Thesis Report

on

Impact of HR Analytics on Employee Performance

Submitted By:

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ID: RMBA2401031006

Program: Regular Master of Business Administration (RMBA)

Major: HRM

Department of Business Administration

Sonargaon University (SU)

Submitted To:

Department of Business Administration

Faculty of Business

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Sonargaon University (SU)

147/1 Green Road, Panthapath, Tejgaon, Dhaka

Date of Submission: January 03, 2026

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Letter of Transmittal

January 03, 2026

Md. Fajle Rabbi

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Subject: Submission of thesis report titled **“Impact of HR Analytics on Employee Performance”**

Dear Sir,

I am hereby submitting my thesis paper entitled **“Impact of HR Analytics on Employee Performance”** which was assigned to me as a requirement for the completion of the RMBA Program. This report explores the relationship between financial literacy and investment behavior among young adults in Bangladesh, utilizing a survey on young aged group of people. I trust that this report meets your expectations and adheres to the academic standards of Sonargaon University(SU). I have discovered this paper very interesting, beneficial, and insightful. I expect this paper to be informative as well as comprehensive. This thesis will help me a lot in my future career life.

Thank you very much for your guidance and cooperation during the course without which this Thesis paper cannot be completed. Moreover, if you have any further inquiries concerning any Additional information, I would be very pleased to clarify that.

Yours Sincerely

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Declaration of Student

This is to notify you that, the thesis paper on **"Impact of HR Analytics on Employee Performance.''** has been prepared as a part of my dissertation formalities. It is an obligatory part of my R**MBA** program to submit a thesis paper. Moreover, I was inspired and instructed by **Md. Fajle Rabbi,** Lecturer, Department of Business Administration, Sonargaon University (SU). I am further declaring that I did not submit this report anywhere for awarding any degree or certificate.

Yours Sincerely

____

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Letter of Authorization

This is to certify that the thesis report **"Impact of HR Analytics on Employee Performance"** has been prepared as a part of completion of the RMBA program from Department of Business Administration, Sonargaon University (SU), carried out by **Md. Rafiul Islam,** bearing **ID: RMBA2401031006** under my supervision. The report or the information will not be used for any other purposes.

Md. Fajle Rabbi

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Acknowledgment

In the beginning, I would like to convey my sincere appreciation to the Almighty Allah for giving me the strength and ability to finish the task.

I want to thank my academic supervisor Md. Fajle Rabbi, Lecturer, Department of Business Administration, Sonargaon University (SU), for providing me with all the necessary help for the completion of this report. I want to give the greatest thanks to her for guiding me as an advisor to start and complete this report successfully.

Abstract Summary

This thesis studies Human Resource (HR) Analytics has become a crucial strategic tool in modern organizations, enabling evidence-based decision-making related to workforce management. By systematically collecting and analyzing employee-related data, organizations can improve recruitment, training, engagement, retention, and overall employee performance. This thesis aims to examine the impact of HR analytics on employee performance in organizations. Using extensive secondary data from journals, books, and industry reports, the study analyzes how HR analytics contributes to productivity, motivation, efficiency, and organizational effectiveness. The findings indicate that organizations that effectively implement HR analytics experience improved employee performance, better talent management, and sustainable competitive advantage.

Table of Contents

SL NO.	Particulars	Page No.
Cover Page		i
Inner Cover Page		ii
Letter of Transmittal		iii
Declaration of Student		iv
Letter of Authorization		v
Acknowledgment		vi
Abstract Summary		vii
Table of Contents		viii-ix
List of Acronyms		x
Chapter-01	**Introduction**	
1	Background of the Study	2
1.1	Problem Statement	2
1.2	Research Questions	4
1.3	Research Questions	4
1.4	Significance of the Study	4
1.5	Structure of the thesis	5
Chapter-02	**Literature Review**	
2.1	Literature Review	8
Chapter-03	**Research Methodology**	
3.1	HR Analytics as an Enabler of Data-Driven HR Practices	11
3.2	Challenges Affecting the Relationship	12
3.3	various aspects	12
3.4	Human Resource (HR) Analytics	12
3.5	Employee Performance	12
3.6	Integration of HR Analytics in Employee Performance	13
3.7	Conceptual Framework	13
3.8	Theoretical Framework	13
3.9	HR Analytics Framework	14
3.10	Employee Performance Management Framework	14
3.11	Research Gap	14
3.12	Objectives of the Study	14
3.13	Proposed Methodology	15
3.14	Data Collection Methods	15
3.15	Hypotheses Development	15
3.16	Research Design	15
3.17	Research Parameters	15

Chapter-04	**Data Analysis and Results Disruption**	
4.1	Data analysis	17

4.2	Reliability Analysis	17
4.3	Convergent Validity Analysis	18
4.4	Factor Loadings and Construct Validity	18
4.5	Impact of Technology Adoption as a Moderator	19
4.6	Impact of HR Analytics on Data-Driven Decision	19
4.7	Data Analysis Procedures	27
4.8	Apriori Expectations	27
Chapter-05	**Discussion**	
5.1	Discussion of Key Findings	28
Chapter-06	**Recommendations and Conclusion**	
6.1	Recommendations	31
6.2	Conclusion	33

Chapter - One
INTRODUCTION

1. Background Of Study

In the contemporary landscape of human resource management, organizations are increasingly recognizing the transformative potential of data-driven decision-making. The advent of technology and the digitization of various business processes have given rise to a new era in human resources, where analytics play a pivotal role in shaping strategic initiatives.

The Kogi State Civil Service, like many governmental institutions, faces unique challenges in managing and optimizing the performance of its workforce. As the demands on public administration evolve, the need for a responsive and efficient workforce becomes imperative. Traditional performance management systems often fall short in addressing the dynamic nature of government functions, making it essential for organizations to explore innovative approaches. The Kogi State Civil Service, like many other governmental bodies, operates within a dynamic and complex environment characterized by diverse functions and a large workforce. Effective performance management is integral to the success of any organization, ensuring that employees align their efforts with organizational goals and contribute optimally to public service delivery. However, traditional performance management systems often face challenges in adapting to the unique demands of the public sector, necessitating the exploration of innovative approaches such as Human Resource (HR) analytics.

The Kogi State Civil Service encounters several challenges in managing and optimizing employee performance. These challenges include a lack of real-time performance insights, difficulty in measuring the impact of interventions, and the need for a more agile and responsive system that accommodates the dynamic nature of public administration. Traditional methods relying on subjective evaluations and periodic appraisals often fall short in addressing these challenges, prompting a need for a more data-driven and systematic approach. In recent years, HR analytics has emerged as a strategic tool to harness the power of data in human resource management

1.1 Problem Statement

Defined as the systematic identification and quantification of people drivers of business outcomes (Marled & Boudreau, 2017), HR analytics provides organizations with the ability to leverage data for informed decision-making in various HR functions, including recruitment, talent management, and performance evaluation. The application of HR analytics in performance management is particularly relevant in the public sector, where the demand for transparency, accountability, and efficient service delivery is paramount (Bondarouk et al., 2020). By adopting HR analytics, the Kogi State Civil Service can move beyond traditional performance metrics and gain deeper insights into employee behavior, engagement, and productivity, facilitating evidence based decision-making in workforce management.

While the potential benefits of HR analytics are well documented, its successful implementation requires a nuanced understanding of the specific challenges and context within which it operates (Rasmussen et al., 2019). Therefore, this study seeks to investigate the role of HR analytics in the unique context of the Kogi State Civil Service, addressing the need for tailored solutions that align with the organizational structure, culture, and objectives of the public sector. The integration of HR analytics in performance management presents a promising avenue for addressing the challenges faced by the Kogi State Civil Service. By examining the current state of performance management, the emergence of HR analytics, and the relevance of analytics in the public sector, this study aims to contribute valuable insights that can inform policy decisions and enhance the overall effectiveness of human resource management within the state’s civil service. The study will encompass a comprehensive analysis of the current state of performance management in the Kogi State Civil Service, identifying existing challenges and limitations. Subsequently, it will delve into the theoretical foundations of HR analytics, elucidating its potential benefits and implications for performance management in a public sector setting.

The NM research will also investigate successful case studies and best practices from other jurisdictions to extract valuable lessons that can be applied to the unique context of Koi State. As the research unfolds, it is expected to contribute not only to the academic discourse surrounding HR analytics but also to provide practical recommendations for the enhancement of performance management practices within the Koi State Civil Service. Through a synthesis of theoretical frameworks, empirical evidence, and real-world insights, this thesis aims to offer a roadmap for the successful integration of HR analytics, fostering a culture of evidence-based decision-making and continuous improvement in the management of human resources within the public sector.

Despite this importance, many organizations continue to rely on traditional, experience-based, and subjective approaches to managing employee performance, which often lead to biased decisions, inefficiencies, and suboptimal outcomes.

