UNVEILING THE DISCONNECT: WHY HR ANALYTICS ADOPTION LAGS BEHIND THE RESEARCH BOOM

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ABSTRACT

This research intends to provide a synthesized overview of the existing peer-reviewed literature on Human Resource (HR) Analytics. By systematically compiling and critically evaluating the current knowledge, the study aims to address key questions related to perspectives on HR Analytics, strategies for its implementation, and the critical factors that influence its adoption in organizations. This study employs a comprehensive literature review approach, collecting data from two major interdisciplinary databases. The review covers over 132 publications centred on HR Analytics, offering a solid foundation for analysis. The findings indicate that, despite the increasing interest in HR Analytics, there is still a notable lack of high-quality scientific evidence to support decision-making about its adoption and use. This gap in the literature raises concerns about whether organizations can make well-informed decisions when integrating HR Analytics into their operations. This study adds to the academic discussion by underscoring the ongoing disconnect between scholarly research and the practical application of HR Analytics in organizational contexts. Although the existing literature highlights the potential benefits of HR Analytics, its slow adoption rate points to underlying challenges that have not yet been fully addressed.

INTRODUCTION

Human Resource Analytics (HR Analytics) can be defined as the systematic collection, analysis, and interpretation of data related to an organization's human capital to inform and optimize HR practices and decision-making. It leverages data-driven insights to improve key HR functions. The field of Human Resource (HR) Management is currently experiencing a surge in the use of various terminologies associated with data-driven approaches. Terms like HR Analytics, People Analytics, Human Capital Analytics, Workforce Analytics, and Talent Analytics have become commonplace. These terms are not mutually exclusive and often overlap. Organizations may use different terms depending on the specific context and purpose of the analysis. HR Analytics focus on core HR functions, including talent acquisition, performance management, compensation & benefits, and training & development. Whereas People Analytics adopts a broader scope, encompassing all aspects of the workforce, including talent management, engagement, and culture. It aims to provide a holistic view of the workforce and leverage that understanding to optimize organizational performance. Human Capital Analytics emphasizes the financial implications of workforce decisions. It focuses on metrics like workforce costs, return on investment in talent, and human capital value to optimize the financial contribution of human capital to the organization. Workforce Analytics prioritizes operational efficiency and productivity, utilizing metrics like time and motion studies, workload analysis, and resource utilization to streamline operations and maximize workforce output. Talent Analytics specifically targets talent acquisition, development, and retention. It leverages data to attract,

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develop, and retain high-performing employees, building a strong talent pipeline and maximizing the potential of existing talent (Cappelli, 2019; Davenport, 2010; Fitz-Enz, 2010).Amidst this evolving landscape, HR Analytics stands as a core concept, a systematic analysis of business data to inform and optimize HR practices, ultimately leading to favourable organizational outcomes (Fitz-Enz, 2009). Advanced applications of HR Analytics include hiring, building team, evaluation of performances, training and development of employees, monitoring their performance afterwards, retention of employees, creating reward systems, keeping administration in check and keeping employees engaged and others (e.g. Collins, 2013; Daily, 2013; Davenport., 2010; Harris, 2011; Overby, 2013; Roberts, 2013). Even though HR Analytics is a century-old concept, the first book ever published about the topic was by Jac Fitz-enz in 1984 '*How to Measure Human Resources Management*' (Fitz-enz, 1995). Though it is not a new concept yet in the last few years the data has become quite complex. It has gravitated from operational HR metrics to more sophisticated predictive analysis to help organizations to bring efficiency in their operations and improve their competitive stature in the market (Collins, 2013; Davenport, 2010; Fitz-enz, 2009). Historically, HR was never viewed as a data-driven function among the other business functions (Bresin, 2012; Davenport, 2014). While the fundamental concepts of HR Analytics predate the digital revolution, the emergence of technology giants like Google, Microsoft, IBM, and LinkedIn has undoubtedly revolutionized the field. These players entered the scene, not with rudimentary concepts, but with sophisticated software and platforms designed specifically to empower HR professionals with data-driven insights. This marked a paradigm shift in access and capability, enabling organizations to analyse HR practices and outcomes across hiring, employee engagement, and retention at a depth and scale previously unimaginable (Digan, 2018; Meister, 2017). With this backdrop in mind this study aims to contribute to this crucial endeavour by delving deeper into the current academic discourse surrounding HR Analytics.

Through a rigorous analysis of existing research, this study seeks 1. Unveil the diverse perspectives of HR Analytics 2. Decipher the strategic implementation employed by organizations 3.Unravel the key factors influencing adoption within organizations. By addressing these critical questions, this study aspires to illuminate the complexities and nuances of the contemporary HR Analytics landscape. This newfound understanding will equip academics, practitioners, and organizations alike to navigate this transformative era effectively. Moreover, the findings can inform future research directions, ensuring academic discourse remains relevant and responsive to the evolving needs of the field.

