




HR Analytics: A Game-Changer for Enhancing Talent Management and Driving Organizational Creativity

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ABSTRACT

HR has earned a renowned name in the organisations for its stability. The study aims to review HR Analytics as a Game-Changer for enhancing talent management and driving Organizational Creativity. The main objective of this study is to investigate the effect an HR analytics on talent management and organisational creativity. The study has been done using the primary quantitative method. The sample size was 150 and the data was taken through a Google survey form. The data has been executed using relevant output for the use of the Smart PLS software. About sixteen hypotheses are tested. Technological competence is significantly related to the adoption of HR analytics has been proven as positive. Top management commitment has also a significant impact on HR analytics. Organizational readiness has also a significant positive impact on HR Analytics. It is recommended that the HRA should be used for better support in the organisations. The study has implications for the use of positive approaches in the context of growth.

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1. Introduction

HR Analytics, is a relatively recent field that has evolved alongside advancements in technology, data science, and organizational behavior. In the 1980s and 1990s, the rise of information technology and the increasing digitalization of business operations began to change the landscape of HR. Early HR systems focused on automating administrative tasks, such as employee records and payroll. However, it wasn't until the early 2000s that the focus began to shift toward using data to improve strategic decision-making in HR. The development of Human Resource Information Systems (HRIS) and the adoption of enterprise resource planning (ERP) systems allowed HR departments to collect and manage large volumes of data related to employees' performance, training, compensation, and turnover. In recent years, the rapid advancement of technology and data analytics has transformed how organizations approach human resources (HR) management. The integration of analytics into HR functions, often referred to as HR analytics or people analytics, involves leveraging data-driven insights to improve decision-making regarding recruitment, talent management, employee engagement, and organizational performance. HR analytics enables organizations to move beyond intuition-based decisions and instead rely on data-backed evidence to optimize their workforce strategies. This study is performed to review the impact of HR analytics on talent management and organization creativity in hotel industry in Pakistan.

1.1. Research Objectives

- To understand the role of HR Analytics in hotel industry.
- To evaluate how TOE framework can affect HR Analytics adoption.
- To Understand the Role of HR Analytics in Talent Management.
- To Evaluate the Influence of HR Analytics on Organizational Creativity.
- To Explore the Future of HR Analytics in Driving Organizational Success.

1.2. Research Questions

1. What is a role of HR analytics in hotel industry?
2. How TOE framework can affect adoption of HR Analytics?
3. Is there any impact of HR Analytics on talent management?
4. Can HR analytics improve organization creativity?
5. How can HR analytics foster organization success in future?

1.3. Problem Statement

This study is performed to review the impact of HR analytics on talent management and organization creativity in hotel industry in Pakistan. According to Holzmann and Mazzini (2020), the global economy is increasingly characterized by volatility, uncertainty, complexity, and ambiguity. Factors such as economic recessions, geopolitical instability, trade wars, pandemics, and climate change introduce significant unpredictability into business operations. The COVID-19 outbreak had led to a significant slowdown in the world economic activities (SHRM, 2022), triggering furloughs and layoffs, that led to the increase in the unemployment rate in many countries.

1.4. Significance of Study

The significance of this study lies in its potential to advance the field of HR analytics by highlighting its transformative role in improving talent management, fostering organizational creativity, and driving overall business performance. By offering data-driven insights into how organizations can effectively leverage their human capital, this study not only contributes to academic knowledge but also provides practical, actionable recommendations for HR professionals looking to harness the power of analytics to optimize their workforce and foster a more innovative organizational culture. Ultimately, this research seeks to demonstrate that HR analytics is not just a tool for operational efficiency but a strategic asset for long-term organizational success.

1.5. Structure of Study

The article begins with our introduction. The problem statement, research objectives, research questions, and study background are all included in this chapter. Chapter 1 also covers the study's scope, structure, and importance. The operational definition of variables is also included in this chapter. The literature review includes conceptual and empirical reviews of HR analytics. Overview of all the variables including TOE framework, HR management activities and talent management is also highlighted. This chapter also identifies key theories, concepts, debates, and gaps in the literature. Research method defines theoretical framework, hypotheses, research approach and design, sampling design, instrument and statistical technique. Results and findings includes study results, testing of hypotheses, descriptive profile of data and Hypotheses assessment summary. Conclusion concludes study in a short summary, Limitations and future research. References are given at the end of article.

2. Literature Review

2.1. HR Analytics

Human resource analytics, referred to as people analytics, is the practice of using data analysis methods to HR records in order to make better, more evidence-based decisions on employee management. In order to improve organizational performance and provide business outcomes, HR analytics collects, analyses, and uses data from various HR operations, such as recruiting, performance, training, retention, and employee engagement. The Diffusion of Innovations (DOI) theory provides a solid foundation for understanding how organizations embrace HR analytics. By integrating the core principles of DOI—relative advantage, complexity, compatibility, and observability—into their HR analytics strategy and tool planning, organizations may enhance their performance. With this knowledge in hand, we can surmount adoption hurdles and ensure that HR analytics eventually play a significant role in corporate decision-making.