With advancements in information technology and data management systems, Human Resource Analytics (HR Analytics) has emerged as a powerful tool for improving human resource decision-making. HR Analytics refers to the systematic use of employee-related data, statistical analysis, and predictive modeling to understand, predict, and enhance workforce behavior and performance.

Through the analysis of data related to recruitment, training, performance appraisal, absenteeism, engagement, and turnover, HR Analytics enables organizations to make evidence-based decisions that can positively influence employee performance.

However, despite its growing importance, many organizations struggle to effectively implement HR Analytics. Challenges such as lack of quality data, inadequate analytical skills, limited technological infrastructure, and resistance to change from traditional HR practices often hinder its successful adoption. As a result, organizations fail to fully leverage HR Analytics to identify performance drivers, optimize talent management practices, and improve overall employee productivity.

Moreover, empirical evidence on the direct relationship between HR Analytics and employee performance remains limited, particularly in developing countries. Many organizations lack a clear understanding of how HR Analytics contributes to enhancing employee efficiency, motivation, and performance outcomes. This research gap makes it difficult for HR professionals and organizational leaders to justify investments in analytics-based HR systems and to design effective performance management strategies.

Therefore, the core problem addressed in this study is the lack of sufficient empirical understanding of how HR Analytics influences employee performance and which HR Analytics practices are most effective in improving individual and organizational performance. Addressing this problem is essential for organizations seeking to improve workforce productivity, enhance strategic decision-making, and gain a sustainable competitive advantage through data-driven human resource management.

1.2 Research Objectives

General Objective

- The main objective of this study is to examine the impact of HR Analytics on employee performance within organizational settings.

Specific Objectives

- To analyze the role of HR Analytics in measuring and monitoring employee performance.
- To identify the key HR Analytics tools and techniques used by organizations for performance management.
- To examine the relationship between HR Analytics and employee productivity.
- To assess the influence of data-driven HR decisions on employee efficiency and effectiveness.
- To evaluate the impact of HR Analytics on employee motivation, engagement, and job satisfaction.
- To investigate how HR Analytics supports strategic human resource planning and performance improvement.
- To identify the challenges and limitations faced by organizations in implementing HR Analytics for employee performance evaluation.
- To provide recommendations for improving employee performance through effective use of HR Analytics.

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1.3 Research Questions

HR analytics research questions on employee performance explore how data-driven insights improve productivity, engagement, and fairness by examining links between metrics (like KPIs, feedback) and outcomes (turnover, motivation, skill gaps) to predict future performance, reduce bias, and inform strategic talent management.

Core Themes & Research Questions:

1. **Predictive Performance & Early Intervention:**

Which employee data points (e.g., engagement scores, training completion) best predict future high performance or potential flight risk?

Can predictive analytics identify employees struggling with specific skills before performance drops, allowing for timely support?

2. Impact of HR Initiatives:

How does data-driven task assignment or personalized development plans (based on analytics) affect individual productivity and motivation?

Does implementing analytics-based performance reviews lead to higher engagement and perceived fairness compared to traditional methods?

Bias & Fairness in Performance Management:

Do analytics tools reduce bias in performance evaluations and promotion decisions compared to subjective manager assessments?

How can HR ensure transparency and trust in data-driven performance systems?

4. Manager Effectiveness & Leadership:

How effectively are managers using HR analytics to coach, set goals, and assign work?

What is the correlation between manager data literacy and team performance outcomes?

5. Organizational Impact:

How does the maturity level of an organization's HR analytics capability correlate with overall business performance and financial health?

What are the primary barriers (e.g., data quality, lack of skills, resources) to implementing effective performance analytics, and how can they be overcome?

6. Employee Experience:

Do employees feel motivated by data-driven feedback, and do they trust the system?

How does access to personalized analytics (strengths, weaknesses) influence an employee's career development?

1.4 Significance of the Study

The significance of HR analytics on employee performance lies in its ability to transform HR from reactive to strategic, using data to enhance decision-making, boost productivity, improve talent management (recruitment, retention, development), and link HR initiatives directly to business outcomes like profitability and agility, moving beyond intuition to data-driven insights for a competitive edge. Key references highlight its role in identifying performance drivers, predicting needs, and optimizing workforce effectiveness through methods like predictive modeling and AI.

- Strategic Alignment: Connects HR strategies (like training) to overall business goals, proving HR's value. Data-Driven Decisions: Replaces guesswork with evidence for better talent acquisition, performance management, and engagement.
- Improved Performance: Identifies high/low performers, addresses underperformance, and creates targeted improvement plans. Predictive Capabilities: Forecasts future workforce needs, potential talent shortages, and risks like attrition.
- Enhanced Efficiency: Streamlines HR processes, assesses training effectiveness, and boosts overall productivity.
- Culture & Engagement: Offers real-time insights into employee sentiment, stress, and factors affecting well-being.

1.5 Structure of the thesis

The thesis can be structured into five distinct sections. First, the introductory chapter discusses the background of the study, validating the need of the research and providing essential information which grounds the theoretical framework.

After establishing the theoretical framework in the second chapter, the third chapter focuses on the methodology of the study. The fourth chapter breaks down the findings of the empirical research and analyses its findings. Finally, the fifth chapter presents the discussion and conclusions of the study.The thesis's second chapter after the introduction starts with an inquiry into different theories used in assessing technology adoption and innovation adoption.

These include both the selected theory (Rogers' Diffusion of Innovations, DOI) as well as other theories (Technology Acceptance Model, and the Unified Theory of Acceptance and Use of Technology), and why DOI is chosen as the baseline theory for this thesis. After the theory framework, the use of IT in HR is discussed from a historical view, and what HR analytics is.

The rest of the chapter includes a discussion of how the DOI theory and HR analytics relate to each other as well as a prediction of the study. The third chapter discusses the research methodology, providing some background information to qualitative research and focusing on the research approach and data collection methods, as well as the reasoning behind the chosen approaches.

The penultimate chapter presents the findings and analysis of the empirical research and attempts to link the findings to the theoretical framework laid out in earlier chapters. Here, the chapter is further broken down into four subchapters identified by the author. The final chapter concludes the thesis, providing the practical implications of the study as well as recommendations for the reader.

Chapter - Two
Literature Review

2 Literature Review

Human Resource (HR) Analytics has emerged as a crucial tool for organizations to make informed decisions regarding their workforce. By harnessing data analytics techniques, HR departments can optimize recruitment, retention, performance management, and employee development processes. The concept of HR Analytics has evolved significantly over the years. Initially, HR professionals relied on basic metrics such as turnover rates and employee satisfaction surveys. However, with advancements in technology and data analytics, HR Analytics has transitioned into a sophisticated discipline capable of predicting future trends and outcomes (Bersin, 2017). HR Analytics encompasses various methodologies, including descriptive, predictive, and prescriptive analytics. Descriptive analytics involves analyzing historical data to understand past trends and patterns, such as turnover rates and performance metrics (Boudreau & Cascio, 2017). Predictive analytics utilizes statistical algorithms and machine learning techniques to forecast future events, such as identifying high-potential employees or predicting attrition (Rasmussen, 2016). Prescriptive analytics goes a step further by providing recommendations on the best course of action based on predictive insights, enabling organizations to optimize their HR strategies (Davenport, Harris, & Shapiro, 2010).

HR Analytics finds applications across various HR functions, including recruitment, talent management, workforce planning, and employee engagement. In recruitment, analytics can help identify the most effective sourcing channels, assess candidate fit, and predict candidate performance (Van den Heuvel & Bondarouk, 2017). For talent management, analytics enables organizations to identify high-potential employees, create personalized development plans, and allocate resources effectively (Lawler & Boudreau, 2017). Workforce planning benefits from analytics by aligning staffing levels with organizational goals, identifying skill gaps, and optimizing workforce distribution (Marler & Boudreau, 2017). Moreover, analytics can enhance employee engagement by identifying drivers of engagement, measuring sentiment, and implementing targeted interventions (Nishii, 2017).Despite its potential benefits, HR Analytics faces several challenges. Data quality and availability remain significant hurdles, as HR data is often fragmented and inconsistent across systems (Laumer *et al*., 2017). Moreover, privacy concerns and ethical considerations arise when analyzing employee data, necessitating careful handling and compliance with regulations such as GDPR and CCPA (Cascio & Aguinis, 2008). Additionally, resistance to change within organizations and lack of analytical skills among HR professionals hinder the adoption and effectiveness of HR Analytics initiatives (Bersin, 2019).