METHODOLOGY

This study employs a systematic review methodology to comprehensively analyse existing research on HR Analytics. This approach allows for a rigorous and transparent evaluation of the literature, ensuring the comprehensiveness and validity of the findings. (Rousseau, 2008).The chosen methodology aligns with the proposed "*integrative synthesis*" approach (Rousseau, 2008). This method facilitates a deeper understanding of the field by synthesizing existing research, identifying thematic patterns, and drawing connections across disparate studies. The utilization of Google Scholar and Scopus, two prominent interdisciplinary databases, ensures the capture of diverse perspectives and maximizes the comprehensiveness of the review. The phrases "*HR Analytics*," "*Talent Analytics*," "*Workforce Analytics*," "*People Analytics*," or "*Human Resource Analytics*" were searched for in article titles as part of the search technique used across various databases. The diversity of these names is indicative of the topic's ongoing evolution. According to research of academic and commercial articles included in the commercial Source Premier database, the

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word "*workforce analytics*" was first used in reference to data analysis software created by a large software vendor, and it was launched before the term "HR analytics" (InfoWorld, 1999).

To make sure that search would find articles that were specifically about our topic of interest and exclude articles in which HR Analytics was tangential or in which the words HR and Analytics appeared separately and thus not to *'HR Analytics*,' the concept, we initially limited our search to articles in which our key search terms (e.g., *'HR Analytics*') were included as a single phrase in the title. There were 300 items found in the two publishing databases after the search.

Figure 1 visually depicts the dramatic increase in research publications concerning HR Analytics since its inception in 2003. While the initial years witnessed a modest output, a marked shift occurred after 2010, showcasing a surge in scholarly interest in this burgeoning field. The success stories of Google's People Analytics and Project Oxygen garnered significant media attention in 2011 (Bryant, 2011; Garvin, 2013). This public exposure likely fuelled interest in the potential of HR Analytics within the broader academic community. The publication of Davenport (2010)'s article in Harvard Business Review, titled "*Competing on Talent Analytics*," highlighted the strategic advantages gained by leading companies like Hurrah's, Google, and Sysco through data-driven HR practices. This likely spurred further research efforts to explore and understand these benefits. Despite the emergence of influential articles, the overall publication volume on HR Analytics in mainstream management journals remained relatively low. This gap in academic literature could have further motivated researchers to delve deeper into the topic.

While the study acknowledges the presence of numerous blogs, white papers, and industry reports, it emphasizes the relative scarcity of management research focusing specifically on HR Analytics. This observation suggests a potential area for further investigation and scholarly contribution, potentially bridging the gap between industry practices and rigorous academic inquiry.

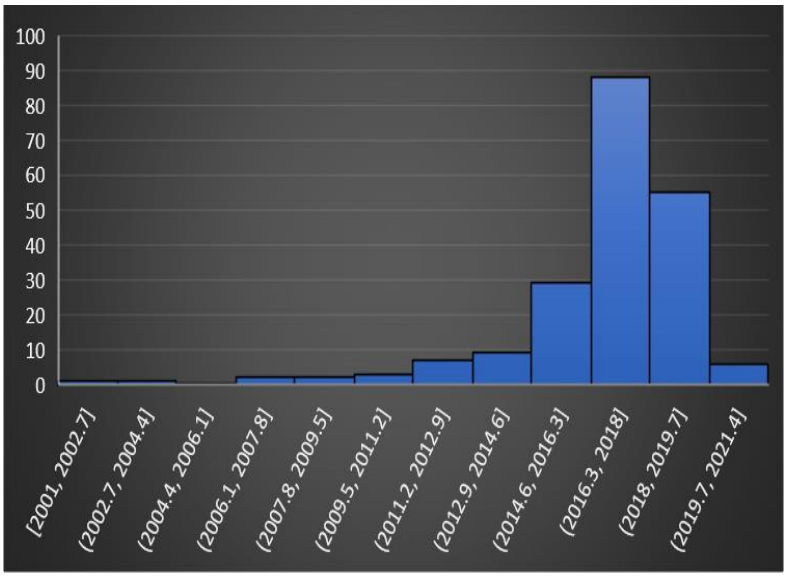

FIGURE 1
PUBLISHED ARTICLES ON HR ANALYTICS OVER TIME
Source: Authors' Compilation

This study employed a rigorous multi-stage approach to select high-quality, relevant research for analysis. Initially, a comprehensive sample of 275 articles was identified from various scholarly databases. To ensure focus on the core subject of HR Analytics, 185 articles were excluded, that did not explicitly integrate HR Analytics as a central theme. This initial

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screening process resulted in a refined sample of 90 articles. Subsequently, to guarantee the scholarly merit of the included research, all 90 articles were meticulously cross-referenced against the Journal Quality List (JQL) 66th edition, compiled by Professor Anne-Wil Harzing. This recognized list serves as a valuable tool for academics to identify reputable journals adhering to rigorous scholarly standards. This step resulted in the exclusion of 57 articles not published in JQL-listed journals, ensuring the analysis relied on research from established and respected academic sources.

