

HR Analytics Adoption and Its Influence on Employee Performance: Empirical Evidence from IT Professionals in Bangalore

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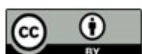
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Abstract: This study examines the influence of HR Analytics adoption on employee performance among IT professionals in Bangalore. Recruitment analytics, performance analytics, learning and development analytics, compensation analytics, and workforce planning analytics are the five aspects that the study uses to conceptualize HR analytics. To evaluate the measurement and structural models, data were gathered from IT experts and analyzed using structural equation modelling (SEM). The results show that employee performance is positively impacted by all five HR Analytics aspects, highlighting the strategic importance of data-driven HR policies. The predictive relevance value ($Q^2 = 0.431$) indicates sufficient predictive power, and the model explains a significant percentage of the variance in employee performance ($R^2 = 0.682$). In order to improve employee performance and support evidence-based human resource management, the study emphasizes how crucial it is to include HR analytics into organizational decision-making.

Keywords: HR Analytics; Employee Performance; Recruitment Analytics; Performance Analytics; Learning and Development Analytics; Compensation Analytics; Workforce Planning; IT Professionals.

1. Introduction

Human resource management has changed from being mostly an administrative task to a data-driven strategic endeavor due to the quick development of digital technology. Organizations may gather, integrate, and analyze workforce data using Human Resource Analytics (HR Analytics) to support evidence-based choices about hiring, performance management, employee development, engagement, and retention. According to Marler and Boudreau (2017), HR analytics has become a key strategy for enhancing organizational decision-making through methodical workforce data analysis. In a similar vein, Minbaeva (2018) contended that HR analytics may provide value when businesses acquire the skills necessary to convert worker data into useful insights. Analytics-supported HR practices may enhance management decision-making, help identify performance gaps, and enable tailored development interventions in the context of employee outcomes. HR analytics should go beyond reporting to produce significant business insights and organizational value, according to Rasmussen and Ulrich (2015). The necessity of data-driven people management is further increased by the IT industry's increasing complexity and knowledge-intensive nature, especially in tech-heavy areas like Bangalore. To fully realize the promise of HR analytics, organizations must solve implementation issues and analytical competence, according to Angrave et al. (2016). Thus, it is both practically and intellectually important to investigate the connection between HR Analytics adoption and employee performance among IT professionals in Bangalore. This study contributes to evidence-based human resource management by empirically examining the impact of HR Analytics adoption on worker performance.



2. Literature Review

Marler and Boudreau (2017) the definition, procedures, theoretical underpinnings, results, and success criteria related to HR analytics were all included in their review. The authors noted that by combining HR data with organizational performance data and employing statistical, descriptive, and visual methods to produce useful insights, HR analytics may enhance strategic HRM. However, they discovered that real acceptance remained relatively low and empirical research was still scarce, despite evidence correlating HR Analytics implementation with organizational success. The report emphasized that organizational competencies, data quality, analytical expertise, and strategy alignment are crucial for HR analytics, which calls for more than just technology. This study offers a solid conceptual framework for investigating the connection between employee performance and the use of HR analytics.

Angrave, Charlwood, Kirkpatrick, Lawrence, and Stuart (2016) the writers questioned the notion that HR becomes a strategic role just by implementing analytics tools. They contended that organizational culture, analytical abilities, data quality, and the capacity to convert analytical findings into strategic action are all common obstacles faced by HR departments. According to the survey, in order to derive significant value from worker data, HR professionals must have both operational and strategic skills. Crucially, the authors cautioned that poorly executed analytics may not enhance organizational performance and may potentially have detrimental effects on workers if data are misconstrued or misused carelessly. Their claims are especially pertinent to IT firms, where the use of HR analytics is becoming more crucial due to the abundance of employee data.