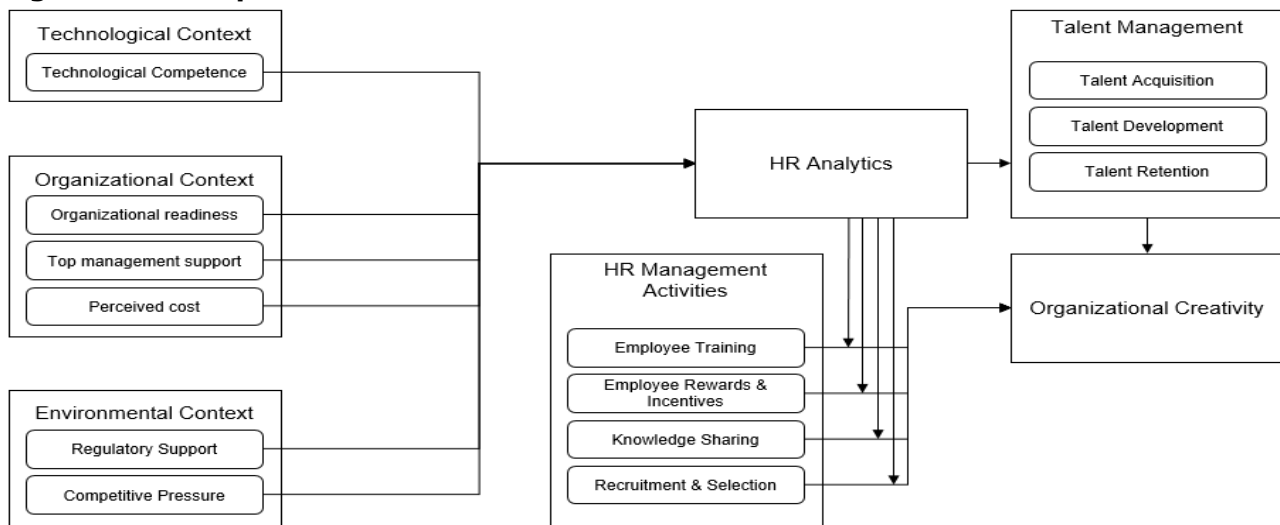
2.2. Talent Management

The term "talent management" describes a methodical approach to finding, hiring, training, and promoting top performers to meet present and future needs in a company. A method for improving performance, encouraging innovation, and keeping a company ahead of the competition by strategically aligning the company's talent pool with its business objectives. Rather than being a one-and-done deal, talent management is a continuing process that

requires constant focus on attracting and retaining top people, increasing employee engagement, and developing employees' potential. Staff members are better able to grow in their current positions, take on more responsibility in the future, and be ready to lead thanks to talent development programs.

3. Conceptual Framework

Figure 1: Conceptual Framework



3.1. Hypotheses

- H1: Technological competence is significantly related to the adoption of HR analytics.
- H2: Top management commitment has a significant impact on HR analytics.
- H3: Organizational readiness has a significant impact on HR Analytics.
- H4: Perceived cost has a significant impact on HR analytics.
- H5: Regulatory support is significantly related to the adoption of HR analytics.
- H6: Competitive pressure is significantly related to the adoption of HR analytics.
- H7: Employee training is significantly related to organizational creativity.
- H8: Employee rewards and incentives are significantly related to organizational creativity.
- H9: Organizational knowledge sharing has a significant impact on organizational creativity.
- H10: Recruitment and selection has a significant impact on organizational creativity.
- H11: The implementation of HR Analytics activities significantly moderates the relationship between employee training and organizational creativity.
- H12: The implementation of HR Analytics activities significantly moderates the relationship between employee rewards and incentives and organizational creativity.
- H13: The implementation of HR Analytics significantly moderates the positive relationship between organizational knowledge sharing and organizational creativity.
- H14: The implementation of HR Analytics activities significantly moderates the positive relationship between recruitment and selection and organizational creativity.
- H15: HR analytics has a significant impact on talent management.
- H16: Talent management has a significant impact on organizational creativity.

4. Methodology

4.1. Research Design and Data Sources

This study used quantitative research method to measure and analyze our data. It helps to test hypotheses, establish relationships, and generalize findings across large populations. Researchers typically use surveys, experiments, and observational methods to gather numerical data, and the results are often analyzed using statistical techniques to draw conclusions. While it offers objectivity, replicability, and precision, it is limited in providing deep contextual understanding compared to qualitative research.

4.2. Data Sampling and Size

The research targeted HR professionals within the hotel industry. The data is collected from HR managers, data analysts, and talent acquisition specialists of organizations. Our target population is 150. The data is also collected from employees of organizations who have information related to HR Analytics. There are approximately 150 hotels in Pakistan.

4.3. Data Collection Technique

The study used google survey form for Sampling Method. This study selected individuals randomly from hotel industry including male and female both. The individuals are mainly from HR department. For SmartPLS Analysis of data we have used SEM technique. It is used to understand the relationship between the variables. The close ended Questionnaire is used in our research.

5. Results And Discussion

5.1. Data Screening

Data screening has been done with the help of Data collected based on the PLS software. These applications have been used to understand the process of data screening and revealing the results based on the specific operations to understand the value of P and emphasise the limited sample size for retrieving the results of the study.