Finally, the remaining 33 peer-reviewed articles underwent a final assessment for their direct relevance to the specific research questions driving this paper. Nineteen articles that did not directly address these core questions were removed. This meticulous selection process culminated in a final sample of 14 high-quality, highly relevant studies, forming the foundation for the subsequent analysis and discussion presented in this paper (Angrave, et al., 2016).This multi-step selection process ensures that the analysis presented in this paper relies on a robust foundation of peer-reviewed and pertinent research (Tables 1 & 2).

Table 1
PEER-REVIEWED PUBLICATIONS ON HR ANALYTICS

Journal Publication	Number of Articles
Human Resource Management Journal	2
Management Decision	1
Personnel Review	1
Journal of Business Strategy	2
Business Horizons	2
International Journal of Human Resource Management	3
Evidence-based HRM	8
MIT Sloan Management review	1
Research Technology Management	1
International Journal of Information Management	4
Journal of Business Research	1
Journal of General Management	1
Organizational Dynamics	1
Management Science	3
Information Resource Management Journal	1

Table 2
CATEGORIZATION OF PEER REVIEWED ARTICLES

Authors	Year	Title	What are HR Analytics?	How is it going to be adopted?	Factors affecting adoption	Level of Analysis	Empirical or not	Research Method
Harris, J.G., Craig, E., Light, D.A.	2011	Talent and analytics: new approaches, higher ROI	It is an analytical process of analysing the hr data. In this author used 6 types of analytical process	The ladder of analytical hr applications	Data: accessible and high-quality Enterprise: strategic perspective Leadership: advocates for analytics Targeting: the right analytics opportunities Analysts: deep analytical skills.	Company	Non-quantitative empirical	illustrative case studies

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Aral, S., Brynjolfsson, E., Wu, L.	2012	Three-way complementarities: Performance pay, human resource analytics, and information technology	HR Analytics is a method to analyse and monitor the productivity of an individual	Combining principal agent model with HCM software	Use of incentive pay and HCM software, industry-more applicable to manufacturing	Company	Empirical	Conducted fixed and random effect regression analyses on 5-year (1995-2006) panel data of 189 firms
Rasmussen, T., Ulrich, D.	2015	Learning from practice: How HR analytics avoids being a management fad	HR Analytics is a fad	Multi step process beginning with business problem-follow Lamp Model	HR Professionals analytical mindset, existing beliefs and cognitive dissonance	Individuals and groups within company	Non-quantitative Empirical	Illustrative case studies
Khan, S.A., Tang, J.	2016	The paradox of human resource analytics: Being mindful of employees			Affective commitment, Cost reduction and employee exploitation attribution, Quality and employee enhancement attribution, Information privacy concerns	Company	Empirical	web-based survey
Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M., Stuart, M.	2016	HR and analytics: why HR is set to fail the big data challenge		Multi step process beginning with business problem-follow Lamp Model	Lack of skills in HRM functions	HR professionals	Non-Empirical	Based on interview with HR Professionals and literature review
Levenson, A.	2017	Using workforce analytics to improve strategy execution		organizational effectiveness: team design, organization design, and culture	Individual capability, motivation, and job design	company	Non - Empirical	Literature review
Schiemann, W.A., Seibert, J.H., Blankenship, M.H.	2017	Putting human capital analytics to work: Predicting and driving		Used ACE framework to implement human capital	Information Gathering, Managerial support and analytical competency of HR Professionals	company	Non-Empirical	Illustrative case studies

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		business success		analytics and High ROI on the Human resource functions				
Marler, J.H., Boudreau, J.W.	2017	An evidence-based review of HR Analytics	A HR practice enabled by information technology that uses descriptive, visual, and statistical analyses of data related to HR processes, human capital, organizational performance, and external economic benchmarks to establish business impact and enable data-driven decision-making.		Analytical skills of HR Professionals,Management Buy-in, HR information technology	Individual and Group level data	Non-Empirical	Integrative Literature Review
Shah, N., Irani, Z., Sharif, A.M.	2017	Big data in an HR context: Exploring organizational change readiness, employee attitudes and behaviors		Using SMART technology for implementing Strategy, Measure metric and data, analyse your data, Reporting the result and transforming the results	Management Commitment, Analytics capability, Infrastructure design, Network Intelligence, Performance through Knowledge Company Empirical Survey			

