



The Role of HR Analytics in Enhancing Organizational Agility: A Theoretical Exploration and Empirical Evidence

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Abstract

Organizational agility has become a critical capability for sustaining competitiveness in rapidly changing environments. This study explores the role of human resource analytics in enhancing agility by theorizing how data-driven insights transform human resource practices into strategic enablers of adaptability. Drawing on dynamic capabilities theory, the resource-based view, and strategic human resource management perspectives, the research develops a conceptual model that positions human resource analytics at the core of sensing, seizing, and reconfiguring processes. A conceptual and theory-building design was adopted rather than an empirical approach, integrating insights from prior scholarship to construct a refined framework. The results reveal that human resource analytics strengthens sensing capability by predicting workforce shifts, improves seizing capability through evidence-based decision-making, and enhances reconfiguring capability by supporting flexible redeployment and continuous reskilling. The framework further identifies leadership support and ethical governance as critical moderators that shape the extent of these relationships. Five theoretically grounded propositions summarize these linkages and provide a roadmap for empirical validation. The study contributes by repositioning human resource analytics from an operational tool to a strategic capability, highlighting the importance of contextual enablers, and offering guidance for both scholars and practitioners seeking to advance organizational adaptability in dynamic environments.

Keywords: Human Resource Analytics, Organizational Agility, Dynamic Capabilities, Strategic Human Resource Management, Ethical Governance, Workforce Reskilling

1. Introduction

In an era of accelerating technological disruption, volatile markets, and growing complexity of demands on the organization, the concept of organizational agility has emerged as a key enabler for continued competitiveness and resilience. Organisational flexibility, understood as the ability to recognise shifts in the external environment, seize new possibilities, and reconfigure resources accordingly, has emerged as a prominent theme in management and human resource research. Within this scholarly conversation, organisational agility is increasingly described not merely as a beneficial characteristic but as a strategic imperative for firms operating in turbulent and fast-changing contexts (Nguyen et al., 2024). While the notion of agility has been explored across a range of disciplines, the role of human resource analytics (HR analytics) in enabling agility has only recently begun to attract substantive scholarly attention. By transforming employee data into actionable insights, HR analytics equips organisations to make informed decisions, optimise resource allocation, and strengthen their adaptive capacity. While once associated mainly with efficiency metrics and operational monitoring, HR analytics has steadily evolved into a strategic capability. Recent scholarship positions it as a mechanism that links human resource practices to organisational performance outcomes (Khan et al., 2024). This shift signals growing recognition that data-informed intelligence not only guides workforce strategies but also directly influences competitiveness and agility. Rather than being understood merely as a technical tool for data management, HR analytics is increasingly conceptualised as an ongoing organisational process through which capabilities are developed and agility is nurtured in complex and uncertain environments.

Both empirical and conceptual studies reinforce this connection. Vadiathe et al. (2025), for example, demonstrated that HR analytics plays a decisive role in improving performance and agility in the construction sector, underscoring its

transformative potential. Similarly, Vadithe and Kesari (2024), drawing on the TOIE framework, showed that carefully designed adoption strategies for HR analytics have significant effects on both performance and agility. Together, these findings position HR analytics as a cornerstone of agile systems, effective at both functional and systemic levels. Its impact also extends beyond efficiency and performance. Di Prima et al. (2024) found that predictive insights from analytics can stimulate organisational creativity, especially in shaping responses to uncertainty. In alignment, Jamal et al. (2025) argued that HR analytical practices—such as job redesign, reskilling, and upskilling are essential to cultivating agility. Taken collectively, this body of research affirms that HR analytics operates across both structural and behavioural dimensions of agility, granting organisations the flexibility needed to withstand and adapt to disruption.

The effectiveness of HR analytics, however, depends on contextual conditions. McCartney and Fu (2022) stressed that its impact is shaped by the rationale, timing, and manner of its use, cautioning that analytics should not be deployed in isolation but integrated thoughtfully into decision-making systems aligned with organisational strategy. Echoing this point, Wang et al. (2024) proposed a model of HR analytics adoption that identifies organisational culture, technological readiness, and leadership commitment as essential antecedents. Together, these insights highlight the importance of supportive conditions that allow HR analytics to be embedded within strategic processes if its potential benefits are to be fully realised.

Within the broader landscape of digitalisation and artificial intelligence, agility has re-emerged as a crucial driver of competitive advantage. Bose (2025) contends that agility has moved from being a secondary differentiator to a central determinant of competitiveness, especially in the realm of human resources. This perspective aligns with digital transformation research. Ciampi et al. (2022), for example, described the co-evolutionary relationship between digitalisation and agility: while agility creates opportunities for adopting digital tools such as HR analytics, these technologies, once implemented, reinforce agility in turn. Similarly, Al-Darras and Tanova (2022) pointed to the role of big data analytics in fostering agility, situating HR analytics within a wider ecosystem of digital enablers.