Table 1: Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
CP -> HRA	0.190	0.181	0.076	2.521	0.012
HRA -> ET	0.392	0.399	0.059	6.659	0.000
HRA -> KS	0.356	0.361	0.082	4.324	0.000
HRA -> RI	0.253	0.270	0.077	3.283	0.001
HRA -> RIS	0.117	0.125	0.091	1.280	0.201
HRA -> TA	0.296	0.311	0.064	4.652	0.000
HRA -> TD	0.328	0.345	0.073	4.472	0.000
HRA -> TR	0.424	0.442	0.056	7.533	0.000
OR -> HRA	0.150	0.145	0.092	1.640	0.101
PC -> HRA	-0.024	-0.014	0.096	0.256	0.798
RS -> HRA	0.206	0.204	0.073	2.809	0.005
TC -> HRA	0.225	0.236	0.093	2.426	0.015
TMS -> HRA	0.063	0.075	0.092	0.688	0.492

Notes: CP: competitive pressure, RS: regulatory support, HRA: human resource analytics, TMS: top management support, RIS: recruitment and selection, ET: employee training, TD: talent development, TA: talent acquisition, TR: talent retention

HRA -> TR value has been found high as compared to other comparisons in the pathway of the p value. The path coefficient value is helpful in reviewing the variance and results based on the data collected from the respondents. The value is significant if the P value is more than 0.05 in most of the results. The data is narrating the value for a lot of uh variables are taken from the conceptual framework and giving the result. The analytics has been reviewed in the context of various comparisons where the value has been traced low in most of the variables. The dominant result has been traced for the value of HRA in contrast to TR only. This shows correlational support in handling the data and ensuring the application of the various analytical support in the context of about 7.533 values for the variable at one place and 6.659 at another place.

Table 2: Outer loading

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
CP 1 <- CP	0.945	0.946	0.011	87.514	0.000
CP 2 <- CP	0.916	0.914	0.026	35.678	0.000
ET 1 <- ET	0.741	0.741	0.030	24.635	0.000
ET 2 <- ET	0.668	0.667	0.052	12.759	0.000
ET 3 <- ET	0.846	0.845	0.025	34.226	0.000
ET 4 <- ET	0.745	0.743	0.040	18.511	0.000
ET 5 <- ET	0.651	0.651	0.056	11.620	0.000

HRA 1 <- HRA	0.590	0.582	0.078	7.570	0.000
HRA 2 <- HRA	0.673	0.670	0.082	8.237	0.000
HRA 3 <- HRA	0.679	0.672	0.080	8.469	0.000
HRA 4 <- HRA	0.743	0.742	0.046	16.046	0.000
HRA 5 <- HRA	0.736	0.738	0.043	17.307	0.000
HRA 6 <- HRA	0.761	0.759	0.049	15.580	0.000
HRA 7 <- HRA	0.721	0.718	0.046	15.705	0.000
HRA 8 <- HRA	0.691	0.688	0.055	12.624	0.000
KS 1 <- KS	0.675	0.669	0.069	9.745	0.000
KS 2 <- KS	0.321	0.285	0.193	1.667	0.095
KS 3 <- KS	0.491	0.470	0.123	3.988	0.000
KS 4 <- KS	0.549	0.527	0.119	4.607	0.000
KS 5 <- KS	0.598	0.571	0.112	5.329	0.000
KS 6 <- KS	0.491	0.485	0.115	4.271	0.000
KS 7 <- KS	0.508	0.512	0.087	5.834	0.000
OR 1 <- OR	0.873	0.874	0.026	34.194	0.000
OR 2 <- OR	0.761	0.755	0.076	9.959	0.000
OR 3 <- OR	0.868	0.866	0.035	25.067	0.000
OR 4 <- OR	0.843	0.841	0.035	23.925	0.000
PC 1 <- PC	0.829	0.830	0.044	18.899	0.000
PC 2 <- PC	0.811	0.801	0.065	12.499	0.000
PC 3 <- PC	0.867	0.862	0.040	21.863	0.000
RI 1 <- RI	0.920	0.894	0.163	5.639	0.000
RI 2 <- RI	0.843	0.806	0.143	5.879	0.000
RI 3 <- RI	0.550	0.514	0.192	2.859	0.004
RIS 1 <- RIS	0.817	0.817	0.041	19.735	0.000
RIS 2 <- RIS	0.890	0.888	0.021	42.075	0.000
RIS 3 <- RIS	0.763	0.759	0.065	11.701	0.000
RS 1 <- RS	0.793	0.786	0.057	13.894	0.000
RS 2 <- RS	0.817	0.810	0.064	12.775	0.000
RS 3 <- RS	0.770	0.759	0.087	8.814	0.000
RS 4 <- RS	0.765	0.769	0.064	11.881	0.000
TA 1 <- TA	0.693	0.672	0.109	6.380	0.000
TA 2 <- TA	0.877	0.868	0.063	13.925	0.000
TA 3 <- TA	0.791	0.776	0.070	11.250	0.000
TA 4 <- TA	0.894	0.888	0.063	14.239	0.000
TA 5 <- TA	0.779	0.772	0.064	12.176	0.000
TC 1 <- TC	0.666	0.649	0.103	6.490	0.000
TC 2 <- TC	0.724	0.724	0.050	14.533	0.000
TC 3 <- TC	0.780	0.770	0.065	11.967	0.000
TC 4 <- TC	0.560	0.541	0.121	4.641	0.000
TC 5 <- TC	0.523	0.523	0.090	5.847	0.000
TD 1 <- TD	0.810	0.808	0.044	18.363	0.000
TD 2 <- TD	0.685	0.678	0.070	9.743	0.000
TD 3 <- TD	0.599	0.591	0.097	6.170	0.000
TD 4 <- TD	0.822	0.815	0.052	15.867	0.000
TD 5 <- TD	0.749	0.743	0.060	12.517	0.000
TMS 1 <- TMS	0.871	0.845	0.138	6.300	0.000
TMS 2 <- TMS	0.612	0.558	0.189	3.229	0.001
TMS 3 <- TMS	0.841	0.799	0.132	6.377	0.000
TMS 4 <- TMS	0.728	0.705	0.147	4.962	0.000
TR 1 <- TR	0.733	0.728	0.056	13.026	0.000
TR 2 <- TR	0.609	0.593	0.109	5.585	0.000
TR 3 <- TR	0.563	0.548	0.091	6.213	0.000
TR 4 <- TR	0.701	0.705	0.058	12.002	0.000
TR 5 <- TR	0.780	0.774	0.052	14.976	0.000
TR 6 <- TR	0.742	0.728	0.071	10.437	0.000