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Vargas, R., Yurova, Y.V., Ruppel, C.P., Tworoger, L.C., Greenwood, R.	2018	Individual adoption of HR analytics: a fine-grained view of the early stages leading to adoption		Innovation Theory	Quantitative Self Efficacy, Technical Self Efficacy, Social Influence, Attitude towards HR Analytics and Trialability	HR professionals currently working in companies adopted HR Analytics.	Empirical	Partial least squares path modelling (PLS PM)
Huselid, M.A.	2018	The science and practice of workforce analytics: Introduction to the HRM special issue	Workforce Analytics refers to the processes involved with understanding, quantifying, managing, and improving the role of talent in the execution of strategy and the creation of value. It includes not only a focus on metrics			company	Non-Empirical	Literature review
Kryscynski, D., Reeves, C., Stice-Lusvardi, R., Ulrich, M., Russell, G.	2018	Analytical abilities and the performance of HR professionals		Human Resource Competency Study (HRCS), a practitioner-oriented study examining the competencies of HR professionals. The LAMP framework maps closely to the	Analytical skill, Personal credibility, General business skills, delivers results, Crafts strategy, understands local context, Understands internal politics	Individual and Group level data	Empirical	survey

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				analytical capabilities of HR managers				
McIver, D., Lengnick-Hall, M.L., Lengnick- Hall, C.A.	2018	A strategic approach to workforce analytics: Integrating science and agility	Workforce analytics is a process one that is continuously advanced by improving problem solving through sound measurement, appropriate research methods, systematic data analyses and technology to support organizational decision making	used agile process and strategic HRM framework	Prioritizing the Issues, Integrating the inductive and deductive approaches, preparing and validating data, applying multiple data methods, transforming insight into action	company	Non-Empirical	evidence based hr literature review
Greasley, K., Thomas, P.	2020	HR analytics: The onto-epistemology and politics of metricised HRM			1. senior manager underestimating the pragmatism of researcher working in the organization. 2. Fear of HR personnels that employees or Human beings for that matter will be reduced to just numbers.	9 companies	Non-Empirical	Based on interview with HR Professionals and literature review

RESULTS

Level of Analysis

This study recognizes the multifaceted nature of HR Analytics, as it can be employed to analyse data at both individual and group levels. To ensure theoretical coherence and methodological alignment, it is crucial to explicitly declare the chosen level of analysis. This principle emphasizes the tight link between a study's level of analysis and its underlying theoretical framework. Therefore, embarked on a systematic classification of the reviewed articles based on their level of focus: individual, group, or corporate. This classification aimed to identify the prevailing analytical approach adopted by the included studies.

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Predominance of Corporate-Level Analysis

The results revealed a notable concentration on the corporate level of analysis. This suggests that the majority of reviewed studies focused on examining HR practices and their outcomes at the organizational level, seeking to understand broader trends and implications (Marler and Boudreau, 2017McIver et al., 2018; Huselid, 2018).

Individual-Level Analysis with Nuances

While less prevalent, studies focusing on the individual level often employed nested data structures. This implies that individuals were analysed within their respective groups, such as departments, divisions, or business units, which were further nested within the larger organization. This approach allows for exploring individual behaviour and experiences while accounting for the contextual influence of group dynamics and organizational factors (Rasmussen and Ulrich, 2015; Vargas et al., 2018).

Theoretical Underpinnings

The specific theoretical framework adopted by each study likely influenced the chosen level of analysis. Theories focused on individual decision-making or behaviour might naturally lend themselves to individual-level analysis, while those exploring organizational dynamics or performance might gravitate towards group or corporate-level analysis (Shah et al., 2017; Rasmussen and Ulrich, 2015; Marler and Boudreau, 2017; Schiemann et al., 2017; Kryscynski et al., 2018).

This analysis highlights the importance of explicitly stating the level of analysis in HR Analytics research. By understanding the predominant approach and its theoretical underpinnings, researchers can more effectively select appropriate methodologies, interpret results, and contribute to a richer understanding of this multifaceted field.

This study, through a meticulous selection process, arrived at a final set of 14 high-quality, peer-reviewed articles addressing HR Analytics. By carefully analysing these studies, several key themes emerge, illuminating the current state of knowledge and potential areas for future research.

Understanding HR Analytics

A significant portion of the reviewed articles (6 out of 14) grapple with the fundamental question: Perspectives of HR Analytics This indicates a persistent need for clarity and shared understanding within the field. Interestingly, the perspectives vary, with some viewing it as a process, others as a methodology, and even one considering it a fleeting trend. This diversity highlights the ongoing evolution and need for further definition.

Organizational Focus

The majority of studies (9 out of 14) focus on the company level of analysis. This suggests a primary interest in understanding the impact of HR Analytics on organizational outcomes and practices. However, it also hints at the potential for further exploration of individual and group-level applications (Marler and Boudreau, 2017).

Methodological Landscape

The study reveals a prevalence of non-empirical approaches (9 out of 14). While literature reviews and illustrative case studies offer valuable insights, the inclusion of only 5

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studies employing hypothesis testing emphasizes the need for more rigorous empirical research to validate theoretical models and generate robust findings.