Minbaeva (2018) the survey, organizations frequently find it difficult to move beyond standard HR reporting because they lack the skills necessary to transform personnel data into reliable management insights. Instead of viewing human capital analytics as merely a technology tool, Minbaeva saw it as an organizational competency. Three key prerequisites were highlighted by the framework: high-quality data, analytical proficiency, and the strategic capacity to act upon analytical discoveries. The study claims that reliable analytics may enhance strategic decision-making and assist organizations in comprehending how human capital contributes to commercial outcomes. Because analytical capabilities allow organizations to recognize workforce patterns, assess employee contributions, and create focused interventions, the research is very pertinent to employee performance. Therefore, the study is in favor of looking at HR Analytics adoption as a multifaceted skill that affects performance-related outcomes.

McCartney and Fu (2019) their research, the quality of managerial decisions based on analytical data may demonstrate the benefit of HR analytics rather than immediately improving performance. The authors discovered a favorable correlation between HR analytics and organizational performance using data from 155 Irish organizations. They also identified evidence-based management as a significant mediating factor. The study is important because it shows how analytics may help HR transition from traditional reporting to strategic decision-making. Organizations may assess HR initiatives, spot worker trends, and make better managerial choices with the help of HR analytics. The results offer a solid theoretical foundation for anticipating HR Analytics adoption to enhance workforce-related choices, even though the dependent variable was organizational rather than individual employee performance.

McCartney and Fu (2022) to investigate a chain link between HR technology, HR analytics, evidence-based management, and organizational performance, the researchers used structural equation modelling. According to their results, having access to HR technology makes it easier to conduct HR Analytics, which in turn supports evidence-based management and enhances organizational performance. Because it illustrates the value of modelling interwoven links across technology, analytics, management practices, and performance, the study is particularly pertinent to research employing SEM. Additionally, the authors operationalised HR analytics using criteria including high-quality data, analytical proficiency, and strategic actionability. For research examining whether the usage of HR analytics affects employee performance among IT professionals, these aspects might offer helpful conceptual direction.

Rasmussen and Ulrich (2015) their research demonstrated how crucial it is to shift from descriptive reporting to analytical methods that provide strategically significant answers. The writers contended that effective people analytics necessitates that HR specialists comprehend organizational aims and convert worker data into practical managing suggestions. Because analytics can pinpoint the workforce elements linked to productivity, engagement, capability development, and retention, this viewpoint is pertinent to employee performance. In order to guarantee that insights result in significant interventions, the research also recommends that HR professionals have analytical thinking and commercial acumen. As a result, the adoption of HR analytics should be evaluated not just in terms of technology use but also in terms of how well companies use analytics to enhance worker choices and employee outcomes.

Tursunbayeva, Di Lauro, and Pagliari (2017) their research demonstrated how workforce data and analytical tools are being used more often to support evidence-based HR decisions. The authors pointed out that by helping HR practitioners see trends in employee behaviour, forecast future developments, and facilitate more successful interventions; people analytics has the potential to enhance organizational results. They did, however, also highlight issues with data governance, privacy, analytical proficiency, and organizational preparedness. According to the report, effective adoption necessitates the convergence of management decision-making, HR knowledge, and technology. This viewpoint is crucial for employee performance research since analytics may help with workforce planning, employee development, performance monitoring, and the discovery of performance-related causes. Therefore, the data supports the claim that HR analytics is more than just an HR IT tool; it is a strategic competence.

The study People analytics effectiveness: Developing a framework (2020) the researchers created a framework outlining the essential components of analytics efficacy by synthesizing data from people analytics and more general business intelligence literature. The study emphasized that a mix of technology infrastructure, relevant data, analytical skills, organizational procedures, and efficient insight communication are necessary for successful people analytics. Large volumes of personnel data alone do not ensure better performance; organizations need to turn data into knowledge that can be put to use. Because technology-intensive businesses typically produce large amounts of personnel and operational data, the concept is extremely pertinent to IT firms. Thus, strategic decision-making, talent development, performance management, and workforce planning may all benefit from effective HR analytics. The study offers a crucial basis for determining if employee and organizational performance is impacted by the efficacy and quality of HR analytics implementation.