The outer loading value has been reviewed with the help of PLS software and it has been found that the value is helpful in justifying the results for comparison of the direct and indirect variables. It is a showing that if the value is more than 0.7 then it is contributing a construct for validity and can have a significant impact in the research. The table shows more than 0.7 for most of the variables so it has been justified that maximum variables are showing a dominant context for the potential of significance in HR analytics and productivity in the organizational goals achievement. 0.484 low value has been found for OC only at some places.

Table 3: R Square

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
ET	0.154	0.163	0.047	3.308	0.001
HRA	0.322	0.359	0.051	6.306	0.000
KS	0.127	0.137	0.056	2.262	0.024
RI	0.064	0.079	0.033	1.911	0.056
RIS	0.014	0.024	0.025	0.559	0.576
TA	0.088	0.101	0.037	2.383	0.017
TD	0.108	0.124	0.051	2.131	0.033
TR	0.180	0.199	0.049	3.681	0.000

R square shows the determination coefficient with the variances so discrimination could be possible between the independent and independent variables based on their relationship. The value ranges from zero to 1 where the highest possible values give significant relationships as compared to the lower ones. The table shows a higher value for HRA as dominance at 0.322 followed by KS at 0.127. Explanatory power has been represented for the moderating variables and it has been suggested that the dominant threshold has been traced for HRA with an influence of human resource analytics.

Table 4: R Square Adjustment

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
ET	0.148	0.157	0.047	3.169	0.002
HRA	0.295	0.333	0.053	5.548	0.000
KS	0.121	0.131	0.056	2.147	0.032
RI	0.058	0.073	0.034	1.718	0.086
RIS	0.007	0.018	0.025	0.296	0.768
TA	0.082	0.095	0.037	2.207	0.027
TD	0.102	0.119	0.051	2.003	0.045
TR	0.174	0.194	0.049	3.549	0.000

The R square variance has been reviewed based on the dependent variables in collaboration with the independent ones. They act as predictors to forecast the outline value and discuss the implementations based on the adjustments of R square variance. 0.295 is giving a dominant value for HRA in collaboration with its implementation however the least value has been traced for RIS. The companion collaboration is showing 2 where HRA remained dominant.

Table 5: Average Variance

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
CP	0.866	0.865	0.027	32.071	0.000
ET	0.538	0.538	0.036	15.142	0.000
HRA	0.491	0.491	0.043	11.558	0.000
KS	0.280	0.279	0.043	6.465	0.000
OR	0.701	0.700	0.041	16.985	0.000
PC	0.699	0.694	0.044	15.844	0.000
RI	0.620	0.599	0.071	8.694	0.000
RIS	0.681	0.679	0.031	21.627	0.000
RS	0.619	0.615	0.050	12.405	0.000
TA	0.656	0.644	0.055	11.847	0.000
TC	0.433	0.429	0.047	9.121	0.000
TD	0.544	0.540	0.039	14.108	0.000
TMS	0.593	0.563	0.089	6.693	0.000
TR	0.479	0.474	0.044	10.805	0.000

The average variance executes the value for contrast where the amount of the various latent constructs has been outlined to understand the total variance in the findings. It guides the reader about the influence of convergent validity in collaboration to the acceptance of the hypothesis under the privilege of specific values mentioned in the table. It is showing the lowest value for about 6.4654 KS while on the other hand, the highest value has been outlined for RIS as 21.627 and CP as 32.071. The differences justify the correlations and the variances of variables in the current analysis based on the average various execution values.

Table 6: Cronbach Alpha

	Original sample (O)	Sample mean (M)	Standard (STDEV)	deviation T	statistics (O/STDEV)	P values
CP	0.846	0.845	0.034		24.587	0.000
ET	0.783	0.782	0.032		24.481	0.000
HR						
A	0.856	0.855	0.022		39.659	0.000
KS	0.576	0.561	0.088		6.543	0.000
OR	0.858	0.856	0.028		30.187	0.000
PC	0.790	0.787	0.039		20.093	0.000
RI	0.731	0.727	0.045		16.098	0.000
RI						
S	0.767	0.765	0.034		22.617	0.000
RS	0.795	0.792	0.043		18.699	0.000
TA	0.877	0.875	0.019		45.895	0.000
TC	0.670	0.664	0.059		11.376	0.000
TD	0.791	0.788	0.032		24.359	0.000
TM						
S	0.794	0.792	0.033		24.385	0.000
TR	0.789	0.786	0.031		25.069	0.000

The Cronbach alpha value is linked with the consistency and reliability factors while measuring the variable. It has been found that the consistency and reliability factor can be high if the value of the ground batch alpha is above 0.7 with significance. The original sample of the value shows a high value above 0.7 for most of the variables. However, some of the variables like KS show values below 0.7 which is alarming in addition to another variable TC which is also below 0.7.

