
Investigating the Role of Human Resource Analytics and Firm Performance in Corporate Firm

Dr. Abhishek Kumar Pandey¹, Dr. Kamlesh Maurya², Dr. Deepak Bangwal³, Dr. Rajesh Tripathi⁴

¹Assistant Professor, Department of Management, IILM Academy of Higher Learning, Lucknow, U.P, India

²Assistant Professor, School of Business, UPES, Dehradun, India

³Assistant Professor, School of Business, UPES, Dehradun, India, Dbangwal10@gmail.com

⁴Associate Professor, School of Business, UPES, Dehradun, India

ABSTRACT

Business organizations are facing new transitions day by day due to data driven trends. In the area of human resource management, decisions are taken based on real time tech interventions which ensure optimal utilization of resources, time and cost in managing the workforce in corporate setting. The other popular words for HR analytics are People analytics, Workforce analytics, Talent analytics, and Predictive HR analytics. Simply, it focuses on collecting and utilizing HR specific data so as to make strong and evidence-based HR decisions which is valuable for performance enhancement of various HR functions. Talent management can be best possible through imbibing the data base preferred HR decision making in corporate firms working in multinational mode.

This Study offers in-depth investigation on various dimensions related to decision making in HR domain of corporate firms including family group and non-family firms. This study offers linkages on HR analytics and corporate performance of the firms. It will be beneficial for academia as well as policy makers to moderate their understanding in terms of latest happening in linkage between technology & HRM. Multinational Corporations can refer this work to strengthen their outlook on managing HRM Functions with the help of data driven analytical tools.

Keywords: HR Analytics, Data Driven, People Analytics, Talent Management, Corporate Firms, Multinational Corporations

1. INTRODUCTION

Human resource management (HRM) practices are getting reshaped by incorporating influences from artificial intelligence and new age tech advancements (John & Pramila, 2025). There are linkages between role of HR departments and its usages of Human resource analytics by the organizations (Anthun et al., 2024). Further, Cavanagh et al., (2024) observed that HR analytics can be useful in evidence based HRM which provides advantages like support of analytical trends to make clear HR decisions. In true sense, an organization cannot survive and continue its business operations if it has failed to develop a strong and best talent pool. In the age of technology, HRM is getting influence from various emerging technologies like Artificial Intelligence (AI), Machine Learning (ML), Cloud Computing, Virtual meeting related advancements etc. In this way, traditional HRM policies need new discussions and insights from future point of view. In this

connection, it can be said that corporate entities have more access to employee's related vital information. Global firms and Multinational Corporations (MNCs) are facing many challenges in HR dimensions too so this work is relevant for all such firms seeking an insight on HR Analytics with more data driven people decision. The word 'HR Analytics' consist of Human resources and Analytics together which refers that analytical approach in making decisions in human resource management (HRM). In simple words, HR analytics is a subject area focusing to improve HR decision making with analyzing collected data at various HR processes. HR Analytics can be defined as the process of identification of HR relevant data, organizing the collected data into meaningful HR data, implementation of meaningful HR data in making sound decisions related to human resource management (HRM).

The measurement of the effect of HR measures, such as retention rate and time to hire, on business perf

formance is known as HR analytics (Lalwani, 2023). In simplest words, HR analytics is an approach which promotes data driven HR decisions in a corporate firm. HR analytics is a way to make more logical and evidence-based HR decisions which provides long term strategic benefits to the organization.

From HRM cost point of view three metrics can be utilized i.e. 1) Employee Turnover 2) Absenteeism 3) Policy Effectiveness and from the revenue point of view, parameters like recruitment, employee engagement, learning & development and diversity (Valpen, 2024).

HR analytics have similar words like People analytics, HR Analytics, Workforce Analytics, Talent Analytics and Human Capital Analytics (Edwards & Edwards, 2019, p.2). HR analytics is a quantitative approach in decision making. It focuses on dynamic capabilities development in HR domain. It incorporates both science and art related features as a whole. In true sense, it caters decisions based on software and advanced tools of emerging technologies so as to make HR functions more effective and beneficial for the organizations dealing with complexity in managing people. Some important benefits of HR Analytics are 1) HR analytics is useful in promoting organizational creativity (Di Prima et al., 2024). 2) It could be beneficial in cost effective talent acquisition and advance level talent management solutions. Developing talent pool can be possible through HR Analytics outcomes. Effective utilization of manpower for better organizational performance.