Adoption Strategies

Over two-thirds of the articles (10 out of 14) delve into the crucial question of Strategic Implementation of HR Analytics. The Lamp framework emerges as a favoured approach, highlighting the importance of leadership, analytical capabilities, metrics, and processes in successful implementation. This suggests a potential need for further research to refine and validate this framework across diverse organizational contexts.

Barriers and Facilitators

The articles collectively identify three key factors influencing HR Analytics adoption: leadership support, organizational culture, and data availability. This underscores the importance of addressing these critical elements for successful implementation.

Perspectives of HR Analytics

While the recent surge in interest surrounding HR Analytics paints it as a novel phenomenon, a closer examination reveals its deeper roots and evolving conceptualizations. This paper delves into the historical context and theoretical underpinnings of HR Analytics, drawing upon existing literature to illuminate its multifaceted nature and ongoing development.

While metrics and scorecards within HR have existed for decades (Rasmussen & Ulrich, 2015), the seeds of HR Analytics were sown even earlier. Evidence suggests attempts at introducing measurement methods in HR date back to the 20th century (Marler & Boudreau, 2016). A pivotal moment arrived in 1978 with Jac Fitz-Enz's seminal article, "*The Measurement Imperative."* This visionary piece argued for HR professionals to embrace quantitative methods and metrics to gain a seat at the executive table and demonstrate the quantifiable value of human capital (Fitz-Enz, 1978).

Divergent Perspectives on Definition

This review of the literature reveals several distinct yet overlapping perspectives on HR Analytics. Three studies define it as a process for talent management and problem-solving (Harris et al., 2011; McIver et al., 2018; Huselid, 2018). Marler and Boudreau (2017) conceptualize it as a practice empowering HR professional with analytical skills for data-driven decision-making and benchmarking against external factors. Conversely, Aral et al. (2012) view it as a method for monitoring and analysing individual performance.

While the term "*HR Analytics*" might evoke a unified concept, this analysis reveals a fascinating array of definitions and perspectives within the academic literature. Each perspective, while distinct, offers valuable insights into the multifaceted nature of this field.

HR Analytics as a Process

Research conducted by McIver et al., (2018), Huselid, (2018), and Harris et al., (2011) conceptualise HR Analytics as a multi-phase, dynamic process. This process-oriented perspective highlights how HR Analytics is iterative and involves: collecting pertinent information from different organisational sources. Using analytical methods and tools to draw conclusions that are relevant from the data that has been gathered. Converting knowledge into

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practical acts that can enhance organisational results and talent management procedures. Keeping an eye on how well-executed plans are working and iteratively improving the procedure in light of feedback. This viewpoint emphasises how HR Analytics is an ongoing process that calls for constant effort and modification in order to maximise its impact.

HR Analytics as a Practice

HR analytics proponents support the idea that HR analytics is a skill-based profession. According to this viewpoint, HR professionals must acquire the following analytical skills (Marler and Boudreau, 2017): Understanding various data types and how to use them appropriately is known as data literacy. Statistical analysis skills: Using methods for efficient data analysis and interpretation. Communication skills: Clearly and practically expressing ideas and suggestions. The human element of HR Analytics is emphasised by this practice-oriented approach, which calls for continuous skill and knowledge development among HR professionals.

HR Analytics as a Method

A more limited viewpoint is provided by HR Analytics as a method, which characterises HR Analytics as a particular technique for tracking and evaluating individual performance. According to Aral et al. (2012), this method-focused viewpoint stresses the use of data and analytics to: Monitor the performance of each individual employee: monitoring important indicators such as turnover, engagement, and productivity. Determine patterns and trends in performance: identifying the workforce's strengths and weaknesses. Forecast upcoming performance: using data to predict performance trends in the future and take proactive measures to resolve possible problems. This perspective highlights the data-driven nature of HR Analytics and its potential to optimize individual performance management.

Strategic Implementation

This literature review reveals a pluralistic landscape regarding frameworks for adopting HR Analytics, as evidenced by Table 2. While the LAMP framework enjoys significant favour, garnering the support of 4 out of 14 articles, several alternative approaches offer valuable insights. The LAMP framework, introduced by Boudreau and Ramstad (2007), emphasizes four crucial components for data-driven decision-making: Logic (strategic alignment), Analysis (valid questions and results), Measure (sufficient and timely data), and Process (effective knowledge management). This framework is lauded for its emphasis on alignment, data quality, and knowledge management, making it a popular choice for organizations seeking to implement HR Analytics effectively.

While LAMP holds sway, other frameworks offer distinct perspectives. The HR Scorecard, proposed by Becker et al., (2001), utilizes strategic metrics to gauge HR performance and its impact on business outcomes. Aral et al., (2012) champion the Human Capital Management (HCM) Framework, encompassing various practices like talent management and performance management to drive economic results.