Table 7: HTMT

	Original sample (O)	Sample mean (M)	2.5%	97.5%
ET <-> CP	0.643	0.642	0.487	0.780
HRA <-> CP	0.432	0.433	0.287	0.574
HRA <-> ET	0.451	0.466	0.346	0.599
KS <-> CP	0.354	0.378	0.211	0.559
KS <-> ET	0.680	0.670	0.531	0.828
KS <-> HRA	0.527	0.537	0.416	0.674
OR <-> CP	0.467	0.467	0.324	0.606
OR <-> ET	0.580	0.580	0.445	0.705
OR <-> HRA	0.427	0.448	0.328	0.601
OR <-> KS	0.371	0.413	0.280	0.593
PC <-> CP	0.634	0.633	0.489	0.762
PC <-> ET	0.744	0.745	0.637	0.846
PC <-> HRA	0.444	0.456	0.323	0.604
PC <-> KS	0.495	0.507	0.359	0.672
PC <-> OR	0.745	0.747	0.590	0.896
RI <-> CP	0.539	0.539	0.379	0.691
RI <-> ET	0.564	0.577	0.367	0.799
RI <-> HRA	0.267	0.301	0.194	0.438
RI <-> KS	0.763	0.754	0.594	0.930
RI <-> OR	0.216	0.257	0.153	0.387
RI <-> PC	0.622	0.625	0.466	0.774
RIS <-> CP	0.194	0.229	0.157	0.330
RIS <-> ET	0.568	0.574	0.422	0.720
RIS <-> HRA	0.278	0.307	0.221	0.413
RIS <-> KS	0.590	0.588	0.431	0.759
RIS <-> OR	0.260	0.281	0.155	0.461
RIS <-> PC	0.362	0.377	0.236	0.529
RIS <-> RI	0.529	0.533	0.366	0.706
RS <-> CP	0.136	0.165	0.082	0.280
RS <-> ET	0.419	0.433	0.264	0.610
RS <-> HRA	0.413	0.436	0.325	0.566
RS <-> KS	0.692	0.669	0.498	0.814
RS <-> OR	0.488	0.490	0.298	0.668
RS <-> PC	0.408	0.416	0.220	0.623
RS <-> RI	0.474	0.484	0.351	0.618

RS <-> RIS	0.247	0.303	0.197	0.434
TA <-> CP	0.259	0.273	0.185	0.395
TA <-> ET	0.447	0.466	0.282	0.671
TA <-> HRA	0.286	0.309	0.207	0.437
TA <-> KS	0.289	0.369	0.250	0.519
TA <-> OR	0.292	0.309	0.160	0.514
TA <-> PC	0.271	0.284	0.157	0.437
TA <-> RI	0.221	0.253	0.162	0.379
TA <-> RIS	0.412	0.417	0.208	0.629
TA <-> RS	0.200	0.239	0.156	0.360
TC <-> CP	0.705	0.707	0.583	0.825
TC <-> ET	0.686	0.695	0.561	0.833
TC <-> HRA	0.553	0.578	0.455	0.725
TC <-> KS	0.764	0.767	0.621	0.943
TC <-> OR	0.589	0.591	0.402	0.766
TC <-> PC	0.828	0.831	0.706	0.966
TC <-> RI	0.693	0.701	0.546	0.868
TC <-> RIS	0.749	0.763	0.617	0.922
TC <-> RS	0.459	0.489	0.288	0.726
TC <-> TA	0.474	0.494	0.311	0.681
TD <-> CP	0.532	0.533	0.348	0.710
TD <-> ET	0.639	0.649	0.490	0.806
TD <-> HRA	0.362	0.392	0.254	0.559
TD <-> KS	0.572	0.597	0.435	0.791
TD <-> OR	0.427	0.444	0.287	0.613
TD <-> PC	0.492	0.500	0.317	0.702
TD <-> RI	0.445	0.465	0.307	0.658
TD <-> RIS	0.438	0.455	0.301	0.613
TD <-> RS	0.221	0.274	0.193	0.383
TD <-> TA	0.510	0.516	0.350	0.675
TD <-> TC	0.704	0.733	0.621	0.863
TMS <-> CP	0.233	0.245	0.150	0.355
TMS <-> ET	0.490	0.503	0.368	0.643
TMS <-> HRA	0.333	0.363	0.258	0.496
TMS <-> KS	0.590	0.585	0.447	0.721
TMS <-> OR	0.313	0.339	0.177	0.564
TMS <-> PC	0.603	0.604	0.470	0.733
TMS <-> RI	0.438	0.447	0.300	0.608
TMS <-> RIS	0.592	0.593	0.435	0.745
TMS <-> RS	0.456	0.467	0.314	0.632
TMS <-> TA	0.271	0.287	0.144	0.468
TMS <-> TC	0.731	0.752	0.610	0.920
TMS <-> TD	0.359	0.393	0.301	0.499
TR <-> CP	0.331	0.345	0.181	0.519
TR <-> ET	0.569	0.573	0.429	0.716
TR <-> HRA	0.438	0.465	0.359	0.589
TR <-> KS	0.755	0.737	0.598	0.876
TR <-> OR	0.497	0.504	0.337	0.675
TR <-> PC	0.581	0.585	0.431	0.737
TR <-> RI	0.453	0.475	0.314	0.664
TR <-> RIS	0.711	0.713	0.572	0.849
TR <-> RS	0.485	0.504	0.305	0.705
TR <-> TA	0.492	0.504	0.292	0.705
TR <-> TC	1.232	1.240	1.146	1.367
TR <-> TD	0.570	0.593	0.478	0.721
TR <-> TMS	0.570	0.584	0.437	0.748

HTMT follows the pattern of discriminant validity in collaboration to construct That allows the correlational support in understanding the discrimination and discriminant validity for the variables. The value has been contrasted and checked that if it is above 0.7 then it can be influencing which has been reviewed for the contrast of two variables if sequentially. It has been found that the value has been placed above 0.7 for some of the variables however KS has been traced to below again when it is contrasted with TMs and RS is also found low for TMS. TMS Value has been traced as low for most of the variables in collaboration which is showing alarming feedback that the TMS has been under the influence of negative output.

