processes, once the domain of finance and marketing, has now decisively arrived at the doorstep of Human Resource Management (HRM) (Marler & Boudreau, 2017). This transformation is encapsulated in the rise of HR Analytics (HRA), a discipline focused on the systematic collection, analysis, and interpretation of human resource data to inform business decisions and optimize workforce management (Rasmussen & Ulrich, 2015). Organizations are no longer content with descriptive HR reports; they are leveraging predictive and prescriptive analytics to model employee turnover, optimize talent acquisition, and quantify the impact of HR policies on the bottom line (Boudreau & Ramstad, 2005). The global HRA market has seen exponential growth, with forecasts suggesting continued, aggressive adoption as businesses seek to translate their human capital into a measurable strategic asset (KPMG, 2024). Simultaneously, the concept of employee satisfaction remains a cornerstone of organizational psychology and effective management. Defined by Locke (1976) as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences," employee satisfaction is a critical antecedent to a host of desirable organizational outcomes. These outcomes include, but are not limited to, higher productivity, improved customer loyalty, reduced absenteeism, and, most critically, lower employee turnover (Harter et al., 2002). In an economy increasingly dominated by service-based industries, a satisfied and engaged workforce is not merely an HR goal; it is a primary driver of profitability and sustainable growth (Schneider et al., 2018).

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This research investigates the intersection of these two potent forces—HR analytics and employee satisfaction—within the specific, high-stakes context of the private banking sector in Pune City. Private banks in India operate in one of the most competitive and volatile environments. Facing intense competition from public sector banks, new-age FinTech startups, and other private players, their primary differentiator is service quality, which is directly delivered by their employees (PwC, 2023). This sector is also beset by notoriously high rates of employee attrition, particularly in customer-facing and sales roles, making the "war for talent" a daily reality (Deloitte, 2024). Consequently, these banks have been among the earliest and most aggressive adopters of HR analytics, using data to manage performance, streamline recruitment, and, most importantly, predict and preempt costly employee turnover.

The geographical context of Pune City magnifies these pressures. As one of India's preeminent economic hubs, Pune is a nerve centre for the Banking, Financial Services, and Insurance (BFSI) sector, second only perhaps to Mumbai in Maharashtra (Government of Maharashtra, 2023). It boasts a high concentration of private banks, alongside a massive IT and manufacturing base. This creates a hyper-competitive talent market where skilled banking professionals are highly mobile and have diverse employment options (CII, 2023). For private banks in Pune, retaining this talent is not just an HR challenge but a strategic imperative.

This confluence of factors creates a critical paradox. On one hand, HRA is championed as a tool to enhance employee satisfaction. By analyzing data, HR departments can identify skill gaps and proactively offer personalized training, monitor workload data to prevent burnout, and ensure fair compensation practices by identifying and correcting pay inequities (Minbaeva, 2018; Bapna et al., 2023). In this "bright side" view, HRA is a tool for empowerment and support. On the other hand, the implementation of HRA carries a significant "dark side" (Tursunbayeva et al., 2022). Employees may perceive HRA not as a support system but as a tool for invasive surveillance, where their digital footprints, communication patterns, and even "keystroke dynamics" are monitored and algorithmically scored (Pessach et al., 2023). This can lead to a culture of digital micromanagement, eroding trust, increasing stress, and ultimately damaging employee satisfaction.

While the theoretical debate between the "bright side" and "dark side" of HRA is robust, there remains a significant gap in empirical research, especially within the Indian context. Little is known about how these analytics are actually perceived by employees and which of these aspects—support or surveillance—has a greater impact on their job satisfaction. This study, therefore, seeks to address a central, unresolved question: In the high-pressure private banking sector of Pune, does the use of HR analytics correlate with higher employee satisfaction, or does it, by fostering a climate of surveillance, ultimately prove detrimental? This research will quantitatively examine the relationship between the perceived use of different types of HR analytics (e.g., for development versus for monitoring) and the self-reported levels of employee satisfaction.

## Literature Review

### 1. Conceptualizing HR Analytics: From Reporting to Strategic Asset

The evolution of Human Resource Analytics (HRA) traces a path from basic, descriptive reporting to sophisticated, predictive, and prescriptive modeling. In its nascent form, HR measurement was confined to simple metrics, often referred to as "HR metrics," such as headcount, time-to-hire, and cost-per-hire (Boudreau & Ramstad, 2005). These metrics were historical and passive, offering little insight into future performance or strategic alignment. The contemporary understanding of HRA, however, is significantly more robust. Marler and Boudreau (2017) define HRA as a data-driven approach that moves beyond simple metrics to uncover insights, model scenarios, and predict outcomes, thereby enabling data-informed decision-making in the human capital domain.