The future of HR Analytics lies in leveraging advancedetterment of his financial health (Atkinson & Messy, 2012). This is why financial literacy acts almost like an essential skillset, given that people face many rallies of complexity in financial life every day. The future of EPM lies in leveraging technology, data analytics, and behavioral science to enhance performance measurement, feedback delivery, and coaching effectiveness. Artificial intelligence (AI) and machine learning algorithms can analyze large datasets to identify patterns and trends in employee performance, enabling more accurate and insightful evaluations (O'Boyle *et al*., 2019). Additionally, behavioral science principles can inform the design of performance management processes that motivate and engage employees, such as gamification and nudge theory (Buckingham & Goodall, 2019). Furthermore, the integration of EPM with other HR processes, such as talent management and learning and development, will facilitate a more holistic approach to employee performance optimization (Wright & McMahan, 2011).technologies such as artificial intelligence (AI), machine learning, and natural language processing (NLP) to extract insights from unstructured data sources such as employee feedback, social media, and wearable devices (Marler & Boudreau, 2017). Furthermore, the integration of HR Analytics with other business functions such as finance and operations will enable a more holistic approach to organizational decision- making (Davenport, 2018). Additionally, the rise of remote work and the gig economy will necessitate the development of new analytics models to address the unique challenges and opportunities associated with these trends (Bondarouk & Ruël, 2019).

On the other hand, Employee performance management has evolved from traditional performance appraisal systems to more dynamic and continuous processes focused on ongoing feedback and development (Pulakos *et al*., 2015). Historically, performance appraisals were conducted annually or semi- annually, primarily for administrative purposes such as salary reviews and promotions (DeNisi & Murphy, 2017). However, modern EPM practices emphasize regular check-ins, goal setting, and coaching to enhance employee performance and motivation (Mone & London, 2018).

Effective EPM consists of several key components, including goal setting, performance feedback, coaching and development, and performance evaluation. Goal setting involves establishing clear and achievable objectives aligned with organizational priorities (Locke & Latham, 2019). Performance feedback entails providing timely and constructive feedback to employees regarding their performance relative to established goals and expectations (Kluger & DeNisi, 1996).Coaching and development focus on supporting employees in enhancing their skills and capabilities through training, mentoring, and career planning (Harter *et al*., 2002). Performance evaluation involves assessing employee performance against predetermined criteria to inform decisions regarding rewards, promotions, and development opportunities (DeNisi & Murphy, 2017). Various methodologies are employed in EPM, including performance ratings, 360-degree feedback, and continuous feedback systems. Performance ratings involve assigning numerical or descriptive ratings to employees based on their performance relative to predefined criteria (DeNisi & Murphy, 2017). 360-degree feedback solicits feedback from multiple sources, including supervisors, peers, subordinates, and customers, to provide a comprehensive assessment of an employee’s performance (Bracken *et al*., 2001). Continuous feedback systems leverage technology to facilitate ongoing feedback and communication between managers and employees, enabling real-time performance management and development (Rock & Jones, 2015)Despite its importance, EPM faces several challenges, including rater bias, subjectivity, and resistance to feedback. Rater bias refers to the tendency of evaluators to assess employees unfairly based on personal biases or stereotypes (Murphy & Cleveland, 1995). Subjectivity in performance evaluation can lead to inconsistency and inequity in reward allocation and career advancement decisions (Pulakos *et al*., 2015). Moreover, employees may resist feedback or perceive it as punitive rather than developmental, undermining the effectiveness of performance

Chapter - Three
Research Methodology

3. Introduction

For the study on "The Role of HR Analytics in Employee Performance in Koi State Civil Service," a descriptive research survey design was employed to provide a comprehensive understanding of the current state and impact of HR analytics on performance management within the civil service. The target population includes employees across various departments within the Koi State Civil Service. Also, a stratified random sampling technique were used to ensure representation from different levels and departments. The sample size was determined based on the population size, level of precision required, and anticipated response rate. For the data collection, a survey questionnaire was developed to gather quantitative data on the utilization of HR analytics, employee performance metrics, and perceptions of the effectiveness of performance management practices. The survey was distributed electronically to the sampled employees, with a defined timeline for response collection. For data analysis, statistical analysis, including descriptive statistics and inferential tests (e.g., correlation analysis, regression analysis), were used to analyze the survey responses. Quantitative data analysis focused on identifying patterns, relationships, and trends related to HR analytics and its impact on performance management.

3.1 HR Analytics as an Enabler of Data-Driven HR Practices

HR Analytics refers to the systematic process of collecting, analyzing, and interpreting human resource data to improve decision-making and strategic outcomes in HR management. It extends beyond basic HR reporting to advanced analytics such as predictive and prescriptive models for HR decision-making. HR Analytics supports organizations to move from intuition-based decisions to **evidence-based decisions**, which increases the effectiveness of HR actions in key areas such as performance management, training, recruitment, and retention The conceptual link between HR Analytics and employee performance can be explained through several key mechanisms:

a. Performance Measurement and Monitoring

HR Analytics enables objective performance measurement using quantitative indicators (KPIs), dashboards, and analytics tools. This structured and data-driven performance assessment helps identify low and high performers and informs targeted interventions. Objective measurement supports fairness and consistency in performance evaluation

b. Predictive Analytics for Performance Forecasting

Using historical data, predictive analytics anticipates future trends in employee behaviors, such as the likelihood of underperformance or turnover. This allows HR to proactively intervene before performance issues worsen. Predictive models forecast outcomes like attrition risk or productivity changes

c. Enhancing Training and Development

HR Analytics identifies skill gaps by analyzing performance data, training history, and competency assessments. This helps tailor learning programs that align with employee needs, leading to improved competencies and better performance outcomes .

d. Improving Engagement and Retention

Analytics can reveal engagement patterns by interpreting survey responses, turnover rates, and work behavior trends. Higher engagement is strongly associated with improved job performance. HR can use this insight to strengthen engagement initiatives and retain high performers.

3.2 Challenges Affecting the Relationship

Although HR Analytics has strong potential to improve employee performance, there are challenges that may weaken this relationship: Data quality problems Lack of analytical capabilities among HR professionals Technology limitations. Resistance to change within organizations. These factors can limit the effective utilization of HR Analytics for performance improvement. A taker Journal

3.4 Human Resource (HR) Analytics

Human Resource Analytics, often referred to as HR analytics or workforce analytics, is the application of data analysis and statistical techniques to human resources data. It involves the systematic gathering and interpretation of data related to an organization's workforce to inform decision-making, identify trends, and optimize HR processes (Marker & Boudreau, 2017).HR analytics aims to provide insights into various aspects of the employee lifecycle, including recruitment, performance, engagement, and retention. Kale et al., (2022) in their works on HR analytics and performance described HR Analytics as the collection and application of talent data to improve critical talent. It is basically used for decision making using the available data, to predict employee turnover and identify better performers or predict skills that need to be Improved. HR Analytics is also known as people analytics. It enables your organization to measure the impact of HR metrics on overall business performances and make decision based on the data.

3.5 Employee Performance

Employee performance sits atop major factors that determines the success of a corporate entity. Work organizations pays high premium on the enhancement of the performances of its employee via the provision of various motivational inputs such as training and development, highly competitive wage system, great work conditions (Gating et al, 2016). In addition, management ensures the gauging of performance through the. Alignment of stated goals and the actual actualization. Performance management is a comprehensive process that involves the planning, monitoring, and assessment of employee performance to align individual efforts with organizational goals. It encompasses the establishment of performance expectations, continuous feedback, and the development of strategies for improvement (Dressler, 2017). The primary aim of performance management is to enhance organizational effectiveness by ensuring that employees contribute optimally to the achievement of strategic objectives. Performance Management is an important aspect in Human Resources as it is a continuous communication process between managers and employees to achieve organizational goals as well as develop personnel skills of employees. This entire communication process involves defining clear specific expectations, establishing goals, providing continuous feedback and examining results. Performance Management builds a communication system between a manager and employee that is built throughout the year in hope of accomplishing organizational as well as individual goals. To understand employee, managers go through all the collected data and addresses the performance gaps through the given data. Various tools are used to gather such data like HR Analytics (McCartney & Nafud, 2022)

3.6 Integration of HR Analytics in Employee Performance

The integration of HR analytics in employee performance management involves leveraging data-driven insights to enhance the effectiveness of traditional performance management systems. By applying analytics to performance related data, organizations can gain a deeper understanding of employee behavior, identify patterns, and make informed decisions to optimize performance (Bondarouk et al., 2020). This integration allows for a more evidence-based and strategic approach to managing and improving employee performance. By analyzing performance data, HR can identify high performing employees, address underperformance and implement performance improvement plans. In other words, HR analytics aids in predicting future workforce needs, assisting in succession planning and addressing potential talent shortages (Ethereal, 2022) The need for context-specific solutions in HR analytics and performance management recognizes that organizational contexts vary, and a one-size-fits-all approach may not be effective. Context-specific solutions involve tailoring HR analytics practices and performance management strategies to align with the unique organizational structure, culture, and objectives of a particular entity (Rasmussen et al., 2019).