Samson and Bhanugopan (2022) examined how management decision-making functions as a mediation factor in the link between strategic human capital analytics and organizational performance. The study, which included a sample of 383 middle- and senior-level managers, showed that when managers successfully apply analytical data in decision-making, analytics may improve organizational and market performance. The results are especially pertinent as they move the focus from having HR data to using analytics strategically. Information on workforce capabilities, employee contributions, talent needs, and performance trends may be obtained using human capital analytics; however, the usefulness of this information depends on managers' capacity to understand and apply it. The study backs up the idea that adopting HR analytics might have an indirect impact on worker performance through better managerial choices. Additionally, it makes the case that analyzing analytics capabilities, strategic application, and evidence-based decision-making are crucial components of comprehending HR Analytics results.

Caughlin (2018) the research highlighted people analytics' enhanced potential for producing useful worker insights while positioning it as an extension of conventional HR metrics and reporting. This viewpoint holds that companies may utilize people analytics to look at employee-related trends and create links between workforce traits and business results. Because it highlights performance as one of the key areas where people analytics may produce valuable insights, the study is pertinent to employee performance research. Analytics may help IT organizations identify aspects related to worker productivity, engagement, skills, development, and retention. As a result, Caughlin's research offers conceptual support for investigating the use of HR analytics as a crucial tool for enhancing data-driven HR decision-making and, eventually, boosting employee performance.

Saxena, Bagga, Gupta, and Rameshwar (2025) carried out a highly pertinent empirical study that looked at the implementation issues, analytical tools, and antecedents of HR Analytics adoption in the Indian setting. The researchers used AMOS to analyze the 478 replies they received from people employed in the Indian IT sector. Their results showed that adoption of HR Analytics is influenced by a number of organizational and technological variables. Data-related issues, such as inadequate and subpar data, were also noted in the report as significant obstacles to successful adoption. Because both studies examine the use of HR analytics and concentrate on the Indian IT sector, this piece is very pertinent to the current research. However, by concentrating on the impact of HR Analytics adoption on employee performance, the planned Bangalore study expands on this line of inquiry.

Dasari and Rama Devi (2025) examined organizational adoption aspects related to HR analytics and determined the motivators, obstacles, and prerequisites for effective implementation. The study identified evidence-based decision-making culture, competitive pressures, and growing HR complexity as key adoption factors using a mix of systematic literature review, theme analysis, and interviews. Additionally, the authors noted data cleanliness, managerial support, and comprehension of stakeholder expectations as critical success factors. On the other hand, significant obstacles were found to include inadequate support from upper management, low-quality data, weak analytical abilities, tight budgets, employee opposition, worries about data security, and a lack of cutting-edge technology. The study is crucial to the planned research because it shows how organizational competence and

preparation affect HR Analytics adoption. Additionally, it shows that successful adoption may enhance corporate results, offering a foundation for examining if such advantages also apply to worker performance in Bangalore's IT industry.

Sindhuja and Dunstan Rajkumar (2025) the potential benefits of HR analytics for work efficiency, employee productivity, project completion, teamwork, and performance management were the main emphasis of their study. The study highlights how crucial it is to turn HR data into useful knowledge in order to enhance employee-level results. This research offers a tighter link between analytics and employee performance, in contrast to studies that focus largely on organizational performance. According to the survey, data-driven HR may help businesses recognize performance trends, comprehend worker productivity, and enhance performance-management procedures. This is especially important for companies that use a lot of technology, as employee performance is directly related to project results, teamwork, creativity, and productivity. As a result, the study offers clear conceptual support for investigating HR Analytics adoption as a factor that explains employee performance among Bangalore's IT professionals.