5.2. Statistical Review

Statistical techniques are applied to reveal the results, they include HTMT, Cronbach alpha, P values finding, path coefficients, outer loading, R adjustments reliance values and some others. Smart PLS has helped the researcher to implement these statistical techniques using skilled efforts on a smart and small sample size of 150. Smart PLS supports the data analysis process because a small set can be analysed with the help of smart PLS software where complex models ideally support the quantitative analysis by predictive modelling in non-normal data. The statistical operations of R values have helped the researcher to explore the dependent variables' variance in collaboration with the potential predictive capability (Carpenter, 2017). It has ideally implemented the statistical operations to understand how the path coefficient value can be comprehensive for understanding the significance of variables and their Co relationship with other variables of the study. Use of the statistical analysis has guided the researcher in handling complex models and making sure that relevant operations are helpful in releasing the correct output.

5.3. Hypotheses Testing

Hypothesis 1: "Technological competence is significantly related to the adoption of HR analytics."

The first hypothesis elaborates that technological competence is significantly linked to the adoption of HR analytics. The hypothesis is reviewing the need for specific tools which are analytics where advanced tools of data visualization and predictive analytics can be executed in reviewing the technological competence and implementation of leverage in organizations. It has also supported the integration of systems using multiple HR analysis support tools and accurately finding the insights of processes in an organization for decision-making under HR. Path coefficient shows HRA -> TR value has been found high as compared to other comparisons in the pathway of the p-value. The path coefficient value is helpful in reviewing the variance and results based on the data collected from the respondents.

Hypothesis 2: "Top management commitment has a significant impact on HR analytics."

The second hypothesis has revealed that top management commitment. It has analysed how top management commitment has a significant impact on HR analytics. The outer loading value shows that if the value is more than 0.7 then it is contributing a construct for validity and can have a significant impact on the research. It is narrating the influential role of the top management. The table shows more than 0.7 for most of the variables so it has been justified that maximum variables are showing a dominant context for the potential of significance in HR analytics and productivity in the organizational goals achievement. Top management commitment has been found successful where HR applications are revealed in high usage.

Hypothesis 3: "Organizational readiness has a significant impact on HR Analytics."

Organizational analytics and readiness have a significant impact on HR analytics that link the context. Understanding the culture and infrastructure in an organization with the support of HR analytics and its implications in effectively understanding the use of decision-making. This has been further elaborated with the use of supportive features like data access quality and leadership support in collaboration with the technological infrastructure and employee engagement. Keeping in view the positive and productive role of leadership and technological infrastructure, this has been agreed that employee engagement can be productive for comforting the sharing of feedback and making sure that the data visual features have been accurately incited with the support of modern technological and analytical skills. The HR management can be supported with the use of implementation success where HR analytics can process for hindering the resistance and making sure that the lack of adoption might be the driving agent for the deprived of growth of an organization (Watson, 2008).

Hypothesis 4: "Perceived cost has a significant impact on HR analytics."

The fourth hypothesis elaborates the need to understand how individuals are able to emphasise more on the perceived cost which has a positive and significant impact in the context of HR analytics for promotion. The hypothesis has been found to be approved because

the cost of perceived perspective has had an impact while dealing with the HR analytics and a significant combination has been found between the 2 items in the output of the study this has been further categorized by the subdivisions of the perceived cost that might be for different things that needs to be addressed while influencing the tool availability data, availability and effort expectancy in addition to the performance parameters review. Keeping in view the prominent value of HR analytics in collaboration with the perceived cost, it has been found that the 2 can be collaborative and understood table where financial readiness is essential for acquiring new knowledge and making sure that the IT resources and analytical knowledge have been applied in collaboration to achieve the perceived cost output.

Hypothesis 5: "Regulatory support is significantly related to the adoption of HR analytics."

The next hypothesis elaborates on the role of regulatory support in the perspective of HR analytics and the variable has been reviewed in the context of. Variable so it will support the idea of how the adoption of HR analytics is referred to with regulatory support. The main regulatory support features are executing the policy instrument that is probably from the government side in most cases we are privacy protection and data collection security has been valued to understand raised mechanisms. Various research resources are executed in this regard and the literature elaborates some main ideas on how regulatory support can be a dominant environmental factor in handling the situation. Further, it is also agreed in most of the cases that the regulations discussed in the literature show stringent government rules that talk about the substantial impact in acceptance and implementation for hour better decision-making. Government programs aim to promote the use and dissemination of technology by providing financing alternatives, increasing knowledge of new technologies, and delivering training (Khatri et al., 2010). It is clear, however, that laws hinder the deployment of technology, as there is a lack of IT adoption due to stringent government rules (Hughes, 2008).

Hypothesis 6: "Competitive pressure is significantly related to the adoption of HR analytics"

The 6th hypothesis elaborates on the other variables which discuss how competitive pressure has a significant effect while adopting HR analytics in an organization. This has been justified by various examples where competitive advantages have encouraged individuals to transform human resource material management and deal with informed decision-making for an optimised workplace. The hypothesis has been supported by the evidence from the literature where justification has been added by some authors that competitive pressure plays a productive role where an organization can be affected by rivals in the same sector. This also allows the. Understanding of the technology implications where the company partners may feel pressure under the adoption of its plans and instrumental use of HR analytics in an organization.