HR analytics can be utilized to promote organizational resilience in the age of rapid competition. Industry 5.0's HRM practices focus on better performance, emotional intelligence, automation, and cross-disciplinary workforce, with potential for smooth transitions (Ganer, et al., 2022). HR analytics can enhance decision-making by focusing on actionable, high-impact analytics when integrated with existing business analytics (Rasmussen & Ulrich, 2015). By 2025, HR analytics will be an established discipline with a strong influence on business outcomes and decision-making, and may merge with other disciplines into a central analytics function (Heuvel & Bondarouk,

2016). There are various models which explain and describe the features and functions of HR analytics. Some of these models can be briefly described as:

1.1 Predictive HR analytics

The use of data to forecast future patterns and occurrences is known as predictive analytics. It forecasts possible situations using past data, which can aid in guiding HR strategic decisions. The forecasts may be for the near future—say, anticipating a piece of machinery to break later that day-or the farther future-say, projecting the cash flows of your business for the following year. One can perform predictive analysis manually or with the aid of machine learning techniques. In any case, predictions regarding the future are derived from historical facts (HBS Online, 2021).

1.2 Descriptive HR analytics

It deals with those HR decisions which are dependent upon past data and information (*Data Analytics and Its Type*, 2023). In this past events and HR records may be analysed to make meaningful and sound HR related decisions. It can use descriptive statistics techniques to make meaningful interpretations.

1.3 Prescriptive HR analytics

Prescriptive analytics generates predictions by automatically combining large data, machine learning, mathematical science, and business rules. It then recommends a course of action to capitalize on the prediction. Prescriptive analytics goes beyond forecasting future events; it also makes actionable recommendations based on the forecasts and illustrates the implications of each option for the decision-maker. Prescriptive analytics predicts why something will happen in addition to what will happen and when it will happen (*Data Analytics and Its Type*, 2023).

1.4 Diagnostic HR analytics

In order to determine the underlying cause of workforce problems or concerns, diagnostic analytics is a type of HR analytics that goes beyond descriptive study of historical occurrences. In order to ascertain why particular trends or patterns are emerging in the workforce data, it entails evaluating

and extrapolating data. Diagnostic analytics can assist HR professionals in understanding the reasons behind prior occurrences and the circumstances that led to them by looking at historical data (Sinha, 2023).

1.5 Employee lifetime value (elv) model

The total value an employee adds to a company over the course of their employment is measured by a metric called Employee Lifetime Value, or ELV. ELV concentrates on evaluating the financial impact of an employee over the term of their employment, much like the idea of customer lifetime value in marketing (Roberts, 2016).

1.6 HR scorecards

Human resources (HR) professionals use an HR Scorecard as a strategic tool to assess and manage metrics and key performance indicators (KPIs) that support organizational objectives. The scorecard makes HR data visually clear, making it possible to quickly and efficiently track HR-related actions and how they affect business results.

1.7 Attrition risk model

Human Resources (HR) experts utilize an Attrition Risk Model, a predictive analytics tool, to identify employees who are more likely to leave the company. By identifying the variables that increase the risk of attrition, the main objective is to proactively manage and lower staff turnover. In the age of emerging technologies, Organizations are facing rapid changes and stiff competition from global corporate firms. As it is vital to develop most important and valuable resources of the firm which cannot be easily copied by immediate competitors. In this way, it is logical to study about HR decisions based on data driven system which essentially improve the firm performance specifically fast pace multinational corporate firms.

2. REVIEW OF LITERATURE

HR Analytics is the process of using data analysis and statistical techniques to gain insights and make informed decisions related to human resources management (Kannamma & Rajini, 2016). It involves collecting and analyzing data from various HR systems, such as employee records, performance

evaluations, and recruitment data, to identify patterns, trends, and relationships that can help HR professionals and managers make data-driven decisions (Dulebohn & Johnson, 2013). Use the following sources if appropriate. Source: The context for which the data are collected needs to be understood so that the right data is used for the right analysis (Boakye & Lamptey, 2020). Gaining the right data and how to get the data has been a challenge to HR professionals and managers. They must ensure that they have access to accurate and reliable data from relevant sources to conduct meaningful HR analytics.