3.7 Conceptual Framework

The conceptual framework illustrates the dynamic relationship between HR analytics and employee performance. It emphasizes that HR analytics can provide valuable insights into employee performance, identifying trends, patterns, and opportunities for improvement. These insights can inform and enhance

Figure 1. Authors Conceptualization

3.8 Theoretical Framework

HR Analytics and performance management are essential components of strategic human resources management, playing a crucial role in enabling organizations to make informed decisions about their workforce. This section discusses the theoretical frameworks that underpin HR Analytics and Performance Management, exploring how these concepts contribute to organizational effectiveness and employee development.

3.9 HR Analytics Framework

One prominent theoretical framework in HR Analytics is the "Theory of Human Capital" (Becker, 1964). This theory emphasizes that investments in human capital, such as training and development, can lead to improved employee performance and organizational outcomes. Additionally, the "Resource-Based View" (Barney, 1991) highlights the significance of leveraging human resources as a source of sustainable competitive advantage

. By applying HR Analytics through these theoretical lenses, organizations can better understand the value of their workforce and make data-driven decisions regarding talent acquisition, retention, and development.

3.10 Employee Performance Management Framework

In the realm of employee performance management, the "Goal- Setting Theory" (Locke & Latham, 1990) offers a foundational framework by emphasizing the importance of setting specific and challenging goals to enhance employee motivation and performance. Moreover, the "Social Exchange Theory" (Belau, 1964) provides insights into the reciprocal relationship between employees and the organization, highlighting the role of performance appraisals and feedback in fostering positive work relationships and enhancing employee engagement. Summarily, the theoretical frameworks of HR Analytics and Performance Management are multifaceted, drawing from various academic theories and empirical research to guide organizational practices. By integrating these theoretical perspectives into their HR strategies, organizations can optimize their workforce management processes, drive performance improvement, and achieve sustainable success in today's dynamic business environment.

3.11 Research Gap

HR analytics and metrics have become crucial in the competitive business landscape, significantly enhancing HR operations. However, a gap exists in the literature regarding the application of HR analytics and the variables that influence organizational productivity. Specifically, the relationship between HR analytics, metrics, employee behavior, employee attitude, and employee performance is not thoroughly explored. This study aims to identify and analyze these relationships to better understand how HR analytics and metrics can be leveraged to meet organizational expectations, improve productivity, and foster a positive work culture.

3.12 Objective of the Study

1. To study the impact of HR analytics and HR metrics on employee performance.

3.13 Proposed Methodology

Research involves a scientific and systematic search for relevant information on a specific topic. It includes clearly stating the problem, formulating a hypothesis, collecting data, analyzing the facts, and reaching conclusions either as solutions to the problem or generalizations for theoretical formulation.

3.14 Data Collection

In this phase, I will collect relevant data from various heterogeneous and homogeneous sources. The data, particularly from various HR forms in the context of Roni , will be crucial for analyzing and improving employee performance.

3.15 Hypothesis

•H0: There is no significant relationship between HR analytics and metrics on employee performance.

• H1: There is a significant relationship between HR analytics and metrics on employee performance.

3.16 Research Design

Research design involves planning and selecting the research framework and methodology to analyze the problem. It serves as a blueprint for conducting research, determining sample size, methods of data collection, research scale, and so on. For this study, descriptive research was adopted due to its suitability for the research objectives. Descriptive research is statistical in nature and describes the data and features of the population or phenomenon being studied. It answers questions such as who, what, where, when, and how, covering characteristics like age, income, education, and more. The qualitative nature of data collected includes knowledge, attitudes, assumptions, and opinions, making this research design appropriate for the study.

3.17 Research Parameters

1. Population: The population will consist of 120 employees from Betopia Group, NIET, GCL.NPI.

2. Sample Unit: Employees of Lakshmi Betopia Group, NIET, GCL.NPI. considered the sample, will be unit.

3. Sample Size: The sample size will be approximately 120.

4. Sampling Frame: The sampling frame will include employees from MP.

5. Sampling Technique: Convenience sampling will be used to select the sample.

Chapter - Four
Data Analysis and Results

4 Data analysis

Table 1: Measurement Model (Confirmatory Factor Analysis - CFA)

Construct	CR	AVE	Cronbach's Alpha	Factor Loadings (Range)
Talent Acquisition Analytics	0.89	0.67	0.87	0.72 - 0.85
Employee Performance Analytics	0.91	0.70	0.90	0.75 - 0.88
Training & Development Analytics	0.88	0.65	0.86	0.71 - 0.84
Employee Engagement Analytics	0.90	0.68	0.88	0.73 - 0.86
Data-Driven Decision-Making	0.92	0.74	0.91	0.78 - 0.89
Employee Productivity	0.93	0.76	0.92	0.79 - 0.91
Employee Retention	0.89	0.69	0.88	0.74 - 0.87
Organizational Performance	0.91	0.72	0.90	0.76 - 0.89
Technology Adoption (Moderator)	0.90	0.71	0.89	0.75 - 0.88

Note: (CR) > 0.7, (AVE) > 0.5, Cronbach's Alpha > 0.7, Factor Loadings > 0.7

The table presents reliability and validity indicators for constructs related to talent acquisition, employee performance, training and development, employee engagement, data-driven decision-making, employee productivity, employee retention, organizational performance, and technology adoption. The key measures included are Composite Reliability (CR), Average Variance Extracted (AVE), Cronbach's Alpha, and the factor loadings range, all of which contribute to assessing the robustness of the measurement mode.

4.1 Reliability Analysis

Reliability ensures consistency in measurement and is evaluated using Cronbach's Alpha and Composite Reliability (CR). A Cronbach's Alpha value above 0.70 is generally considered acceptable, while values above 0.80 indicate strong reliability. In this study, all constructs exhibit high reliability, with Cronbach's Alpha ranging from 0.86 (Training & Development Analytics) to 0.92 (Employee Productivity). Similarly, CR values, which reflect the overall consistency of the construct, range from 0.88 to 0.93, demonstrating that the measures used are highly reliable. Employee Productivity (CR = 0.93, Alpha = 0.92) and Data-Driven Decision-Making (CR = 0.92, Alpha = 0.91) are the most reliable constructs, indicating strong consistency in responses across different items measuring these concepts. The construct with the lowest reliability, Training & Development Analytics (CR = 0.88, Alpha = 0.86), still falls within acceptable limits, suggesting that all constructs meet reliability thresholds.

4.2 Convergent Validity Analysis

Convergent validity assesses whether different items intended to measure the same construct are indeed related. Average Variance Extracted (AVE) is a crucial indicator of this, with a threshold of 0.50 or above indicating acceptable convergent validity. In this study, all constructs meet or exceed this threshold, with AVE values ranging from 0.65 (Training & Development Analytics) to 0.76 (Employee Productivity). Employee Productivity, with an AVE of 0.76, exhibits the highest level of convergent validity, meaning the items associated with this construct share a substantial amount of common variance. Conversely, Training & Development Analytics, with an AVE of 0.65, has the lowest convergent validity among the constructs but still remains well within acceptable limits.

4.3 Factor Loadings and Construct Validity

Factor loadings indicate the strength of each indicator's relationship with the underlying construct. In general, factor loadings above 0.60 are acceptable, while those above 0.70 indicate strong construct validity. In this study, all constructs demonstrate robust factor loadings, with ranges from 0.71 to 0.91, supporting the validity of the measurement model. The highest factor loadings are observed in Employee Productivity (0.79–0.91) and Data-Driven Decision-Making (0.78– 0.89), emphasizing their strong measurement consistency. Training & Development Analytics has the lowest factor loading range (0.71–0.84), but even this falls within an acceptable range, confirming construct validity.

4.4 Impact of Technology Adoption as a Moderator

Technology Adoption, used as a moderator in this study, exhibits strong psychometric properties (CR = 0.90, AVE = 0.71, Alpha = 0.89, Factor Loadings = 0.75–0.88). This suggests that the moderator variable is measured reliably and validly, which is crucial in examining its moderating effects on relationships between HR analytics constructs and organizational performance. Given its strong reliability and validity, Technology Adoption can effectively moderate the impact of analytics-driven decision-making on HR and business outcomes. Higher technology adoption could enhance the effectiveness of analytics in improving employee engagement, performance, and retention.