Shah et al., (2017) advocate for the SMART technology framework, highlighting the importance of strategic implementation, data analysis, reporting, and transforming data results. Vargas et al., (2018) introduce Diffusion of Innovation (DOI) theory, which examines how innovations like HR Analytics gain momentum within organizations. McIver et al. (2018) propose the Agile Process framework, emphasizing flexibility, speed, and continuous change to navigate the dynamic landscape of HR Analytics implementation.

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These diverse frameworks offer valuable tools for organizations navigating the complexities of HR Analytics adoption. Each approach presents unique strengths and limitations

Factors Affecting the Adoption of HR Analytics

The analysis of 14 articles reveals three key factors influencing the adoption of HR Analytics: analytical skills, managerial support, and HR information technology literacy. This section delves deeper into these factors and explores additional considerations.

Analytical Skills

This is the most frequently cited barrier, with studies (Harris et al., 2011; Angrave et al., 2016; Levenson, 2017) highlighting the lack of both technical and general HR-related analytical skills among HR professionals. This gap hinders effective implementation and utilization of HR Analytics.

Managerial Support

This factor emphasizes the crucial role of leadership buy-in. Without strong support and belief in HR Analytics' value, organizations struggle to overcome implementation hurdles. Additionally, cognitive dissonance between HR professionals and management regarding its effectiveness can impede adoptionHarris et al., 2011; Rasmussen and Ulrich, 2015).

HR Information Technology Literacy

Understanding and utilizing HR-specific technology is essential for data collection, analysis, and interpretation. Studies by Angrave et al., (2016); Marler and Boudreau, (2017) highlight the importance of IT literacy in overcoming this barrier.
Employee Concerns: Fear of data misuse or reduction to mere numbers can create negative employee attitudes towards HR Analytics (Greasley & Thomas, 2020). Transparency and trust-building are essential.

Information Privacy

Khan and Tang (2016) raise concerns about data privacy and interdepartmental information sharing. Addressing these concerns is crucial for successful implementation.
Collaboration: Effective collaboration between HR and other departments fosters better data integration and decision-making alignment (Levenson, 2017; Marler & Boudreau, 2017).
Employee and Management Commitment: Khan and Tang, (2016) suggest that commitment from both employees and top management is essential for successful change and adoption.
Shortlisting the factors affecting the adoption of HR Analytics in the organization based on the literature review. To understand the implementation better model given by E.M. Rogers (2003). The first three steps of the model are being discussed, so that it can be made clear what contributes to the decision to adopt HR analytics (Figure 2).

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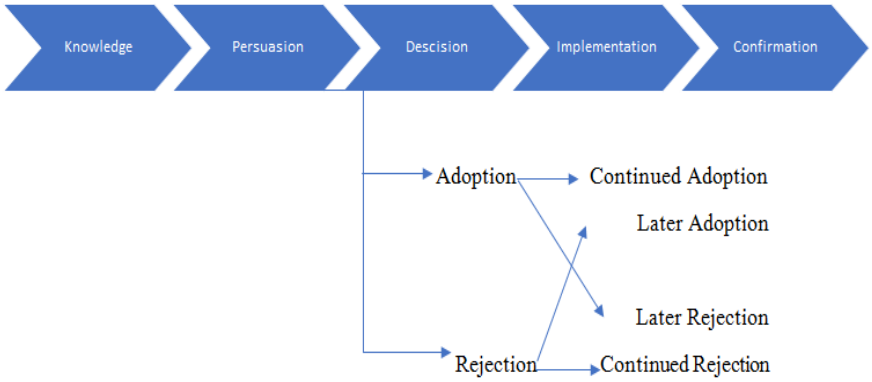

FIGURE 2
DIFFUSION OF INNOVATION BY E.M. ROGERS, 2003

There are only three steps to follow to find out the factors affecting the adoption of Human Resource Analytics.

Step first Knowledge indicates the employee/ organization is aware of the existence of the innovation, how to use an innovation correctly and determining how and why an innovation works

Second step Persuasion includes a negative or positive attitude towards the innovation Step three includes full use of an innovation as the best course of action available, rejection means not to adopt an innovation. There are also partial adoptions and partial rejection is also included in the step (Figure 3).

According to the data collected through the Literature Review.