In today's rapidly changing world, the significance of accurate HR analytics cannot be overstated. In today's rapidly changing world, the significance of accurate HR analytics cannot be overstated as it allows HR professionals and managers to make informed decisions based on real-time insights into employee performance, engagement, and overall organizational effectiveness. Furthermore, people analytics provides a more objective and evidence-based approach to decision-making, enabling organizations to optimize their talent management strategies, improve employee engagement and retention, and ultimately drive business performance.

The use of HR analytics can provide numerous benefits for organizations. Firstly, it allows for a deeper understanding of the workforce, including identifying skills gaps, predicting attrition rates, and assessing employee performance. Secondly, HR analytics can help in the recruitment and selection process by identifying the most effective sourcing strategies and predicting which candidates are likely to be successful in the role. Lastly, HR analytics can also provide insights into the effectiveness of training and development programs, allowing for targeted interventions to enhance employee skills and performance. In summary, HR analytics is crucial for organizations to effectively manage human capital and gain a competitive advantage (Margherita, 2022).

There is a difference among opinions on people analytics and its definition. But experts have common insights towards the benefits of HR Analytics. It has been observed that there are four

key group of barriers to people analytics i.e. models and data related to HR analytics, software and technology, people and management while HR analytics adoption by the global companies (Fernandez & Gallardo, 2021).

Although skepticism was frequent, HR experts saw potential usefulness in BD, while senior executives expect no significant breakthroughs in HRA. The findings suggest that in order to provide and comprehend HR-related data for business-related decision making, there is a need for more collaboration with data analysts and HR specialists. Furthermore, for Business decision to have an impact on HR practices, it could be necessary to overcome technology barriers as well as implement organizational redesign and cultural transformation. The use of Human resource analytics (HRAs) and the change in the HR function's role appear to be closely related, and they may even reinforce one another (Dahlbom et al.,2020).

It is clear that HR analytics has become a crucial element in the business world, transforming the way HR specialists carry out plans and make a positive impact on the success of their organizations (Subrahmanyam, 2023). In the past, personnel files were kept in steel lockers. They are now kept on file in company systems, together with information gathered from emails, process data, employee satisfaction surveys, and hiring procedures. An ethical conversation about HR analytics is warranted given its increasing ubiquity (Simbeck, 2019).

On analyzing past literature and published articles, many insights have been included in the present study to make proper understanding of the HR analytics and related key topics. Big data analytics can enhance human capital management, identifying knowledge stars and enhancing firm performance, but regulatory and ethical challenges must be addressed (Hamilton & Sodeman, 2020). In a systematic review paper, which identifies 106 key research topics in human resources analytics, categorizes them into enablers, applications, and value, and suggests an exponential view of HR analytics driven by artificial intelligence and cognitive technologies (Margherita, 2021). Successful adoption of data analytics in human resource management depends on technological,

organizational, environmental, data governance, and individual factors (Sateesh et al., 2021). According to Nyathani (2023), HR analytics or people analytics is emphasizing the significance of managing employee information, which includes gathering, storing, ensuring quality, and overseeing all forms of employee data. AI's revolutionary significance is highlighted, demonstrating how AI improves the processing and analysis of employee data. The AI-driven HR Analytics Workflow breaks down the crucial phases needed, while real-world best practices highlight the potential of this technology. A focus is placed on ethical issues, including bias, data privacy, and responsible AI governance. In MNC subsidiary, HRM practices positively impact employees' ability and motivation, which in turn facilitate knowledge transfer from other parts of the MNC (Minbaeva et al.,2014). In another study that looked at the application of machine learning and big data in the fields of organization and management provided insights on the theoretical contribution of the research in HR analytics (Kim & Lee, 2022).

HR professionals may assist managerial choices and contribute strategically with the use of human resource (HR) analytics. In the majority of the sector, HRs ought to have supported data analysis, nonetheless. A number of issues exist, including the unstructured and unbalanced nature of HR data, the difficulty in using both structured and unstructured data, the dearth of data mining expertise among some HR managers, and the absence of relevant empirical research providing comprehensive analytics guidelines (Liu et al., 2020). HRM strategies are evolving in the data-driven world of today with regards to the usage of HR analytics and HR metrics in the organization for improved decision making. The organization will become more dependable when it comes to making decisions based on data rather than gut feeling thanks to this digitization. This can help businesses use their current strategic and operational data to develop successful solutions for tomorrow's HR issues. With the ability to use current data to predict future ROI as a source of strategic advantage, HR analytics has emerged as a key tool for success (Ekka, 2021). A vast amount of pertinent data must be gathered for HR analytics. It must be suitable, sufficient, and



desired. It could be particular or general. High-quality data ought to communicate specific information, including credentials from prior education, work experience, pay roll information, performance history, and feedback, among other things (Jain, 2020). In this way, various literature surveys provide insight that HR analytics is prominent topic for companies striving to achieve transaction cost economy and streamlined the HR functions for maximum benefits to the organization. McCartney (2022) has observed that HR analytics can influence the organizational performance. Based on above extensive literature survey, the following research objective and hypotheses have been formulated:

1. *To explore the key dimensions on Data Driven Human Resource Analytics and Firm Performance in Multinational Corporate Firms*
2. *To analyze the linkage of HR analytics and performance of the Multinational Corporate Firms*

Hypotheses

H1: Use of technologies in HR management does not contribute to faster decision- making.

H2: Practices related to HR analytics don't associate with firm performance.

3. RESEARCH METHOD

This study has been designed based on exploratory as well to descriptive empirical linkages of HR analytics and Firm performance in Multinational Corporations (MNCs). Secondary data in the form of published research papers, articles, magazines, books and web sources utilized to articulate the literature and findings. In this research study, primary data was also collected through executives working in Multinational corporations. The target respondents are HR executives working in corporate firms (listed in NSE and BSE in India (mostly

operating in multinational mode). 328 HR professionals were contacted for filling the questionnaire then a response size of 176 received. Final the sample size was 165 after cleaning the responses. The purposive sampling serves the purpose to reach to the target respondents. The newly designed scale was utilized to collect the data in the form of google link. The reliability and content validity of the developed scale has been ensured. Reliability is 0.82 in this study which is good a measure.

3. DATA ANALYSIS AND INTERPRETATIONS

Objective 1 of this study is justified based on literature review and further objective 2 was justified with the help of two main hypotheses i.e. 1) Use of technologies in HR management does not contribute to faster decision-making and Practices related to HR analytics don't associate with firm performance. These hypotheses serve the purpose to answer main questions like whether HR analytics in Multinational corporate firms contribute in faster decision-making. Whether emerging technologies (AI, ML etc.) is reshaping their key processes within HR department. Whether HR analytics practices are improving the performance of HR department and which ultimately a sign of overall firm performance. Whether these corporate companies take assistance of HR analytics in advanced HR decision making and finally practices of HR analytics connected to overall firm performance like increased sales turnover, reducing wastages like time, cost and efforts or not. Data Tab (Subscription based online tool) has been utilised to test the hypotheses framed based on extensive literature survey. Let's see the key data analysis results and their logical interpretations:

4.1 Hypotheses Testing Results

Table-1 Reliability measures

Cronbach's Alpha	Number of Items
0.82	5

The Cronbach's Alpha result is 0.82. This is a high value, indicating good internal consistency among the items selected for the study.

Table-2 Summary of Hypotheses Tested

Hypotheses	Statistical Test	P -value	Decision
<i>H1: Use of technologies in HR management does not contribute to faster decision-making</i>	One sample t-test	<.001	Rejected
<i>H2: Practices related to HR analytics don't associate with firm performance</i>	Multiple Linear Regression	< .001	Rejected

Table-3

Item-Total Statistics

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Use of technologies in HR management contribute to faster decision-making in your organization.	0.44	0.84
Emerging technologies (AI, ML, Cloud and other) is reshaping the key processes in HR department in listed firms	0.59	0.8
Practices related to HR analytics are linked to improving the performance of HR department	0.57	0.8
Advanced HR decision making depends on use of HR analytics by the corporate companies	0.85	0.73
Practices related to HR analytics are associated with overall firm performance (Increased sales turnover, reducing wastages like time, cost & efforts etc.)	0.7	0.76

A consistent value greater than 0.7 shows that reliability of inter items is also appropriate one. So, scale is reliable one to assess the HR analytics in corporate firms.