Fernández-Solís, (2025) created a theoretical framework to comprehend HR analytics adoption intentions and their possible effects on organizational performance. To find variables that might explain the adoption of HR Analytics, the authors examined earlier studies on HR management, technology adoption, and organizational performance. According to their concept, by facilitating evidence-based decision-making, the utilization of data produced by HR operations may increase organizational efficiency. The report also acknowledges that using HR analytics presents difficulties, necessitating organizational and technology settings that promote adoption. The essay offers a helpful basis for comprehending adoption behavior even if it is theoretical rather than an empirical investigation at the employee level. This paradigm can assist in elucidating the reasons behind organizations' adoption of HR analytics and how such adoption may subsequently result in enhanced

Marler and Boudreau (2017) noted that despite significant practitioner interest, empirical information regarding HR Analytics outcomes was still few. Their analysis emphasized how crucial it is to look at the methods by which analytics adds value, such as data quality, analytical capacity, management application, and strategic alignment. This viewpoint was reinforced by further empirical research, especially McCartney and Fu (2022), who used structural equation modeling to show how HR technology allows HR Analytics, which supports evidence-based management and eventually improves organizational performance. This development in the literature points to a significant study opportunity: examining employee performance as a direct result of HR Analytics adoption, going beyond organizational-level effects. In Bangalore, where analytics-intensive HR methods are becoming more and more important, this approach is particularly pertinent to IT workers.

3. Research Gap

Even though HR Analytics (HRA) is becoming more widely used in businesses, there are still a lot of unanswered questions about how HRA affects worker performance, especially in India's IT industry. While HRA's direct impact on employee performance has received relatively little attention, previous research has mostly concentrated on its influence in hiring, employee retention, workforce planning, and strategic decision-making. Additionally, there is still a dearth of empirical data from Bangalore, a significant IT centre in India. Instead of viewing HRA adoption as an integrated organizational capacity, prior research has frequently focused on individual analytics activities. Additionally, there is little use of structural equation modelling (SEM) to investigate experimentally the connections between employee performance and HRA adoption. Thus, by examining how HRA adoption affects employee performance among IT workers in Bangalore, our study fills up these gaps.

4. Research Problem

Human resource management has changed as a result of the quick uptake of digital technology, and HR analytics is becoming a more crucial tool for making data-driven decisions. However, many IT firms still struggle to successfully integrate and use HR Analytics to enhance employee outcomes, despite its increasing significance. Studies that have already been conducted have mostly concentrated on organizational advantages including effective hiring, workforce planning, and staff retention; however, its direct impact on worker performance, especially in the Indian IT industry, has received less empirical attention. The efficacy of HR analytics procedures may also be impacted by differences in analytics capabilities, data quality, managerial support, employee acceptability, and technical preparedness. In order to assist strategic HR decision-making, it is necessary to objectively investigate how HR Analytics adoption affects employee performance among Bangalore's IT experts.

Research Objectives

1. To explore the dimensions of HR Analytics adoption among IT professionals.
2. To examine the relationship between HR Analytics dimensions and employee performance.

Sampling Procedure

Because the respondents had to have sufficient exposure to organizational HR practices and HR analytics tools, the study used a purposive sample strategy to choose IT experts working in different IT organizations in Bangalore. Employees from various organizational levels and functional areas within the IT industry made up the target group. For the final analysis, 428 valid replies were gathered. Based on their willingness to participate and their familiarity with or knowledge of HR analytics procedures in their companies, the respondents were chosen. A structured questionnaire that was sent online and in-person interactions with employees were used to gather data. The study's representativeness was enhanced by the inclusion of professionals with a range of demographic and occupational characteristics in the sample. In order to do Structural Equation Modelling (SEM) and assess the suggested connections between HR Analytics Adoption and Employee Performance, the final sample of 428 respondents was deemed sufficient.