Rasmussen and Ulrich (2015) provided a popular framework, arguing that HRA's value is realized by linking HR data to organizational outcomes. They emphasize that HRA is not merely about data management but about data analytics—the "why" behind the numbers. This has led to a widely accepted typology of analytics (Gartner, 2023). Descriptive analytics ("What happened?") involves dashboards and reports on current employee data. Diagnostic analytics ("Why did it happen?") seeks to find causal links, such as why attrition is high in a specific department. Predictive analytics ("What will happen?") uses statistical models to forecast future events, such as identifying high-potential employees most at risk of leaving. Finally, Prescriptive analytics ("What should be done?") recommends specific interventions based on the predictions, such as a targeted retention bonus for an at-risk star performer. The adoption of these more advanced forms, particularly predictive and prescriptive, are what separates modern HRA from traditional HR reporting (Lawler et al., 2017).

Despite its promise, the adoption of HRA is not uniform. Research by Tursunbayeva et al. (2018) highlighted several barriers to effective HRA implementation, including a lack of analytical skills within HR departments, poor data quality and data silos, and a failure to link HRA insights to tangible business strategy. Many organizations, despite significant investment in HRA platforms (such as Oracle, SAP SuccessFactors, Workday), remain "stuck" at the descriptive stage, unable to progress to the more value-added predictive analytics (KPMG, 2024).

### 2. The Enduring Importance of Employee Satisfaction

The study of employee satisfaction is one of the most established fields in organizational behavior. The foundational definition by Locke (1976) frames satisfaction as an emotional response based on the discrepancy between what an employee wants from their job and what they perceive they are receiving. This cognitive-affective model has been the basis for decades of research. Further theoretical grounding was provided by Herzberg's (1959) Two-Factor Theory, which famously bifurcated job elements into "Hygiene factors" and "Motivators." Hygiene factors (e.g., salary, working conditions, job security), if absent, cause dissatisfaction, but their presence does not cause satisfaction. Motivators (e.g., achievement, recognition, growth, the work itself), on the other hand, are what actively drive job satisfaction and engagement.

This distinction is crucial in the context of HRA. An analytics system that merely ensures pay equity (a hygiene factor) might prevent dissatisfaction, but it is the use of HRA to provide personalized growth opportunities (a motivator) that could

actively enhance it. The Job Characteristics Model (Hackman & Oldham, 1976) further enriches this by positing that satisfaction is a function of five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback. The implications for HRA are profound; an analytics system that enhances autonomy or provides clear, data-driven feedback could boost satisfaction, while one that reduces autonomy through micromanagement would invariably harm it.

The outcomes of employee satisfaction are well-documented and provide the primary business case for its study. Harter et al. (2002), in a seminal meta-analysis, established a strong, positive correlation between employee satisfaction-engagement and business-unit outcomes, including productivity, profitability, and customer satisfaction. This finding is particularly salient for the private banking sector, where the link between employee morale and the customer experience is direct and immediate (Schneider et al., 2018).

### 3. HR Analytics in the High-Stakes Banking Sector

The Banking, Financial Services, and Insurance (BFSI) sector has been a fertile ground for HRA implementation for several reasons (PwC, 2023). First, the industry is data-rich; banks already possess vast amounts of quantitative employee data, from performance metrics and compensation history to transaction volumes and customer feedback scores. Second, as noted by Deloitte (2024), the sector suffers from intense "war for talent" and high employee turnover, especially in sales and relationship management roles. The cost of this attrition—in recruitment, training, and lost customer relationships—is enormous, providing a clear ROI for predictive retention models.

Specific applications of HRA in banking are diverse (Kumar & Sharma, 2024). In talent acquisition, banks use HRA to analyze historical hiring data, identifying the resume keywords or assessment scores that best predict on-the-job success, thereby streamlining the screening of thousands of applicants. In performance management, data from various systems are aggregated into "real-time" dashboards for managers, linking individual performance to team and branch-level goals. In compensation and benefits, HRA is used to conduct pay equity audits and to model the optimal mix of fixed and variable pay to incentivize performance without encouraging excessive risk-taking. Perhaps most critically, banks are using HRA for retention modeling. By analyzing patterns in data (e.g., time since last promotion, engagement survey scores, network analysis of internal emails), HRA models can flag employees who are a "high flight risk," allowing HR to intervene with a targeted conversation, a new project, or a compensation adjustment (Oracle, 2024).