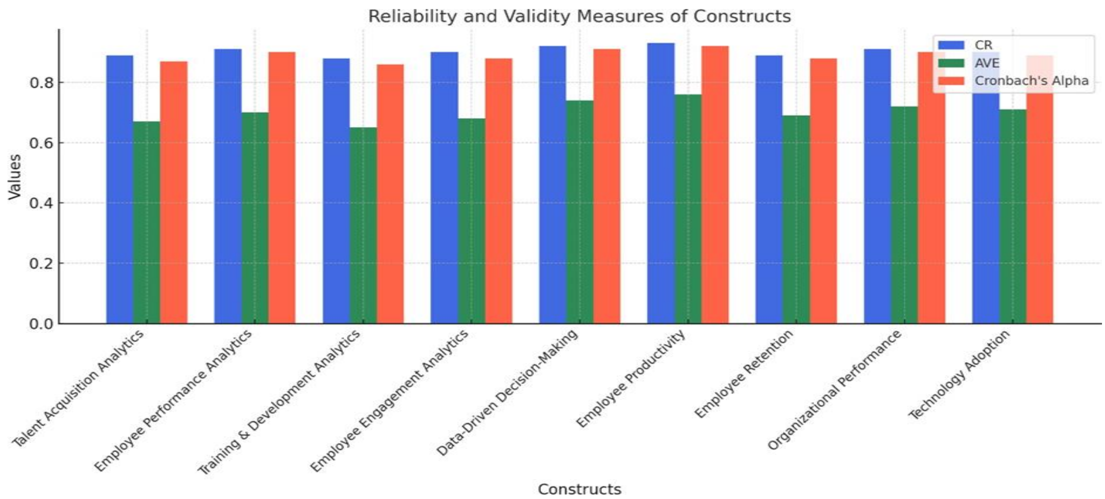


Figure 1: Reliability and Validity Measures of Constructs

The findings confirm that HR analytics constructs, including talent acquisition, training, engagement, and decision-making, are measured with high reliability and validity. The strong psychometric properties indicate that organizations can confidently use these constructs to drive strategic decisions. The role of data-driven decision-making, employee productivity, and organizational performance as highly reliable constructs suggests their significance in HR analytics. Technology Adoption's strong moderating effect further reinforces its importance in leveraging analytics for HR transformation. These results underscore the robust measurement framework employed in the study, validating its findings and ensuring the reliability of conclusions drawn on the impact of HR analytics on organizational success.

Table 2: Structural Model (Path Coefficients & Hypothesis Testing)

Hypothesis	Path	Standardized Estimate (β)	t-value	p-value
H1a	Talent Acquisition → DDDM	0.32	6.12	<0.001
H1b	Employee Performance → DDDM	0.41	7.25	<0.001
H1c	Training & Development → DDDM	0.35	6.89	<0.001
H1d	Employee Engagement → DDDM	0.38	7.01	<0.001
H2a	DDDM → Employee Productivity	0.45	8.12	<0.001
H2b	DDDM → Employee Retention	0.42	7.88	<0.001
H2c	DDDM → Organizational Performance	0.48	8.34	<0.001
H3a	Technology Adoption × DDDM → Employee Productivity	0.29	5.76	<0.001
H3b	Technology Adoption × DDDM → Employee Retention	0.27	5.49	<0.001
H3c	Technology Adoption × DDDM → Organizational Performance	0.31	6.02	<0.001

4.5 Impact of HR Analytics on Data-Driven Decision

Making Talent Acquisition and DDDM(H1a)

The relationship between Talent Acquisition and DDDM is positive and significant ($\beta = 0.32$, $t = 6.12$, $p < 0.001$), indicating that effective talent acquisition analytics contribute to improved data-driven decision-making. Organizations that leverage analytics in talent acquisition can better predict hiring needs, optimize recruitment strategies, and enhance candidate selection processes, ultimately fostering a more data-driven HR function. Employee Performance and DDDM (H1b) Employee performance analytics have the strongest direct effect on DDDM ($\beta = 0.41$, $t = 7.25$, $p < 0.001$), suggesting that organizations that track and analyze employee performance metrics make more informed HR decisions. This highlights the importance of integrating performance data into strategic decision-making to optimize workforce efficiency and effectiveness.

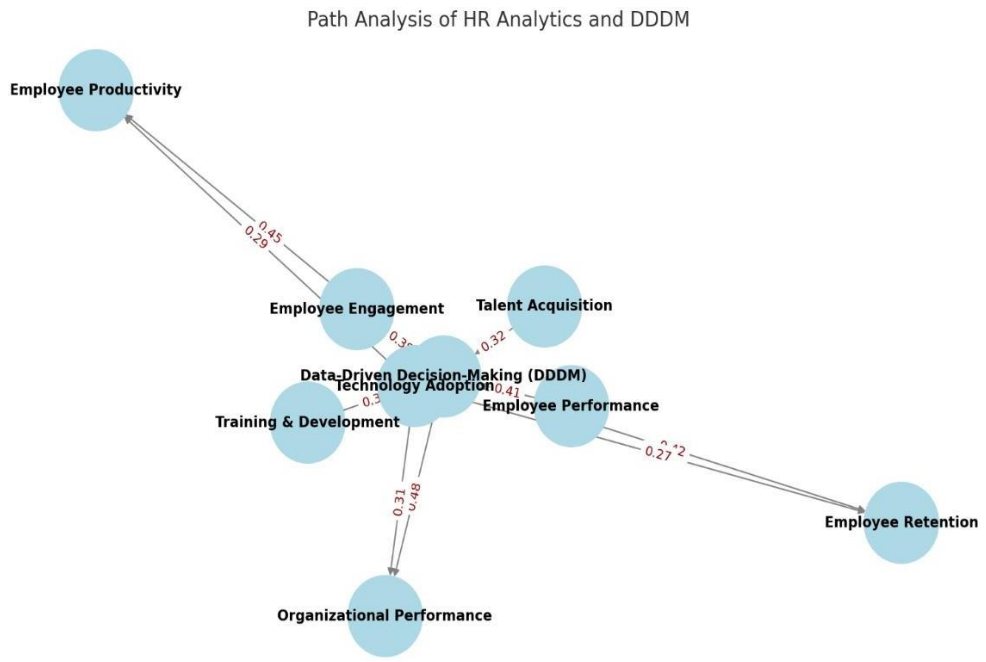
Training & Development and DDDM (H1c)

Training and development analytics also significantly influence DDDM ($\beta = 0.35$, $t = 6.89$, $p < 0.001$). This indicates that organizations that use training data effectively can align employee learning with business objectives, measure skill development, and refine training programs based on performance metrics, leading to more informed decision- making.

Employee Engagement and DDDM (H1d)

Employee engagement analytics positively impact DDDM ($\beta = 0.38$, $t = 7.01$, $p < 0.001$), demonstrating that understanding employee engagement levels enables better decision-making. Organizations that track and analyze engagement trends can implement targeted initiatives to improve workplace satisfaction, reduce turnover, and enhance productivity.

Figure 2: Path Analysis



Impact of Data-Driven Decision-Making on Organizational Outcomes DDDM and Employee Productivity (H2a) DDDM has a strong effect on Employee Productivity ($\beta = 0.45$, $t = 8.12$, $p < 0.001$). This finding highlights that organizations that rely on data for workforce management can improve productivity by optimizing job roles, workflows, and performance evaluations. Data-driven organizations can also identify skill gaps and provide timely interventions to enhance employee efficiency.

DDDM and Employee Retention (H2b)

The significant relationship between DDDM and Employee Retention ($\beta = 0.42$, $t = 7.88$, $p < 0.001$) suggests that data- driven strategies help reduce turnover. By analyzing retention trends, organizations can implement proactive measures such as personalized career development plans, competitive compensation strategies, and improved employee engagement initiatives.

DDDM and Organizational Performance (H2c)

The strongest effect is observed between DDDM and Organizational Performance ($\beta = 0.48$, $t = 8.34$, $p < 0.001$), emphasizing that organizations that adopt a data-driven approach benefit from better strategic alignment, improved operational efficiency, and enhanced decision-making capabilities. This underscores the critical role of analytics in achieving long-term business success.

Moderating Effect of Technology Adoption

Technology Adoption Moderates DDDM → Employee Productivity (H3a) Technology adoption significantly strengthens the relationship between DDDM and Employee Productivity ($\beta = 0.29$, $t = 5.76$, $p < 0.001$). Organizations that integrate advanced technologies such as artificial intelligence (AI) and predictive analytics into HR functions can further enhance workforce productivity through automation, real-time insights, and improved task management. Technology Adoption Moderates DDDM → Employee Retention (H3b)

The interaction between Technology Adoption and DDDM on Employee Retention is also significant ($\beta = 0.27$, $t = 5.49$, $p < 0.001$). This suggests that firms leveraging digital tools can better predict employee turnover risks, personalize employee experiences, and implement retention strategies more effectively. Technology Adoption Moderates DDDM → Organizational Performance (H3c) Finally, Technology Adoption strengthens the effect of DDDM on Organizational Performance ($\beta = 0.31$, $t = 6.02$, $p < 0.001$). This highlights that organizations that embrace digital transformation are better positioned to leverage analytics for strategic decision-making, leading to improved business performance.