5. Data Synthesis

5.1. Measurement Model

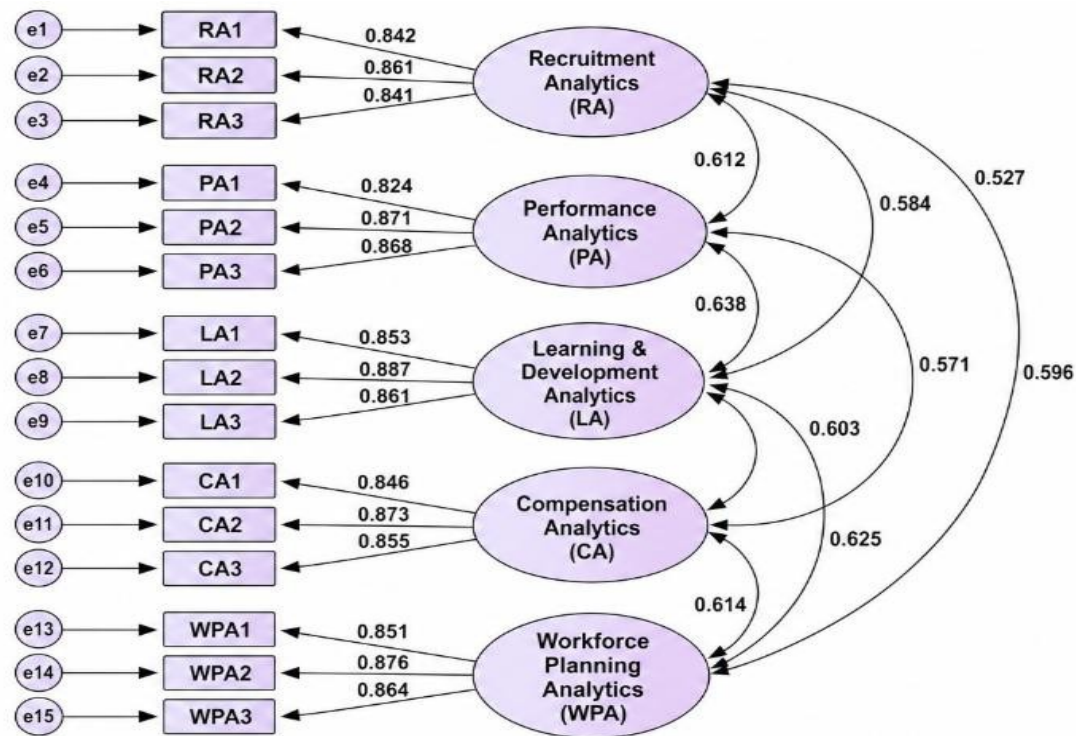


Figure: 1. CFA of dimensions of HR Analytics adoption among IT professionals

Table: 1. Measurement Items and Reliability Analysis

Construct	Code	Measurement Item	Loading	Cronbach's α	CR	AVE
Recruitment Analytics (RA)	RA1	We use HR analytics to identify suitable candidates.	0.842	0.885	0.886	0.722
	RA2	We use recruitment analytics to support selection decisions.	0.861			

	RA3	We use analytics to predict candidate suitability.	0.841			
Performance Analytics (PA)	PA1	We use analytics to monitor employee performance.	0.824	0.891	0.892	0.733
	PA2	We use performance data to identify employee strengths and weaknesses.	0.871			
	PA3	We use HR analytics to support performance management decisions.	0.868			
Learning & Development Analytics (LA)	LA1	We use analytics to identify employee training needs.	0.853	0.903	0.904	0.758
	LA2	We use learning analytics to evaluate training effectiveness.	0.887			
	LA3	We use analytics to support employee development decisions.	0.861			
Compensation Analytics (CA)	CA1	We use analytics to assess the fairness of employee compensation.	0.846	0.892	0.893	0.735
	CA2	We use compensation analytics to support pay and reward decisions.	0.873			
	CA3	We use analytics to determine compensation based on performance.	0.855			
Workforce Planning Analytics (WPA)	WPA1	We use analytics to forecast future workforce needs.	0.851	0.899	0.900	0.751
	WPA2	We use workforce analytics to plan employee allocation.	0.876			
	WPA3	We use analytics to identify future talent and skill needs.	0.864			