Hypothesis 7: "Employee training is significantly related to organizational creativity."

The next hypothesis discusses how employee training significantly affects organizational creativity and is our driving agent for innovation in the context of the organization. This has been provided based on the evidence in the literature where various analysis has been done for understanding the role of TOE in revealing the idea from the literature. It justifies how the environmental context and organizational context can support the technology and facilitate the idea of the model based on the 3 areas that can run the organization successfully under the context of resource-based RBV theory. The infrastructure of The Technology-Organization-Environment (TOE) framework was created by Kodama (2019) to explain how a company or organization might acquire and use technological innovation. The results also show the idea of how creative thinking and innovative applications can support potential creativity in the long run with the help of new skill development and critical thinking encouragement in an organization.

Hypothesis 8: "Employee rewards and incentives are significantly related to organizational creativity."

The 8th hypothesis elaborates on how employee rewards and incentives play a significant role in the enhancement of creativity within an organization. It has been found that the major use of these instruments can increase job satisfaction as discussed by the literature

where HR analytics have been found positive under the context of employee enhancement to get the rewards and feel secure at the workplace. The idea is also instrumental where it has been found that employees feel more satisfied when they develop a competitive environment for reaching the top levels and getting bonuses and rewards for being acknowledged for betterment. The idea is also utilised by various organizations where it has been found successful in most of the cases for enhancement of the working teams and dealing with the challenges at the workplace (Gallardo-Gallardo, Dries, & González-Cruz, 2013). By integrating the core principles of DOI—relative advantage, complexity, compatibility, and observability—into their HR analytics strategy and tool planning, organizations may enhance their performance.

Hypothesis 9: "Organizational knowledge sharing has a significant impact on organizational creativity."

HR Analytics is increasingly being used in the hotel industry overall the world, just as it is in other sectors, to improve decision-making, optimize human resources, and drive better business outcomes. It has been justified by various industries in addition to the current study result which shows that there is a coherence between the data collected from the respondents and the literature that has been reviewed in the earlier stages of the study. The hotel industry, with its high turnover rates, diverse workforce, and emphasis on customer service, can greatly benefit from leveraging data-driven insights in managing its people. Use of the automation and scalability can be helpful in handling the analytical operations and making sure that the HRA can be a useful addition while dealing with the challenges and aligning the technology competence in the modern era (Boella & Goss-Turner, 2012).

Hypothesis 10: "Recruitment and selection has a significant impact on organizational creativity."

The hypothesis reveals how recruitment and selection can be helpful in handling the significant effect of recruitment and selection in the context of organizational creativity. The statement has already been justified by the literature which has been reviewed in the context of a variable comparison and respondents' feedback has also agreed with the opinion of the literature director that recruitment and selection of the relevant candidates can help in an organization for encouragement of creativity. According to Dul, Ceylan and Jaspers (2011), the first step in hiring is finding a pool of eligible candidates to apply for a job. The second step is narrowing that pool down to one or more candidates who best meet the needs of the organization in terms of their skills, experience, and cultural fit. In continuity, creativity is the driving agent for innovation in an organization in the long run that enhances the working efficiency of people and makes sure that they are able to apply their skills and experiences according to cultural fit.

Hypothesis 11: "The implementation of HR Analytics activities significantly moderates the relationship between employee training and organizational creativity."

This hypothesis is quite critical because it discusses the link between 3 variables at the same time. It narrates about HR analytics as a dominant variant for comparative analysis of the relationship between organizational creativity and employee training. Organizational creativity in a dynamic context refers to an organization's ability to generate fresh, practical, and inventive ideas, processes, or products that aid in its growth, adaption, and competitiveness (Farndale, Scullion, & Sparrow, 2010). Creating a culture of innovation means fostering an atmosphere where workers are inspired to think outside the box, try new things, and collaborate to solve problems or seize opportunities. There seems a positive contradiction support for three variances in the literature as well which is giving an attribute for the current study so the researcher will be able to understand the role of HR analytics in connecting employee training in coordination to organizational creativity.

Hypothesis 12: "The implementation of HR Analytics activities significantly moderates the relationship between employee rewards and incentives and organizational creativity."

The hypothesis discusses how HR analytics can play a professional role in handling the idea of supporting employee rewards and incentives as a driving agent in organizational creativity in the long run. Further, Minbaeva found that most businesses don't know what data is needed, what data is currently accessible, how to get it, or how to store and arrange it. Furthermore, costs are incurred by the company due to insufficient data organisation (Fay et al., 2015). This shows that the literature also intends to offer positive approaches for the application of HR analytics in the context of growing timelines for the working teams so they will be a driving agent for the facilitation of organizational productivity.

Hypothesis 13: "The implementation of HR Analytics significantly moderates the positive relationship between organizational knowledge sharing and organizational creativity."

HR analytics has the potential to make a significant impact on the creation of systems for the sharing of organisational information, which may in turn foster innovation inside the business. For example, it might make it easier to compile and share all of the company's current information with workers, which could boost their innovation (Gallardo-Gallardo, Dries, & González-Cruz, 2013). It is already mentioned that the outer loading value shows organizational goals achievement however it gave a 0.484 low value has been found for OC in collaboration with some places. This has shown a significant impact of the HRA support in collaboration to the understanding of the idea of how it is influencing the use of the modern applications of HR analytics. Keeping in view the support for the HR, it narrates that the use of the link can be helpful only if applied in a positive. Further, in literature, the growth of a creative workforce relies on effective recruiting and selection processes, which might be enhanced with the use of HR analytics.