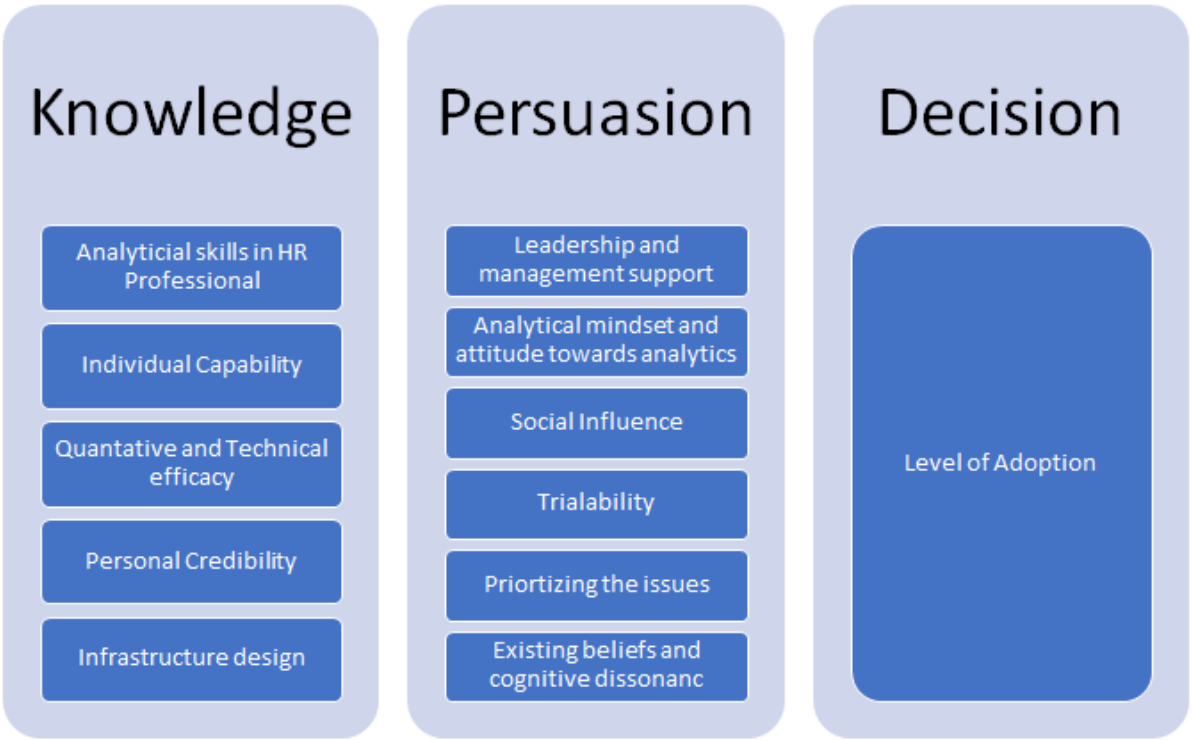

FIGURE 3
KNOWLEDGE, PERSUASION & DECISION

Source: Author.

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This framework provides an insightful mapping of the Diffusion of Innovation (DOI) theory onto the adoption process of HR analytics. This framework sheds light on the crucial factors that influence how readily organizations embrace this powerful tool. Let's delve deeper into each stage and explore actionable insights:

Stage 1: Knowledge - Planting the Seeds of Awareness

Analytical Skills

Equipping HR professionals with data literacy and analytical thinking skills is paramount. This forms the foundation for understanding the potential of HR analytics and how it can be implemented effectively. Consider offering training programs and workshops tailored to different levels of expertise.

Individual Capability

Recognize that individual's progress through the knowledge stage at their own pace. Provide personalized support and mentorship to address individual learning needs and build confidence in using HR analytics tools.

Quantitative and Technical Efficacy

Demystify the technical aspects of HR analytics. Showcase real-world success stories and tangible outcomes to build trust in its effectiveness. Emphasize the value proposition of HR analytics, aligning it with the organization's strategic goals and demonstrating how it can unlock hidden insights.

Infrastructure Design

Ensure the necessary infrastructure, technology, and data quality are in place for successful implementation. This includes investing in user-friendly HR analytics platforms, data integration capabilities, and robust data governance practices.

Stage 2: Persuasion - Building Belief and Overcoming Resistance

Leadership and Management Support

Leaders play a pivotal role in championing HR analytics and setting the tone for adoption. Their active involvement and commitment send a powerful message to the entire organization. Encourage leaders to articulate the vision and benefits of HR analytics, ensuring alignment with strategic goals.

Personal Credibility

Leverage internal champions – HR professionals with strong analytical skills and proven success using HR analytics. Their first-hand experience and expertise can effectively persuade others and address concerns.

Trialability & Prioritizing Issues

Offer opportunities for "*proof of concept*" projects, allowing departments to experiment with HR analytics on a small scale. This helps overcome initial resistance and

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showcase the practical value in addressing specific business challenges. Tailor communication to prioritize issues relevant to different stakeholders, demonstrating how HR analytics can provide solutions.

Stage 3: Decision - Taking the Leap and Beyond

Level of Adoption

Recognize that adoption is not a linear process; it occurs at different levels within an organization. Celebrate early adopters and leverage their success stories to encourage further integration across departments.

Apart from these there are some other considerations that one must keep in mind while adopting HR Analytics in their organization. Employee Concerns: Address privacy concerns head-on through transparency and clear communication about data practices. Build trust by involving employees in the process, demonstrating the ethical and responsible use of their data.