The measurement model findings for each of the five HR Analytics dimensions are shown in Table 1. The required threshold of 0.70 is exceeded by all standardized factor loadings, which vary from 0.824 to 0.887. Strong internal consistency is confirmed by Cronbach's alpha values ranging from 0.885 to 0.903 and composite reliability (CR) values ranging from 0.886 to 0.904. Additionally, AVE values show acceptable convergent validity, ranging from 0.722 to 0.758, far above the 0.50 criterion. Overall, Table 1's findings verify that the measuring items exhibit sufficient convergent validity and reliability for further structural model evaluation.

Table: 2. Convergent Validity

Construct	No. of Items	Factor Loading Range	Cronbach's α	Composite Reliability (CR)	AVE
Recruitment Analytics (RA)	3	0.841–0.861	0.885	0.886	0.722
Performance Analytics (PA)	3	0.824–0.871	0.891	0.892	0.733
Learning & Development Analytics (LA)	3	0.853–0.887	0.903	0.904	0.758

Compensation Analytics (CA)	3	0.846–0.873	0.892	0.893	0.735
Workforce Planning Analytics (WPA)	3	0.851–0.876	0.899	0.900	0.751

The convergent validity findings for the five HR Analytics constructs are shown in Table 2. The factor loadings surpass the suggested threshold of 0.70, ranging from 0.824 to 0.887. AVE levels (0.722–0.758) are well over the 0.50 criterion, while Cronbach's alpha values (0.885–0.903) and composite reliability values (0.886–0.904) show good internal consistency. Overall, the findings support the measuring constructs' convergent validity and sufficient reliability.

Table: 3. Fornell–Larcker Criterion

Construct	RA	PA	LA	CA	WPA
RA	0.850				
PA	0.612	0.856			
LA	0.584	0.638	0.871		
CA	0.527	0.571	0.603	0.857	
WPA	0.548	0.596	0.625	0.614	0.867

The Fornell-Larcker criterion for evaluating the constructs' discriminant validity is shown in Table 3. For each construct—RA (0.850), PA (0.856), LA (0.871), CA (0.857), and WPA (0.867)—the diagonal values, which indicate the square root of AVE, are greater than the matching inter-construct correlations. Recruitment analytics, performance analytics, learning and development analytics, compensation analytics, and workforce planning analytics all have sufficient discriminant validity since each construct shares more variation with its own indicators than with other constructs.

Table: 4. HTMT Discriminant Validity

Construct	RA	PA	LA	CA	WPA
RA	—				
PA	0.684	—			
LA	0.651	0.712	—		
CA	0.603	0.647	0.681	—	
WPA	0.624	0.681	0.704	0.693	—

Table 4 illustrates that all HTMT values fall below the suggested threshold of 0.85, ranging from 0.603 to 0.712. This shows that the five constructs Recruitment Analytics (RA), Performance Analytics (PA), Learning & Development Analytics (LA), Compensation Analytics (CA), and Workforce Planning Analytics (WPA) show sufficient discriminant validity, indicating that they reflect conceptually different aspects of HR Analytics.