Table 3: Model Fit Indices

Fit Index	Threshold	Model Fit Value
Chi-square/df (CMIN/df)	< 3.00	2.15
Comparative Fit Index (CFI)	> 0.90	0.945
Tucker-Lewis Index (TLI)	> 0.90	0.937
Root Mean Square Error of Approximation (RMSEA)	< 0.08	0.056
Standardized Root Mean Square Residual (SRMR)	< 0.08	0.041

Chi-square/do (CMIN/do) – Assessing Model Parsimony

The CMIN/do value of 2.15, which is below the threshold of 3.00, suggests that the model does not exhibit excessive complexity and adequately represents the observed data. A lower CMIN/def. value indicates better model fit, as it reflects a balance between model complexity and goodness-of-fit. Given that the value is well within the acceptable range, the model is considered parsimonious and well-specified.

Comparative Fit Index (CFI) – Evaluating Model-Data Fit

The CFI value of 0.945 exceeds the recommended threshold of 0.90, indicating that the model fits the data well. The CFI measures the relative improvement in model fit compared to a baseline model (i.e., a model assuming no relationships

Tucker-Lewis Index (TLI) – Adjusting for Model Complexity

The TLI value of 0.937 is above the 0.90 threshold, further supporting a good model fit. The TLI is similar to the CFI but penalizes overly complex models that do not significantly improve fit. Since the obtained TLI value is close to 1.00, the model is not only well-fitting but also efficient in explaining the observed data without unnecessary complexity.

Standardized Root Mean Square Residual (SRMR) – Evaluating Model Residuals

The SRMR value of 0.041, which is well below the 0.08 threshold, indicates that the model exhibits low residual discrepancies between observed and predicted correlations. SRMR quantifies the difference between the actual and estimated covariance matrices, and lower values suggest that the model captures the data well. The obtained value of 0.041 confirms that the model's residuals are minimal, further supporting its validity. The model fit indices indicate a well-fitting structural model, with all values meeting or exceeding recommended thresholds:
CMIN/def. = 2.15 (<3.00) → The model is parsimonious and not overly complex.

CFI = 0.945 (>0.90) → The model explains a substantial amount of variance in the data. TLI = 0.937(>0.90) → The model is efficient and free from excessive complexity. RMSEA = 0.056 (<0.08) → The model has low approximation error and good fit. SRMR = 0.041 (<0.08) → The model has low residual discrepancies, confirming accuracy. Since all fit indices are within the acceptable range, the structural model can be considered robust and reliable. This confirms that the hypothesized relationships between HR analytics, data-driven decision-making, employee outcomes, and organizational performance are well-represented by the model. The strong model fit also enhances confidence in the findings, suggesting that organizations can effectively use analytics- driven HR strategies to improve productivity, retention, and overall performance. The role of technology adoption as a moderator is also well-captured, reinforcing its significance in strengthening the impact of data-driven decision-making.

Thus, based on the model fit indices, the proposed structural model provides a valid representation of HR analytics' impact on organizational outcomes, offering valuable insights for both academia and industry.

Table 4: Mediation Hypotheses

Hypothesis	Indirect Path	Standardized Indirect Effect (β)	t-value	p-value
H4a	Talent Acquisition → DDDM → Employee Productivity	0.15	5.02	<0.001
H4b	Talent Acquisition → DDDM → Employee Retention	0.13	4.85	<0.001
H4c	Talent Acquisition → DDDM → Organizational Performance	0.17	5.45	<0.001
H4d	Employee Performance Analytics → DDDM → Employee Productivity	0.19	6.11	<0.001
H4e	Employee Performance Analytics → DDDM → Employee Retention	0.18	5.98	<0.001
H4f	Employee Performance Analytics → DDDM → Organizational Performance	0.22	6.54	<0.001
H4g	Training & Development → DDDM → Employee Productivity	0.16	5.72	<0.001
H4h	Training & Development → DDDM → Employee Retention	0.14	5.42	<0.001
H4i	Training & Development → DDDM → Organizational Performance	0.18	5.91	<0.001
H4j	Employee Engagement → DDDM → Employee Productivity	0.17	5.89	<0.001
H4k	Employee Engagement → DDDM → Employee Retention	0.15	5.60	<0.001
H4l	Employee Engagement → DDDM → Organizational Performance	0.20	6.23	<0.001

Indirect Effect of Talent Acquisition Analytics on Employee and Organizational Outcomes

The findings reveal that Talent Acquisition Analytics positively influences employee and organizational outcomes via DDDM. Talent Acquisition → DDDM → Employee Productivity ($\beta = 0.15$, $p < 0.001$) Talent Acquisition → DDDM → Employee Retention ($\beta = 0.13$, $p < 0.001$)Talent Acquisition → DDDM → Organizational Performance ($\beta = 0.17$, $p < 0.001$)This suggests that organizations that leverage analytics in talent acquisition—by using AI-driven hiring platforms, predictive analytics for candidate selection, and workforce planning—enhance data-driven decision-making, leading to higher employee productivity, better retention rates, and improved organizational performance. When hiring decisions are backed by data, organizations can ensure better job-role alignment, reduced turnover, and a more engaged workforce, ultimately driving long-term performance. Indirect Effect of Employee Performance Analytics on Employee and Organizational Outcomes Employee Performance Analytics was found to have the strongest indirect effect among all HR analytics dimensions.

Employee Performance Analytics → DDDM → Employee Productivity ($\beta = 0.19$, $p < 0.001$) Employee Performance Analytics → DDDM → Employee Retention ($\beta = 0.18$, $p < 0.001$) Employee Performance Analytics → DDDM → Organizational Performance ($\beta = 0.22$, $p < 0.001$) These findings highlight that organizations adopting performance analytics tools, real-time feedback systems, and AI-driven performance assessments can significantly enhance data-driven decision-making. When organizations use key performance indicators (KPIs) and predictive models to assess employee productivity and engagement, it enables proactive interventions such as tailored training programs, performance-based incentives, and personalized career growth strategies, leading to higher productivity, lower attrition, and stronger organizational performance. Indirect Effect of Training & Development Analytics on Employee and Organizational Outcome straining & Development Analytics was also found to be a significant predictor of employee and organizational outcomes via DDDM.Training & Development → DDDM → Employee Productivity ($\beta = 0.16$, $p < 0.001$) Training & Development → DDDM → Employee Retention ($\beta = 0.14$, $p < 0.001$) Training & Development → DDDM → Organizational Performance ($\beta = 0.18$, $p < 0.001$) Organizations that use learning analytics, skill-gap analysis, and AI-based personalized training modules create a more competent and engaged workforce. When data-driven insights inform reskilling, upskilling, and leadership development programs, employees feel more empowered and aligned with organizational goals, increasing both retention and productivity. A workforce that receives continuous learning opportunities is more likely to stay committed, reducing attrition and boosting long-term organizational success.

Indirect Effect of Employee Engagement Analytics on Employee and Organizational Outcomes

The findings confirm that Employee Engagement Analytics plays a key role in improving workforce productivity, retention, and performance through DDDM.Employee Engagement → DDDM → Employee Productivity ($\beta = 0.17$, $p < 0.001$) Employee Engagement → DDDM → Employee Retention ($\beta = 0.15$, $p < 0.001$) Employee Engagement → DDDM → Organizational Performance ($\beta = 0.20$, $p < 0.001$)Employee engagement analytics—using sentiment analysis, employee feedback tools, and AI-based well-being tracking systems—enhances data-driven decision-making. These tools allow organizations to identify early signs of disengagement, predict burnout, and implement personalized interventions. As a result, employees remain more motivated, productive, and loyal to the organization.

The Role of Data-Driven Decision-Making as a Mediator

Across all indirect pathways, data-driven decision-making (DDDM) acts as a crucial mediator, amplifying the impact of HR analytics on key outcomes. This suggests that HR analytics alone is not enough; organizations must actively integrate these insights into their strategic decision-making processes. By fostering a culture of data-driven decision-making, organizations can leverage HR analytics to optimize hiring, enhance employee engagement, improve training, and drive performance improvements. The study provides strong empirical support for the mediating role of data-driven decision-making in linking HR analytics to employee productivity, retention, and organizational performance. The findings suggest that HR analytics alone does not drive success—rather, organizations that integrate analytics-driven insights into decision-making processes achieve better business outcomes. By leveraging talent acquisition, employee performance, training & development, and engagement analytics, organizations can build a high-performing, data-driven workforce that is more productive, engaged, and committed to long-term success.