Table-4

Test Statistics

	n	Mean	Std. Deviation	Std. Error Mean
Use of technologies in HR management contribute to faster decision-making in your organization.	165	4.23	0.78	0.06

Table-5

One Sample t-Test (Test Value = 3)

	T	Df	P	Mean Difference	95% Confidence Interval of the Difference	
					Lower limit	Upper limit
Use of technologies in HR management contribute to faster decision-making in your organization.	20.31	164	<.001	1.23	1.11	1.35

In this way, as significance value is less than threshold value hence null hypothesis is rejected and alternative will be accepted. It highlights that use of technologies in HR management contribute to faster decision-making in many corporate firms. To test

second hypothesis , A multiple linear regression analysis was performed to examine the influence of the variables Use of technologies in HR management contribute to faster decision-making in your organization., Emerging technologies (AI,

ML, Cloud and other) is reshaping the key processes in HR department in listed firms, Practices related to HR analytics are linked to improving the performance of HR department and Advanced HR decision making depends on use of HR analytics by

the Corporate companies on the variable Practices related to HR analytics are associated with overall firm performance (Increased sales turnover , reducing wastages like time, cost & efforts etc.).

Table-6

ANOVA

Model	Df	F	P
Regression	4	139.56	<.001

To sum up, the ANOVA data show that regression model is statistically significant, which means it fits better than a model with no predictors.

Table-7

Coefficients of regression

Model	Unstandardized Coefficients	Standardized Coefficients	Standard error	T	P	95% confidence interval for B	
	B	Beta				lower bound	upper bound
(Constant)	0.18		0.25	0.73	.466	-0.31	0.67
Use of technologies in HR management contribute to faster decision-making in your organization.	0.14	0.13	0.05	2.94	.004	0.05	0.24
Emerging technologies (AI, ML, Cloud and other) is reshaping the key processes in HR department in listed firms	0.25	0.23	0.05	4.74	<.001	0.15	0.36
Practices related to HR analytics are linked to improving the performance of HR department	-0.69	-0.53	0.08	-8.51	<.001	-0.85	-0.53
Advanced HR decision making depends on use of HR analytics by the corporate companies	1.27	0.99	0.09	14.16	<.001	1.09	1.45

The regression model indicated the variables Utilizing technologies in with $F=139.56$, $p < .001$, and $R^2 = 0.79$. HR management accelerates decision-making in corporate firm. Emerging technologies such as AI, ML, and Cloud are transforming the fundamental operations inside the HR department of listed companies. HR analytics practices aim to enhance HR department performance, and corporate firms rely on HR analytics for advanced HR decision-making. elucidated 79.49% of the variance is explained by the variable. HR analytics practices are linked to a company's overall success, such as increased sales turnover and reduction of wastages in time, cost, and efforts. An ANOVA was employed to see if this value differed substantially from zero. The analysis of the current sample results in a significant effect,

5. FINDINGS AND DISCUSSION

The hypotheses under the study offer insights that corporate firms can use technologies in HR management which contribute to faster decision-making in day-to-day business operations. Even, it was observed through empirical testing that Practices related to HR analytics are associated with the firm performance in context of corporate firms. Similarly in a study by Valecha (2022), it is observed that there is a significant impact of changing traditional human resource management functions with the help of advanced HR analytics. Managing talent will be easier through implementation of analytical tools in HR related functions. It will improve the performance of various functions and people by measuring cost and benefits derive from various positions in the organization. After scanning selected research papers, it has been analyzed that HR analytics improve quality decision making by the HR department. HR analytics provides a basis for talent management and making sound strategies for workforce of the organization. After reviewing and analyzing different types of published articles and documents, it has been found that HR analytics provide many positive benefits to the enterprises implementing it. It helps in reducing cost of HR interventions and key functions like recruitment and training by implementing digital advancements in

making crucial decision making. It can be utilized as a proper tool which can manage people at a complex business scenario. In a study, it is explored that HR analytics is quite important in promoting sustainable work environment (Kaaria, 2024). Empirical results in this study emphasizes that emerging technologies can be utilised to enhance analytical decision making in various functional HR decision making. It indicates that multinational corporations can customise HR analytics to make advance as well as sustainable HR decisions which is essential to go ahead in the race of competition. Key observations in this study are also supported by Okatta et al. (2024) which explores that possible workplace challenges can be reduced through implementing HR analytics.