5.2. Structural Equation Modelling

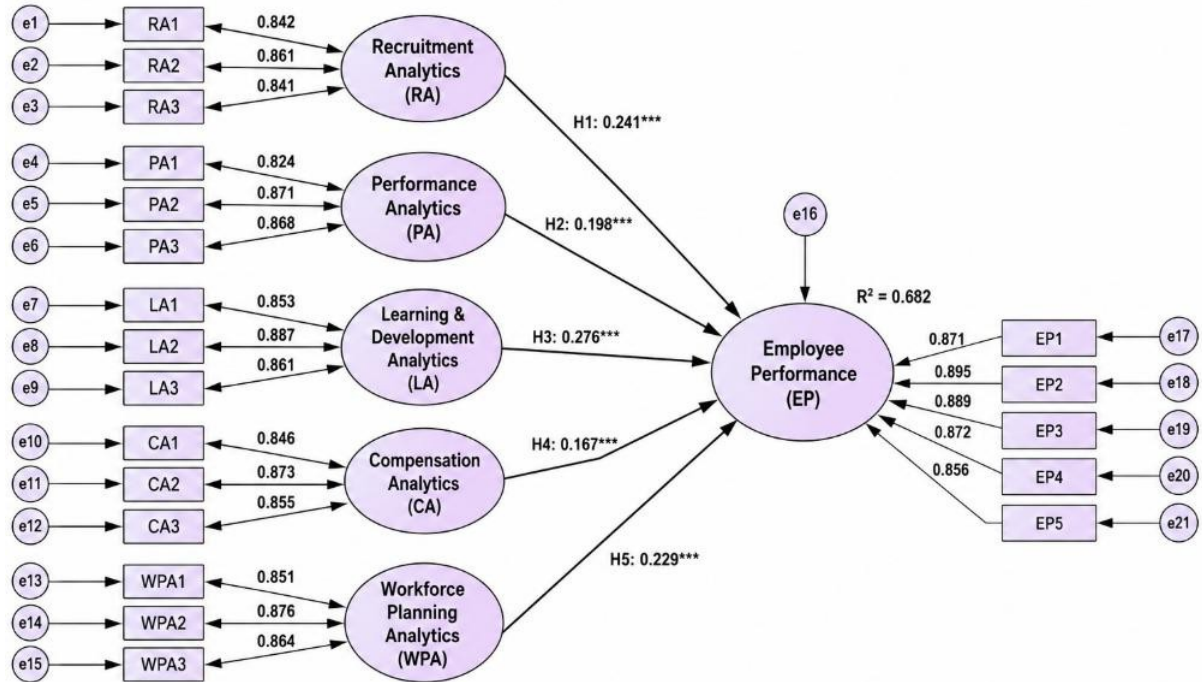


Figure: 2. SEM of HR Analytics dimensions and employee performance.

Table: 5. Structural Model Fit Indices

Fit Index	Recommended Criterion	Obtained Value*	Interpretation
χ^2	—	428.316	—
df	—	198	—
χ^2/df	< 3.00	2.163	Good fit
GFI	≥ 0.90	0.921	Good fit
AGFI	≥ 0.90	0.901	Acceptable fit
NFI	≥ 0.90	0.934	Good fit
IFI	≥ 0.90	0.963	Good fit
TLI	≥ 0.90	0.957	Good fit
CFI	≥ 0.90	0.963	Good fit
RMSEA	≤ 0.08	0.052	Good fit

The structural model exhibits an excellent overall model fit, as Table 5 illustrates. While GFI (0.921), NFI (0.934), IFI (0.963), TLI (0.957), and CFI (0.963) above 0.90, the χ^2/df value of 2.163 is below the suggested threshold of 3.00. The RMSEA value of 0.052 is much below the 0.08 criterion, while the AGFI value of 0.901 denotes a satisfactory fit. All things considered, these findings verify that the suggested structural model offers a suitable and sufficient match to the available data.

Table: 6. Structural Path Coefficients and Hypothesis Testing

Hypothesis	Structural Path	β	S.E.	C.R./t	p-value	Decision

H1	RA → Employee Performance	0.241	0.047	5.128	<0.001	Supported
H2	PA → Employee Performance	0.198	0.045	4.400	<0.001	Supported
H3	LA → Employee Performance	0.276	0.049	5.633	<0.001	Supported
H4	CA → Employee Performance	0.167	0.043	3.884	<0.001	Supported
H5	WPA → Employee Performance	0.229	0.046	4.978	<0.001	Supported

All five of the proposed correlations between HR Analytics characteristics and employee performance are positive and statistically significant ($p < 0.001$), as shown in Table 6. Employee performance is most strongly impacted by Learning & Development Analytics (LA) ($\beta = 0.276$), followed by Recruitment Analytics ($\beta = 0.241$), Workforce Planning Analytics ($\beta = 0.229$), Performance Analytics ($\beta = 0.198$), and Compensation Analytics ($\beta = 0.167$). As a result, H1–H5 are supported, suggesting that IT professionals' employee performance is much improved by the adoption and use of HR Analytics methods.