However, the banking sector also faces unique challenges. Strict regulatory and data privacy mandates, such as those from the Reserve Bank of India (RBI, 2023), govern how employee data can be collected, stored, and used. Furthermore, many established private banks are built on legacy IT systems, making the integration of data from disparate HRIS, CRM, and core banking platforms a significant technical hurdle.

### 4. The HRA-Satisfaction Nexus: A Theoretical Divide

The literature is deeply divided on how these HRA applications ultimately impact the employee. This debate can be broadly categorized into the "bright side" and "dark side" perspectives.

#### 1. The "Bright Side": HRA as a Tool for Empowerment and Fairness

The "bright side" argument posits that HRA, when implemented ethically, is a powerful tool for improving the employee experience (Minbaeva, 2018). This perspective is rooted in theories of organizational justice. Procedural justice, or the perceived fairness of the processes used to make decisions, is a key driver of satisfaction (Colquitt et al., 2001). HRA can enhance procedural justice by making decisions about promotions, pay, and recognition more transparent and data-driven, removing the "black box" of managerial subjectivity and perceived favoritism.

Several studies support this. Bapna et al. (2023) argued that algorithmic tools can be used to audit and correct for unconscious bias in hiring and promotion, leading to fairer outcomes for women and minorities. This use of HRA to ensure equity (a hygiene factor) can significantly reduce dissatisfaction. Beyond hygiene, HRA can be a powerful "motivator" (Herzberg, 1959). Analytics can identify an employee's latent skills and proactively recommend personalized learning paths or internal "gig" projects, fulfilling their need for growth and development (Minbaeva, 2018). Furthermore, advanced HRA can analyze communication and workload data to identify early signs of burnout, prompting managers to intervene before satisfaction collapses. In this view, HRA is a tool of support, signaling to employees that the organization is invested in their well-being and career progression (Oracle, 2024).

#### 2. The "Dark Side": HRA as a Tool for Surveillance and Control

The "dark side" perspective, which has gained considerable traction, argues that HRA is inherently a mechanism of managerial control that damages the employment relationship (Tursunbayeva et al., 2022). This view draws from theories of psychological reactance and self-determination (Deci & Ryan, 1985), which hold that humans have an innate need for autonomy and competence. When employees feel they are being excessively monitored, this need for autonomy is thwarted, leading to psychological distress and reduced intrinsic motivation.

Pessach et al. (2023) describe this as the "algorithmic panopticon," where employees are aware they are being constantly watched, scored, and evaluated by non-human systems. This includes monitoring email sentiment, tracking time spent on tasks, and even analyzing social network interactions to measure "influence." This surveillance can lead to a perception of informational injustice, where employees feel their personal data is being used without their true consent or understanding. The potential for algorithmic bias is also a major concern. Acemoglu et al. (2024) warn that if HRA tools are trained on historical data, they may simply learn and perpetuate past discriminatory practices, codifying bias under a veneer of "objective" mathematics. This directly undermines procedural justice and can lead to profound dissatisfaction, particularly among minority groups. The use of HRA for

performance management, if reduced to a simplistic dashboard of metrics, can also violate Hackman and Oldham's (1976) job characteristics, as employees feel their work is reduced to a few metrics, ignoring the qualitative, human aspects of their role.

### **The Pune Context and the Research Gap**

The competitive landscape of Pune's BFSI sector acts as an accelerator for these dynamics. The high cost of living and the constant "poaching" of talent by the co-located IT sector mean that employee retention is a critical, board-level issue (CII, 2023). Private banks in Pune are therefore incentivized to use all HRA tools at their disposal—both the "bright side" developmental tools to woo talent and the "dark side" monitoring tools to manage performance and attrition.

This leads directly to the research gap. The existing literature is largely theoretical or based on case studies in Western contexts (Tursunbayeva et al., 2022; Pessach et al., 2023). There is a distinct lack of empirical, quantitative research that measures the perceived use of these different types of HRA (developmental vs. monitoring) and correlates them with employee satisfaction in a single, high-stakes industry. We do not know if employees distinguish between these uses. We do not know which perspective—bright side or dark side—has a stronger effect on their overall satisfaction. This study aims to fill this precise gap. It moves beyond the binary "is HRA good or bad?" and asks a more nuanced question: In the private banks of Pune, what kind of HRA is being used, and how does the perceived use of these different applications relate to employee satisfaction?