Hypothesis 14: "The implementation of HR Analytics activities significantly moderates the positive relationship between recruitment and selection and organizational creativity."

The use of HR analytics is helpful while dealing with the idea of talent processing. Consequently, many business decision-makers rely on their own experiences, intuition, and/or the company's belief system when making judgements. The value of the RIS has been low in some areas of the tables which shows that making the right judgements in talent management is difficult, and the consequences for doing it wrong may be costly for the business. As a result, operational effectiveness will inevitably fall. Organizations, according to Nilsson and Ellström (2012), may improve their talent management choices by using a TAS that is data-driven. This needs to be dealt with in the light of the opinions of the various authors where they implement the approachable role of the planned actions.

Hypothesis 15: "HR analytics has a significant impact on talent management."

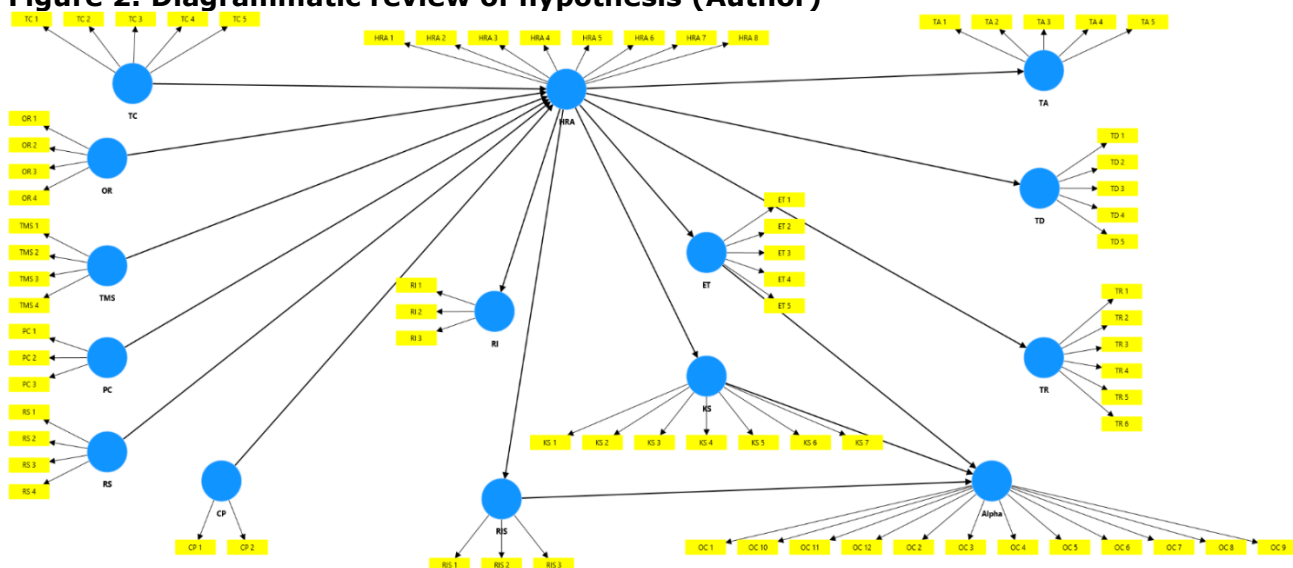
According to Gelfand et al. (2012), analytics may help businesses determine which talent management techniques motivate employees the most, allowing them to focus on what matters most. Furthermore, businesses may use HR analytics to find gaps or opportunities in their talent management procedures, which can help them change their tactics to motivate their employees more. It is reviewed for the multiple talent variables, however, the HRA -> TR value has been found high as compared to other comparisons in the pathway of the p-value. The path coefficient low value is helpful in reviewing the variance and results based on the data collected from the respondents. The value is significant if the P value is more than 0.05 in most of the results. There is a pressing need for the use of the management where data is narrating the value for a lot of uh variables are taken from the conceptual framework and giving the result.

Hypothesis 16: "Talent management has a significant impact on organizational creativity."

The last hypothesis has analysed the role of the traditional outlines. This shows that creativity is an essential feature where it may be seen as a useful tool for companies to deal with innovations and developments. This is agreed in literature as well for the changing plans at the traditional workplace, which come with both benefits and more complex challenges (Gumusluoglu & Ilsev, 2009). This is ideally implemented in the context of using the roles of the positive instruments. The approaches are good because they allow the use of talent. As

discussed earlier, the HRA -> TR value has been found high as compared to other comparisons in the pathway of the p-value.

Figure 2: Diagrammatic review of hypothesis (Author)



6. Conclusion

In conclusion, based on the responses to the development and utilization of HR reporting, it can be said that the current use of HR reporting in organizations is very strongly focused on the financial perspective, for example, examining sick leave from a financial perspective. When compared to the theoretical framework of the thesis, the financial perspective is seen as stronger than the performance of personnel in their own work or how to gain more competitive advantage. The reliability and readability of reports play an important role, and it was also emphasized that, if necessary, reports can be further processed by drilling deeper into, for example, the numbers and the factors behind the numbers, in which case the importance of BI systems was emphasized as a tool solution. When examining the current state of reporting, better and more in-depth knowledge of Microsoft Excel and Power BI would deepen the knowledge in further refining reports and expand the set of tools in use. The use of dashboards would support modern reporting methods.

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