Hypothesis	Interaction Effect	Standardized Beta (β)	t value	P value
H5a	DDDM × Technology Adoption → Employee Productivity	0.21	6.45	<0.001
H5b	DDDM × Technology Adoption → Employee Retention	0.19	6.12	<0.001
H5c	DDDM × Technology Adoption → Organizational Performance	0.23	6.78	<0.001

Table 5:

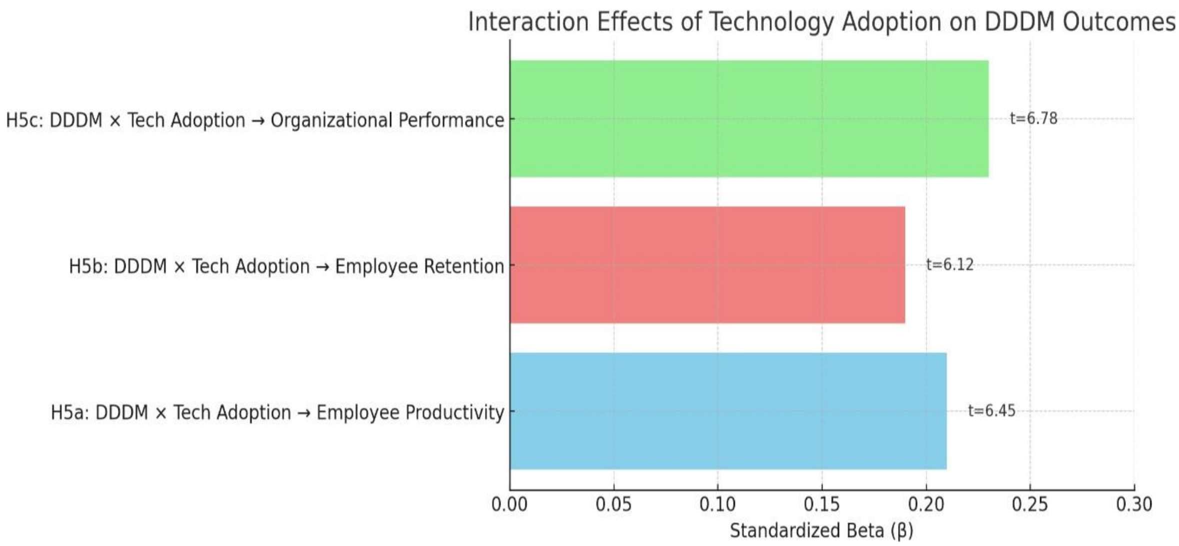
The Role of Technology Adoption in Enhancing DDDM

Organizations today operate in a technology-driven business environment, where advanced analytics, artificial intelligence (AI), machine learning, and automation play a crucial role in HR processes. Technology adoption enables firms to leverage HR analytics effectively, ensuring that data-driven insights are transformed into actionable strategies. The interaction effects between DDDM and technology adoption reveal that higher levels of technology adoption strengthen the positive relationship between DDDM and employee/organizational outcomes. This suggests that firms investing in HR technology platforms, AI-based decision support systems, and predictive analytics achieve greater efficiency and performance improvements compared to those that rely solely on traditional decision-making processes.

Interaction Effect of DDDM and Technology Adoption on Employee Productivity DDDM ×Technology Adoption → Employee Productivity ($\beta = 0.21$, $p < 0.001$) The results indicate that technology adoption amplifies the impact of DDDM on employee productivity. When organizations integrate AI-powered HR tools, performance tracking systems, and real-time feedback mechanisms, they enhance data- driven decision-making capabilities, leading to greater employee efficiency, task optimization, and job performance. For example, firms that use predictive workforce analytics to anticipate skill gaps and align training programs with employee needs experience higher productivity levels. Similarly, automated task management and AI-driven coaching enable employees to perform at their optimal level, reducing inefficiencies and maximizing output.

Thus, higher technology adoption leads to a greater positive impact of DDDM on employee productivity, as employees benefit from streamlined workflows, digital collaboration, and intelligent automation

Figure 6: Moderation Effects



Interaction Effect of DDDM and Technology Adoption on Employee Retention DDDM × Technology Adoption → Employee Retention ($\beta = 0.19$, $p < 0.001$) The study confirms that technology adoption enhances the impact of DDDM on employee retention. Organizations that use predictive analytics for employee satisfaction, AI-driven engagement surveys, and real-time sentiment analysis can proactively identify attrition risks and implement targeted retention strategies. For example, AI-powered HR systems can detect early signs of disengagement by analyzing employee behavior patterns, work performance, and feedback data. Firms that act on these insights—by offering personalized career development plans, flexible work arrangements, and well-being programs—experience higher employee retention rates. Moreover, technology-driven employee experience platforms, which provide personalized recommendations for career growth, mentorship programs, and internal mobility opportunities, contribute significantly to higher employee loyalty and reduced turnover. Thus, the interaction between DDDM and technology adoption results in more effective retention strategies, ensuring that organizations retain their top talent in a competitive job market.

Interaction Effect of DDDM and Technology Adoption on Organizational Performance DDDM × Technology Adoption → Organizational Performance ($\beta = 0.23$, $p < 0.001$)

The results suggest that organizations with high technology adoption witness stronger performance improvements through data-driven decision-making. When companies integrate big data analytics, AI-powered strategic planning, and cloud-based HRM systems, they enhance operational efficiency, innovation, and overall business performance. Technology enables organizations to streamline workforce planning, optimize resource allocation, and enhance decision accuracy, leading to sustainable competitive advantages. For instance, firms leveraging AI-based HR dashboards can analyze workforce trends, productivity patterns, and engagement metrics in real time, enabling proactive strategic decision-making. Furthermore, cloud-based HR technology solutions facilitate seamless collaboration across departments, ensuring better alignment between business strategies and workforce capabilities. Companies that actively use data visualization tools and machine learning algorithms to predict market trends and workforce needs outperform competitors that rely on traditional decision-making approaches.

The study confirms that technology adoption significantly strengthens the impact of data-driven decision-making on employee productivity, retention, and organizational performance. As businesses increasingly rely on AI, big data, and automation, those that embrace HR technology solutions will experience higher efficiency, reduced attrition, and superior organizational outcomes. The findings emphasize the importance of a strategic, technology-enabled HR framework where analytics-driven insights are actively used to enhance workforce efficiency, engagement, and overall business success.

The sample size using the Taro Yamane formula for the Koi State Civil Service population of 45,000 using the simple random sampling method, the following formula was used:

$n = N / (1 + Ne^{2})$

Where:

n = Sample Size

N = Total Population

e = Desired level of precision (expressed as a decimal)

Let’s assume a desired level of precision (e) of 5% or 0.05.

Using the Taro Yamane formula:

n = 45000 / (1 + 45000(0.05) ^2)

n = 45000 / (1 + 112.5)

n = 45000 / 113.5

$n \approx 396.46$

Rounding up, the sample size (n) using the Taro Yamane formula for a population of 45,000 with a desired precision of 5% is approximately 397.

(Hypothesis 1: There is a significant impact of financial literacy in investing inclination of the young adults in Bangladesh.) One of the major benefits of financial literacy is confidence. Literacy may also relieve dependence on Informal advice, allowing people to make autonomous decisions (Atkinson & Messy, 2012). Here, this hypothesis describes how financial literacy empowers young adults to be more confident in making their own investment decisions. (Hypothesis 2: Financial literacy increases self-efficacy in financial behaviors (Hypothesis 3: Financial Literacy Increases Risky Asset Investment.) Seminars, workshops and digital tools are critical for transforming financial literacy. Structured education initiatives have had a major role in the creation of financial inclusion and investment activity in Bangladesh (Asian Development Bank, 2015). This hypothesis tests the impact of the difference in financial programs on investment preference.397 was defined as appropriate for conducting research on a population of 45,000 using the simple random sampling method with a desired precision of 5%. This descriptive research design will enable a comprehensive exploration of HR analytics' role in performance management by capturing quantitative metrics and insights from the perspectives of employees and stakeholders

4.7 Data Analysis Procedures

Regression Analysis: HR Analytics and Employee Performance Hypothesis:H0: There is no significant relationship between HR analytics and employee performance.H1: There is a significant positive relationship between Analytics and employee performance.

Dataset:

- Respondents: 397 participants from the Koi State Civil Service.
- Returned Responses: 370Variables:
- Dependent Variable: Employee Performance
- Independent Variable: HR Analytics

Regression Equation:

- Employee Performance = β0 + β1 * HR Analytics + ε

Interpretation of Variables

- β0 (Intercept): The baseline level of employee performance
- when HR analytics is zero.
- β1 (Regression Coefficient): The change in employee
- performance associated with a one-unit change in HR analytics.
- ε (Error Term): The unobserved factors influencing

4.8 Apriority Expectations

WP + EE + CB + TD + DI + EW = (EP)A positive β1 indicates that an increase in HR analytics is associated with an improvement in employee performance and a statistically significant relationship (rejecting H0) supports the hypothesis that HR analytics influences employee performance.