It has been revealed in literature investigation that digital advancements offer many advantages to the organization in terms of data supported HR decisions. Sharma (2024) observed that HR analytics can be implemented by improving the IT infrastructure of HR department as well of the whole organization. Risk of attrition can be reduced through preparedness of employee centered HR strategies with the help of attrition risk analytics like tool. HR scorecard is utilizing by many organizations to reduce inefficient HR actions and functions. HR analytics provide future scenario in terms of HR requirements. Study offers that using HR analytics depends upon organizational business and strategic requirements and need fulfillment. Similarly, It is observed that HR Analytics is useful to resolve complexity and challenges in the race of huge business competition, even it offers a support to make real time data driven or having evidence before crucial decision making (Dasari & Devi, 2024). The various models of HR analytics suggest the wider applicability of HR functions and the coverage of advancement of information technology to make sound strategic decisions in different area of modern-day corporate firms in HR terms. Present study reveals that emerging concepts of big data, AI, ML and cloud can offer numerous edges when it comes to emphasizing the analytics in the area of human resource management. HR analytics can be useful in assessing the employee life time value. It provides real time analysis of HR related data and

information for achieving greater success in the race of competition. The need of hour is to investigate qualitative sentiments of HR professionals towards implementing analytics in human resource management domain. Further, it is supported by Thakur et al. (2024) who concluded that HR analytics create value for the organization.

5.1 Managerial imperatives for professionals working in multinational corporations

In the age of emerging technologies, globally competitive firms can refer this study to make their analytically sound HR decisions and shaping people strategies. In a study in Brazil, it is observed that Standardized HR practices are getting local shapes which again emphasizes the need of understanding HR analytics by business professionals (Mellahi et al.,2016). Cross cultural transitions due to global work nature are again emphasizing the need of data driven outlook on key HR decisions (Caligiuri et al.,2022). Startups or new ventures can take advantage of proper talent acquisition and management along with close eye on leadership transitions through advanced software tools. In other words, HR analytics have many advantages for firms operating in diverse business environments. Traditional HR practices need to be redesign by the existing global firms to take manifold advantages like cost reduction, talent retention and developing improved succession planning starting from entry level positions to top level management profiles. Multination corporations can utilize HR analytics tools and system to achieve its target of talent pipeline development and creating a sustainable talent culture by identifying most relevant dimensions shaping workplace practices. A study at Johnson & Johnson's, it has been observed that people analytics revealed a 20% rise in new graduate recruits, resulting in reduced turnover and improved performance (Ankum,2024).

Further, Credit Suisse was able to accurately estimate the possibility of an employee leaving the company. Even, by incorporating HR analytics, Credit Suisse is able to identify risk exposure and resolve these concerns with their employees before they were counted as a part of employee turnover data (Ankum,2024). In this way, it can be concluded

that present HR Analytics work is relevant for multinational corporations operating in diverse business environment. MNCs can improve their business operations by leveraging and strengthening their people resources with the help of outcomes suggested through HR analytics insights.

6. CONCLUSIONS

This chapter in the form of exploratory and empirical testing rightly crafted the various key dimensions related to HR analytics. Study reveals that Practices related to HR analytics are associated with the firm performance when it comes to listed entities operating in multinational way. It offers insight that analytics provide a balance way to manage the talent and reduce the cost of employment. Present research emphasizes on analytics-based HR decision making in MNCs. It caters strategies for talent management and human capital management in line with HR analytics. The reluctance of the HR professional while responding to the questions asked in the survey. Respondents of only Indian Businesses have been collected. Results might differ when more respondents from other countries were included.

Researchers have limited access to articles on recent research work published on the topic Human resources analytics catering challenges of HR department in multinationals corporations. The need of hour is to identify the context in which HR analytics should be adopted by the corporate entities specially in those who are operating in Multinational setting. Empirical investigation might offer more realistic results when researchers try to explore connections among various factors affecting and being a component to HR analytics in corporate firms. Study reveals that Identifying, understanding, formulating and implementing a policy which supports HR analytics by the HR department may be a top priority to HRM professionals. The outcomes of this study can be utilized to device an empirical investigation which will cater various dimensions of an organization in terms of HR specific requirements. Present study covers major facets of human resource analytics which can be referred to get insights on this specialized area of HRM. This study is highly important for corporate firms to

make strategic decision in HRM based on past recorded data on HR functions. The content of this article is useful in devising policy in the field of HRM which offers greater use of data driven decision system. This work mainly emphasizes on identifying, formulating and implementing possible HR analytics tools and system to create value for the organizations working in multinational mode.

6.1 Future Research

There is a great scope to advance this research in terms of establishing a model which prompt multinational corporations to adopt advance analytics in their HR and other functional areas. Qualitative research specially grounded theory can be developed how leadership transition is important to track through analytics tool which is key factors in managing overall firm performance. Data driven insights can be reviewed as well as empirically tested by collecting data from top level executives and incorporating key HR dimensions.

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