Collaboration

Foster cross-functional collaboration between HR and other departments. This ensures data sharing, diverse perspectives, and a holistic approach to leveraging HR analytics for organizational improvement.

By understanding and addressing the factors at each stage of the DOI framework, organizations can cultivate a fertile ground for successful HR analytics adoption. Remember, it's a journey, not a destination. Continuous learning, adaptation, and communication are key to maximizing the transformative power of HR analytics and unlocking its full potential for driving organizational success.

DISCUSSION

HR Analytics has emerged as a powerful tool for organizations seeking to optimize human capital investments and drive strategic decision-making. This study delves into a rich tapestry of 14 peer-reviewed articles, dissecting the multifaceted nature of HR Analytics and unearthing valuable insights for both researchers and practitioners. By conducting a systematic review of various points of view regarding definition, implementation, the key elements impacting adoption, and pinpoint potential directions for further study and application. One of the first observations is the importance of explicitly declaring the level of analysis employed in HR Analytics research. The reviewed articles primarily focused on the corporate level, examining the impact of HR practices and their outcomes on organizational performance. This highlights the interest in understanding the broader implications of HR initiatives. However, individual and group-level analyses also hold significant potential, offering deeper insights into employee behaviour and dynamics within teams. By explicitly stating the chosen level of analysis, researchers can ensure theoretical coherence and select methodologies that align with their research objectives.

Strikingly, the articles reveal a fascinating diversity of perspectives on what constitutes HR Analytics. Some view it as a process encompassing data collection, analysis, and translation into actionable insights (Harris et al., 2011; McIver et al., 2018; Huselid, 2018). Others conceptualize it as a skill-based practice requiring data literacy and analytical capabilities among HR professionals (Marler & Boudreau, 2017). Finally, a narrower perspective defines it as a method for monitoring individual performance (Aral et al., 2012).

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This spectrum of definitions underscores the evolving nature of HR Analytics and the need for continued exploration to establish a unified understanding.

The Lamp framework, championed by four articles, enjoys significant popularity for its emphasis on logic (alignment), analysis (valid results), measure (reliable data), and process (effective knowledge management). However, alternative frameworks like the HR Scorecard and SMART technology approach provide valuable insights. Recognizing the strengths and limitations of each framework allows organizations to select the one that best aligns with their specific context and needs.

Understanding the factors' influencing adoption is crucial for overcoming implementation challenges. The reviewed articles consistently highlight three key barriers: analytical skills, managerial support, and HR information technology literacy. Addressing these challenges requires targeted interventions, such as training programs for HR professionals, leadership buy-in initiatives, and investment in user-friendly HR technology solutions. Additionally, addressing concerns regarding employee privacy, promoting interdepartmental collaboration, and fostering employee and management commitment are crucial for successful adoption.

This review identified several factors crucial for the successful implementation of HR analytics. It is imperative to consider these factors during implementation to mitigate potential challenges faced by managers. The first step for managers is to identify the specific objectives they hope to achieve through HR Analytics. Is the goal to assess the overall impact of HR initiatives on organizational performance (corporate level), understand individual employee behaviour and performance (individual level), or analyse team dynamics and collaboration (group level). Choosing the relevant level of analysis ensures that the data collected and analysed aligns with the desired insights. Second, Managers must recognize that HR Analytics is not a monolithic concept. Different stakeholders may hold varying perspectives on its definition. HR professionals might see it as a data-driven process for decision-making, while executives might view it as a method for evaluating individual performance. This understanding allows managers to bridge communication gaps and ensure everyone aligns with the chosen approach. Third, Multiple frameworks, like the popular LAMP framework, exist for implementing HR Analytics effectively. Evaluating each framework's strengths and limitations based on your organization's context is crucial. Consider factors like size, industry, and existing data infrastructure when selecting the most suitable approach. Remember, there's no one-size-fits-all solution, and adaptability is key. Fourth, the success of HR Analytics hinges on skilled HR professionals who can collect, analyse, and interpret data effectively. Managers must prioritize investments in training programs that equip HR personnel with the necessary quantitative skills, statistical analysis knowledge, and data literacy. This empowers them to translate data into actionable insights for decision-making. Fifth, Employee concerns regarding data privacy and misuse are legitimate and must be addressed head-on. Managers should ensure transparent communication about data collection, usage, and storage practices. Implementing robust data security measures and upholding ethical principles builds trust and encourages employee engagement with HR Analytics initiatives.

This exploration of 14 peer-reviewed articles has provided a comprehensive overview of the current state of HR Analytics research and practice. By recognizing the diversity of perspectives, navigating the various implementation frameworks, and understanding the key adoption hurdles and facilitators, organizations can leverage this powerful tool to gain a competitive edge and unlock the full potential of their human capital. As the field continues to evolve, embracing emerging trends and fostering a culture of data-driven decision-making will be crucial for reaping the full benefits of HR Analytics in the years to come.

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