Chapter - Five
DISCUSSION

5.1 Discussion of Key Findings

This exploratory research integrates HRA (e.g. Gal et al., 2020), social exchange (e.g. Cropanzano et al., 2017), social control (e.g. Foucault, 1975), and workplace surveillance theories (e.g. Ball, 2010) to dispel some doubts about the debate on the effects that the effects that the organizational adoption of HRA practices have on employee well-being, commitment, and perceived trust. Our findings produces four main contributions2 , discussed in the following paragraphs. First, our results show that employees operating for companies implementing HRA practices present higher levels of WE and JS compared to companies that have not yet implemented analytics practices. Although the techniques applied in this research provide limited statistical causal explanations, our findings suggest that HRA may play a significant role in improving employee work experience, through an enhancement of individual work-related attitudes, behaviors, motivations, and thus, well-being (Guest et al., 2017). From a theoretical perspective, indeed, our results could be interpreted using the social exchange theory (e.g. Mitchell et al., 2012), and the norm of reciprocity (e.g. Goulding, 1960), which state that when employees perceive that the organizational practices are designed to ensure a more balanced exchange between individuals and their organization, they respond with higher levels of JS and WE (Tsuen et al., 1997; Britch et al., 2015). Furthermore, Guest et al., (2017) explained that HR practices may provide employee a more engaging and satisfying work, enhancing individual autonomy, proactivity, and information exchange between the organization and its employees.

In this regard, prior research on HRA explained that analytics practices may support firms and their managers in listening to employees voice and initiating a continuous exchange of data, information, and opinions, and the design of HR practices that could align individual needs and organizational goals (Marled and Boudreau, 2017; Huang et al., 2024). Furthermore, the introduction of digital technologies, dashboards, and analytics applications can facilitate proactivity and autonomy in managing employee work experience (Margherita, 2021).

For instance, some organizations used data and analytics to feed into dashboards where employees can actively act in designing and planning their personal development, increasing individual engagement and satisfaction. Future research, however, needs to further investigate the relationship between analytics and employee well-being, introducing variables that describe in more detail employees' work experience and their perceptions of HR practices. Possible examples are the HR service level perceived by employees, the person-organization fit, and the perception of autonomy and the satisfaction of other psychological needs. Second, in a similar way, our research demonstrates that there is a significant and positive different in the AOC of employees working for companies implementing HRA practices and companies that do not. Interpreting the results, thus, social exchange (e.g. Mitchell et al., 2012) and HRA theories (e.g. Minerva, 2018) suggests that analytics could be a valid instrument for generating more effective initiating actions compared to traditional HR practices, improving the quality of the relationship between employees and their organizations (Cropanzano et al., 2017). A series of successful reciprocal exchanges, then, may employees to be more committed to organizations (Meyer, 1997; Meyer et al., 2002). Affective organizational commitment, indeed, is a common reciprocating response that individuals give when their organization provide high support, high justice, and low abusive supervision (Guest et al., 2017). In this regard, prior research on HRA explained that data and analytics could support organizations in identifying possible people related issues or employee needs in advance, providing continuous support to the work experience of individuals (Pater, 2016). Furthermore, decisions made by managers supported by data and analytics results may be perceived as more fair, just, and equitable (Tursunbayeva et al., 2018; Newman et al., 2020), enhancing employee perceived justice in the organization. Finally, it is interesting to notice that HRA practices are not necessarily associated with the feeling of abusive supervision, as the literature on workplace surveillance (Ball, 2010) assumes, or at least that the negative effects of monitoring and supervision are outweighed by the positive effects of social exchanges. Similar to well-being, however, further research on the topic is needed to understand the cognitive, psychological, and emotional process that generates commitment in employees. Third, our results indicate that employees experiencing HRA practices have a significant higher trust in their organization and their direct supervisor compared to employees operating for companies using traditional HRM practices.

These results can be interpreted using the concept of psychological contract (Rousseau, 1995; Guest, 2004) and the norm of reciprocity (e.g. Goulding, 1960), which suggest that organizational practices are fundamental antecedent for individual perception of psychological contract fulfilment, trust, and thus, well-being (Guest et al., 2010; Guest et al., 2017). In this regard, our findings suggest that HRA could be useful practices to increase the perceived fairness, objectivity, and justice (Tursunbayeva et al., 2018; Newman et al., 2020) of organizational processes and decisions, which then translate into higher employees' trust in the organization and its decision-makers. For instance, performance management and appraisal processes based on objective and quantifiable data are perceived fairer and more equitable than subjective and qualitative performance evaluation.

Despite our results are supported by empirical evidence, this research does not further explain the logical and causal relationship between the implementation of analytics practices and employee reciprocal responses. Future research, thus, could investigate why HRA practices have a positive effect on employee trust, including in the studies the concept of fairness, justice, and organizational meritocracy.

Finally, this research indicates that there is no significant difference between the FD of employees experiencing HRA practices and those who do not. These findings suggest that the fear of being treated as a mere number may be a concern prior to the actual implementation of HRA practices and that does not escalate once these are actually implemented, at least in the short term (i.e. 6 months). Given the limited research on the topic, further research is needed. Eventually, it is important to notice that our findings are valid for the Italian work context, regardless of the type of firm and individual characteristics.

Chapter - Six
Recommendations and Conclusion

6.1 Recommendations

- Institutionalize HR Analytics in HR Decision-Making. Organizations should formally integrate HR analytics into strategic and operational HR functions such as recruitment, performance appraisal, training, and workforce planning. Data-driven decision-making can significantly enhance employee performance by reducing bias and improving accuracy in HR interventions.

- Invest in HR Analytics Skills and Training. Management should invest in continuous training programs to develop HR professionals' analytical skills, including data interpretation, predictive modeling, and use of analytics tools (e.g., Power BI, Python, SPSS). Skilled HR analysts are essential to translate HR data into actionable insights that improve employee productivity.

- Ensure Data Quality and System Integration. Organizations are advised to maintain accurate, updated, and integrated HR databases. Combining data from HRIS, performance management systems, and attendance records will improve the reliability of HR analytics outcomes and support better employee performance evaluations.

- Use Predictive Analytics to Enhance Employee Performance. HR departments should adopt predictive analytics to identify performance trends, potential skill gaps, and employee turnover risks. Early identification allows organizations to design targeted training and motivation programs, leading to improved employee efficiency and engagement.

- Align HR Analytics with Organizational Strategy. HR analytics initiatives should be aligned with organizational goals and performance metrics. Linking analytics outputs with key performance indicators (KPIs) ensures that HR decisions directly contribute to employee performance and overall organizational success.

- Promote a Data-Driven Organizational Culture. Top management should encourage a culture that values data-driven insights over intuition-based decisions. Employee performance can be enhanced when HR policies and managerial actions are supported by empirical evidence derived from HR analytics.

- Ensure Ethical Use and Data Privacy. Organizations must establish clear ethical guidelines and data governance policies for HR analytics. Protecting employee data privacy and ensuring transparency in data usage will build trust, which positively influences employee motivation and performance.

- Regularly Evaluate the Effectiveness of HR Analytics Practices. Organizations should periodically assess the impact of HR analytics on employee performance outcomes. Continuous evaluation helps refine analytics models and ensures that HR initiatives remain relevant and effective.

- Future researchers may include mediating variables such as employee engagement or job satisfaction to better understand the relationship between HR analytics and performance.

- Comparative studies across industries or countries could provide broader generalizability of findings.

6.2 Conclusion

Organization is not a one-man task. With evolving business advancement in technologies managing employees and tracking their performance can be performed online with the help of Human Resource analytic tools. The use of Human resource analytics has improved employee performance and increased efficiency in business life, improvement quality of recruitment talent management employee productivity and decreasing employee turnover. With the help of analytical tools the organization can recognize the issues like performance, employee turnover and retention employee behavior etc.,

By using the data available with the organization. The use of human resource is undermined in many organizations but in this modern technological world various analytical tools have been developed which are used by huge corporation. In this paper we are going to see human resource analytics its tools and its application in different organization, such uses of human resource analytics in different organizations and how the use of human resource analytics helped the organization as well as employees in monetary ways and change the business strategy around people centric way. In summary, this study sheds light on the pivotal role of HR analytics in shaping employee performance within the Koi State Civil Service. By employing data analytics techniques, organizations gain invaluable insights into factors influencing performance, ranging from training efficacy to job satisfaction and workload management. These insights empower HR professionals to devise targeted interventions and strategies aimed at enhancing overall performance levels. However, challenges such as data fragmentation and accessibility hinder the full potential of HR analytics.

Addressing these challenges through improved data management practices, technological investments, and a culture of data-driven decision-making is imperative for realizing the transformative power of HR analytics. Moreover, ongoing learning and development initiatives are essential for equipping HR practitioners with the requisite analytical skills and competencies to navigate the evolving landscape of HR analytics effectively. Ultimately, recognizing HR analytics as a strategic enabler fosters proactive measures, optimizes opportunities, and facilitates the achievement of organizational objectives with greater efficacy.

Encourage and support the adoption of HR analytics practices within the organization. The positive relationship identified suggests that leveraging HR analytics can contribute to enhanced employee performance. Provide training programs for HR professionals to enhance their skills in data analytics. This will empower HR practitioners to effectively utilize HR analytics tools and methodologies. Utilize HR analytics insights for strategic recruitment and retention efforts. Understanding the factors that contribute to employee performance can aid in targeted hiring and retention strategies. Implement employee development programs based on identify.

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