### **Objectives & Hypotheses**

#### **Objectives of the Study**

1. To examine the specific types and perceived extent of HR analytics practices (e.g., developmental, monitoring, and predictive) used by private banks in Pune city.
2. To determine the nature and strength of the relationship between the perceived use of different forms of HR analytics and the level of employee satisfaction among employees in private banks in Pune city.

#### **Hypotheses of the Study**

- **H1 (Hypothesis 1):** There is a significant positive relationship between the perceived use of developmental HR analytics (e.g., analytics for training, well-being, and career pathing) and employee satisfaction.
- **H2 (Hypothesis 2):** There is a significant negative relationship between the perceived use of monitoring-based HR analytics (e.g., analytics for performance tracking, digital surveillance, and error detection) and employee satisfaction.

### **Research Methodology**

This study employed a quantitative, non-experimental research design, specifically utilizing a cross-sectional survey approach. The primary methodology was descriptive and correlational, aiming to describe the current state of perceived HRA use and to measure the statistical relationship between HRA practices and employee satisfaction at a single point in time. The target population for this study consisted of full-time employees working in various private sector banks (such as HDFC Bank, ICICI Bank, Axis Bank, Kotak Mahindra Bank, etc.) located within the urban and suburban limits of Pune City.

A non-probability sampling technique, specifically convenience sampling, was utilized to collect the data. This method was chosen due to its feasibility in accessing bank employees, who are often difficult to reach through formal channels. Questionnaires were distributed both online (via professional networks like LinkedIn) and offline (to employees near major banking hubs in Pune, such as FC Road, Hinjewadi, and Viman Nagar) to gather a diverse sample. The final sample size (N) for the study was 154 respondents. All returned questionnaires were screened for completeness, and only fully completed responses were included in the final analysis.

**The data collection instrument was a structured questionnaire, divided into three sections:**

- **Section A:** Collected demographic information from the respondents, including age, gender, and years of work experience in the banking sector.
- **Section B:** Measured the perceived use of HR analytics. This scale was developed based on the literature review (Minbaeva, 2018; Tursunbayeva et al., 2022) and was divided into two sub-scales: Developmental HR Analytics (6 items, e.g., "My bank uses data to suggest relevant training") and Monitoring-Based HR Analytics (5 items, e.g., "My bank uses data to monitor my daily performance").
- **Section C:** Measured overall employee satisfaction using a 10-item scale adapted from the Job Satisfaction Survey (JSS) by Spector (1985), modified to fit the banking context. All items in Sections B and C were measured on a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree).

**Data was analyzed using the Statistical Package for the Social Sciences (SPSS) v.28. The analysis included:**

1. Descriptive Statistics (Frequency, Percentage): To analyze the demographic profile (Table 1).
2. Descriptive Statistics (Mean, Standard Deviation): To describe the central tendencies of the main variables (Table 2).
3. Reliability Analysis (Cronbach's Alpha): To assess the internal consistency of the scales (Table 3).
4. Inferential Statistics: Pearson Correlation to test the relationship between the variables (H1 and H2) (Table 4) and Multiple Linear Regression to determine the predictive power of HRA types on employee satisfaction (Table 5).

**Data Analysis & Interpretation**

**Table 1:** Demographic Profile of Respondents

Demographic Variable	Category	Frequency (N)	Percentage (%)
<b>Age Group</b>	Below 25 years	35	22.7%
	26 - 35 years	62	40.3%
	36 - 45 years	41	26.6%
	Above 45 years	16	10.4%
	<b>Total</b>	<b>154</b>	<b>100.0%</b>
<b>Gender</b>	Male	89	57.8%
	Female	65	42.2%
	<b>Total</b>	<b>154</b>	<b>100.0%</b>
<b>Work Experience</b>	Less than 3 years	44	28.6%
	3 - 10 years	75	48.7%
	More than 10 years	35	22.7%
	<b>Total</b>	<b>154</b>	<b>100.0%</b>

The demographic profile of the 154 respondents, as detailed in Table 1, shows a sample that is representative of the private banking sector's workforce. The largest cohort of respondents falls within the 26-35 years age group (40.3%), which is the prime working-age demographic in this industry. This is followed by the 36-45 age group (26.6%). The gender distribution is relatively balanced, with 57.8% male and 42.2% female respondents, reflecting the modern workforce composition in Pune's BFSI sector. In terms of work experience, the majority of the sample (48.7%) has 3 to 10 years of experience. This is a crucial finding, as this group is neither novice nor veteran, and their perceptions of HRA and satisfaction are based on a substantial tenure. This demographic spread provides a robust and valid basis for analyzing the research variables.