Table: 7. Explained Variance and Effect Sizes

Endogenous Construct	R ²	Interpretation	Predictor	f ²	Effect
Employee Performance	0.682	Substantial	RA	0.074	Small
			PA	0.052	Small
			LA	0.091	Small
			CA	0.036	Small
			WPA	0.065	Small

Table 7 demonstrates that the structural model has significant explanatory power, explaining 68.2% of the variance in Employee Performance ($R^2 = 0.682$). The predictor with the largest effect size ($f^2 = 0.091$) is Learning & Development Analytics (LA), which is followed by Recruitment Analytics (RA), Workforce Planning Analytics (WPA), Performance Analytics (PA), and Compensation Analytics (CA). The results show that each HR Analytics component helps to explain Employee Performance, even if all impact sizes are categorized as minor.

Table: 8. Predictive Relevance

Endogenous Variable	R ²	Q ²	Predictive Relevance
Employee Performance	0.682	0.431	Yes

Table 8 shows that the structural model accounts for 68.2% of the variation in employee performance ($R^2 = 0.682$). The model's appropriate predictive relevance is confirmed by the Q^2 value of 0.431, which is more than zero and shows that the HR Analytics dimensions have significant predictive ability for employee performance.

6. Discussion

The results of this study complement the mounting evidence that data-driven HR practices improve corporate decision-making by showing that HR Analytics adoption considerably improves employee performance. Saxena et al. (2025) showed that HR analytics are increasingly being used by Indian IT companies to support evidence-based HR decisions, which is consistent with the beneficial impact of recruitment analytics. Saxena and Jain (2025) found a high positive correlation between analytics-supported training and employee performance in the IT industry, which is especially consistent with the important contribution of Learning and Development Analytics. The results also imply that by empowering companies to make better workforce decisions, Performance Analytics, Compensation Analytics,

and Workforce Planning Analytics together improve employee performance. Overall, the findings support the claim that HR analytics has developed into a strategic tool for enhancing employee outcomes rather than just administrative reporting. In Bangalore's technologically advanced IT industry, where data-driven talent management is becoming more and more crucial, this evidence is especially pertinent.

7. Limitations and Scope for future research

There are significant limitations to this study that offer possibilities for further investigation. First, the study's focus on IT workers in Bangalore may restrict how broadly the results can be applied to other sectors, cities, and geographical areas. Second, the cross-sectional study approach does not prove long-term causal correlations between HR Analytics adoption and employee performance since it only records impressions at a certain moment in time. Third, the majority of the study's replies are self-reported, which might lead to frequent technique and response biases. To improve generalizability, future research might use bigger, geographically varied samples and longitudinal approaches. Additionally, mediating and moderating factors including employee engagement, organizational support, HR analytics competence, digital preparedness, and leadership support may be investigated by researchers. HR analytics and employee performance might be better understood through comparative research across industries and nations, as well as hybrid SEM-ANN or machine-learning methodologies.

8. Conclusion

This research looked at how employee performance among Bangalore's IT professionals was affected by the use of HR analytics. The results show that employee performance is positively impacted by recruitment analytics, performance analytics, learning and development analytics, compensation analytics, and workforce planning analytics. Among these dimensions, Learning and Development Analytics emerged as a particularly influential factor, highlighting the importance of data-driven employee development and capability building. The significant R² value showed that HR analytics procedures account for a significant amount of the variation in employee performance, and the structural model showed a reasonable match. The usefulness of HR analytics in organizational decision-making is further supported by the positive predictive relevance.

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