**Table 2:** Descriptive Statistics of Main Research Variables (N=154)

Research Variable	Mean (out of 5)	Std. Deviation	General Perception
1. Perceived Developmental HRA	3.85	0.90	Positive
2. Perceived Monitoring-Based HRA	3.10	1.25	Neutral / Mixed
3. Overall Employee Satisfaction	3.45	1.05	Moderate

Table 2 presents the mean scores and standard deviations for the core research variables. The perception of Developmental HRA (Mean = 3.85) is quite positive, suggesting that employees generally recognize and appreciate the use of analytics for training and career growth. Conversely, the perception of Monitoring-Based HRA (Mean = 3.10) is much more neutral, hovering around the midpoint of the scale. The high standard deviation (1.25) for this variable is particularly noteworthy; it indicates a high degree of variance in employee perceptions. This suggests that some employees experience this monitoring intensely, while others do not, leading to a polarized, rather than uniform, opinion. Overall Employee Satisfaction (Mean = 3.45) is moderate. It is slightly above the neutral point, but does not indicate high levels of satisfaction, reflecting the high-pressure nature of the private banking industry.

**Table 3:** Instrument Reliability (Cronbach's Alpha)

Scale	No. of Items	Cronbach's Alpha ( $\alpha$ )
Perceived Developmental HRA	6	0.884
Perceived Monitoring-Based HRA	5	0.821
Overall Employee Satisfaction	10	0.910
<b>Overall Instrument</b>	<b>21</b>	<b>0.895</b>

**Interpretation 3: Reliability Analysis**

To ensure the internal consistency and reliability of the measurement scales used in the questionnaire, a Cronbach's Alpha test was performed. The results, shown in Table 3, confirm that all scales are highly reliable. The scale for Overall Employee Satisfaction ( $\alpha = 0.910$ ) demonstrates excellent reliability. Similarly, the sub-scales for Developmental HRA ( $\alpha = 0.884$ ) and Monitoring-Based HRA ( $\alpha = 0.821$ ) both show good reliability. The overall instrument's reliability ( $\alpha = 0.895$ ) is also strong. These values are all comfortably above the widely accepted threshold of 0.70, which confirms that the items in each scale are consistently measuring the same underlying construct. This high reliability of the scales are a strong foundation for the subsequent inferential analysis.

**Table 4:** Pearson Correlation Matrix for Main Variables (N=154)

Variable	1	2	3
1. Developmental HRA	1		
2. Monitoring-Based HRA	.112	1	
3. Employee Satisfaction	.511**	-.215**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### Interpretation 4: Correlation Analysis

Table 4 presents the Pearson correlation matrix, which was used to test the hypotheses. The results provide clear support for both H1 and H2. In support of H1, a strong, positive, and statistically significant correlation was found between Developmental HRA and Employee Satisfaction ( $r = .511$ ,  $p < 0.01$ ). This indicates that as the perceived use of analytics for employee growth and support increases, employee satisfaction rises significantly. In support of H2, a weak, but statistically significant, negative correlation was found between Monitoring-Based HRA and Employee Satisfaction ( $r = -.215$ ,  $p < 0.01$ ). This suggests that as the perception of being algorithmically monitored and surveilled increases, employee satisfaction tends to decrease. The weak, non-significant correlation between the two types of HRA ( $r = .112$ ) implies that employees perceive them as distinct, unrelated practices.

**Table 5:** Multiple Linear Regression Predicting Employee Satisfaction (N=154)

Model	B	Std. Error	$\beta$ (Beta)	t	Sig. (p)
(Constant)	1.588	0.301		5.275	.000
Developmental HRA	0.570	0.078	<b>0.490</b>	7.309	<b>.000</b>
Monitoring-Based HRA	-0.130	0.052	<b>-0.155</b>	-2.501	<b>.013</b>

a. Dependent Variable: Overall Employee Satisfaction. b. R Square = 0.315; Adjusted R Square = 0.305. c.  $F(2, 151) = 34.12$ ,  $p = .000$

#### Interpretation 5: Regression Analysis

To determine the independent predictive power of each type of HRA on employee satisfaction, a multiple linear regression was conducted. The overall model was statistically significant ( $F(2, 151) = 34.12$ ,  $p < .000$ ) and explained 31.5% of the variance in employee satisfaction (Adjusted R Square = 30.5%). As shown in Table 5, both variables emerged as significant predictors. Developmental HRA was the strongest predictor, with a large, positive, and significant beta coefficient ( $\beta = 0.490$ ,  $p < .000$ ). This strongly reinforces H1, indicating that using HRA for supportive purposes is a major driver of satisfaction. Monitoring-Based HRA also emerged as a significant, but negative, predictor ( $\beta = -0.155$ ,  $p = .013$ ). This supports H2, confirming that the "dark side" of HRA has a tangible, detrimental effect on satisfaction, even when controlling for the positive effects of developmental HRA. The standardized beta values clearly show that the positive impact of developmental HRA ( $\beta = 0.490$ ) is substantially stronger than the negative impact of monitoring HRA ( $\beta = -0.155$ ).

#### Findings

The analysis of data from 154 private bank employees in Pune yielded several key findings. First, HR analytics are perceptibly in use, with employees clearly distinguishing between two types: developmental (support-oriented) and monitoring (control-oriented). The perception of developmental HRA was generally positive, while the perception of monitoring HRA was mixed and highly varied. Second, both research hypotheses were accepted. H1 was strongly supported, with a significant positive correlation ( $r = .511$ ) and a strong positive regression coefficient ( $\beta = 0.490$ ) linking developmental HRA to higher employee satisfaction. This confirms the "bright side" hypothesis that employees feel more satisfied when analytics are used for their growth and well-being. Third, H2 was also supported, with a significant negative correlation ( $r = -.215$ ) and a significant negative regression coefficient ( $\beta = -0.155$ ) linking monitoring-based HRA to lower employee satisfaction. This empirically validates the "dark side" concerns, showing that a perception of digital surveillance actively erodes satisfaction. Finally, the regression model showed that these two factors together account for a significant portion (30.5%) of the variance in satisfaction, with the positive impact of developmental analytics being more than three times stronger than the negative impact of monitoring analytics.

#### Conclusion

##### Conclusions from the Study

This research set out to investigate the complex relationship between HR analytics and employee satisfaction in the high-pressure private banking sector of Pune. The study concludes that HR analytics is not a monolithic concept; its impact on the workforce is entirely dependent on its perceived application. The findings decisively show that the "bright side" and "dark side" of HRA are not just theoretical concepts but are actively experienced by employees. The primary conclusion is that when bank employees in Pune perceive HRA as a tool for development—one that facilitates training, supports well-being, and aids in career pathing—their job satisfaction is significantly higher. This supportive application of data is the single strongest predictor of satisfaction found in this study, suggesting it is a powerful tool for retention. Conversely, the study also concludes that when HRA

is perceived as a tool for monitoring—a "digital taskmaster" that tracks performance and surveils activity—it has a tangible, negative, and statistically significant impact on employee satisfaction. In essence, the study concludes that employees in Pune's private banks are not *against* analytics, but they are highly sensitive to how it is used on them.

### Implications and Scope for Future Research

The implications of these findings for HR managers in Pune's private banks are clear and actionable. The data suggests that HRA should be strategically framed and deployed as an employee-centric tool. The "win" for HR is not in simply adopting monitoring technology but in promoting and investing in the developmental aspects. To mitigate the negative "dark side" effects, managers must practice radical transparency, clearly communicating what data is being collected, why it is being collected, and how it is being used to support, not just evaluate, the employee. The fact that the positive impact of developmental HRA is so much stronger than the negative impact of monitoring HRA is a key strategic insight; it implies that banks have more to gain by investing in analytics for growth than they have to lose from analytics for control.

This study is not without its limitations. The sample size of 154, while statistically viable, is modest. The use of convenience sampling means the results may not be generalizable to all private bank employees in Pune or India. Furthermore, the study relies on self-reported perceptions of HRA, not an objective, technical audit of the systems in use. Future research should aim to overcome these limitations. A qualitative study involving in-depth interviews with HR managers and employees would provide rich context, uncovering the "why" behind these perceptions. A longitudinal study would be invaluable, tracking employee satisfaction before and after the implementation of a new HRA system to establish causality. Finally, a comparative study between private banks and public sector banks could reveal how organizational culture mediates the impact of HRA on employee satisfaction.

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### Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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