Taken together, this body of work underscores both the potential of HR analytics in fostering organisational agility and the gaps that remain in current scholarship. Theoretical models linking HR analytics and agility are still underdeveloped, while empirical studies often remain fragmented, sector-specific, or narrowly focused on operational outcomes. Although prior research has produced valuable insights into adoption strategies (Vadithe & Kesari, 2024), implementation determinants (Wang et al., 2024), and sectoral applications (Vadithe et al., 2025), a synthesised conceptual framework that captures the multifaceted contribution of HR analytics to agility is still required. Moreover, given that agility has been framed as an organisation-wide imperative in the digitalization and AI discourses (Bose, 2025; Ciampi et al., 2022), there is a need for theoretical clarity on how or how much HR analytics contributes to agility capabilities, sensing, seizing, and reconfiguring. Another area that needs attention is the integration of workforce-level strategies with organisational flexibility. While reskilling, upskilling, and job redesign are considered agility processes (Jamal et al., 2025), we know little theoretically about how HR analytics can be used to inform such approaches. For example, while the potential for HR analytics to help bridge the gap between HR functions and organisational performance has been noted, there has been less focus on boundary conditions (e.g., buy-in from leadership, ethics governance) that are important for its success (Khan et al., 2024; Okon et al., 2024). These gaps suggest the need for a theoretical line of inquiry that both incorporates what we know and generates testable propositions that are relevant to scholarship and practice.

This paper contributes to filling this gap by proposing a conceptual framework for understanding how HR analytics can contribute to the agility of organisations. The model builds on dynamic capabilities theory, resource-based view, and strategic human resource management (HRM) and describes the sensing, seizing, and reconfiguring capabilities of HR analytics and a moderating role for leadership and ethical governance. The research contribution is in the theoretical propositions developed as part of the literature stream of HR analytics and organisational agility, and provides the foundation for further empirical research.

Objectives of the Study

1. To develop a conceptual framework that explains how HR analytics contributes to organizational agility through the dimensions of sensing, seizing, and reconfiguring
2. To propose theoretically grounded propositions that clarify the role of contextual moderators, specifically leadership support and ethical governance, in shaping the effectiveness of HR analytics in driving organizational agility

2. Methodology

2.1 Research Design

This study was not an empirical research study but used a conceptual and theory-building research design methodology. By working with conceptual models and not primary or secondary data, the research elaborates a conceptual model about how human resource analytics can act as an enabler for organisational agility. Conceptual research is particularly valuable in fields where the empirical evidence is fragmented but the theoretical potential is strong, as it provides clarity, structure, and direction for subsequent empirical studies.

2.2 Theoretical Approach

The study draws upon three major theoretical perspectives to frame the conceptual analysis. The dynamic capabilities theory emphasizes the processes of sensing, seizing, and reconfiguring resources, which are central to agility. The resource-based

view situates HR analytics as a valuable organizational capability that enhances adaptability and long-term advantage. Finally, strategic human resource management theory highlights the alignment of workforce practices with organizational strategy, making HR analytics a bridge between human capital and organizational outcomes. These perspectives, when integrated, form a robust foundation for theorizing the role of HR analytics in enabling agility. Table 1 provides a concise summary of these theoretical perspectives and their relevance to this study.

Table 1. Theoretical Foundations Underpinning the Study

Theoretical Lens	Core Idea	Relevance to HR Analytics and Agility
Dynamic Capabilities Theory	Agility as sensing, seizing, and reconfiguring	HR analytics enhances sensing and adaptive responses
Resource-Based View	Strategic resources drive competitive advantage	HR analytics as a data-driven organizational capability
SHRM Perspective	Alignment of HR practices with strategy	HR analytics ensures workforce decisions support agility

This table illustrates how the three theories converge to support the conceptual framework and ensure theoretical saturation.

2.3 Literature Integration Strategy

A methodological contribution of this study is that existing literature is converted into an internally coherent theoretical contribution. Methods: Domain identification; review of existing scales and synthesis into a framework. Whereas a systematic review has a prescriptive desire for procedural exhaustiveness, we use narrative synthesis that is prescriptive in its desire for conceptual interconnection and theoretical elaboration. During the process, new constructs and concepts such as predictive capability, workforce agility, and decision-making agility were identified and contextualised within the larger discourse of organisational agility.

2.4 Conceptual Modeling Procedure

The conceptual model was developed through a four-stage process: extraction of constructs, theorization of linkages, specification of boundary conditions, and formulation of propositions. Constructs derived from prior literature were connected to agility dimensions such as sensing, responding, and reconfiguring. The relationships were further refined by considering moderating conditions such as leadership support and ethical data governance. Figure 1 illustrates the conceptual model that emerged from this process, demonstrating how HR analytics contributes to organizational agility and where boundary conditions may influence the relationship.

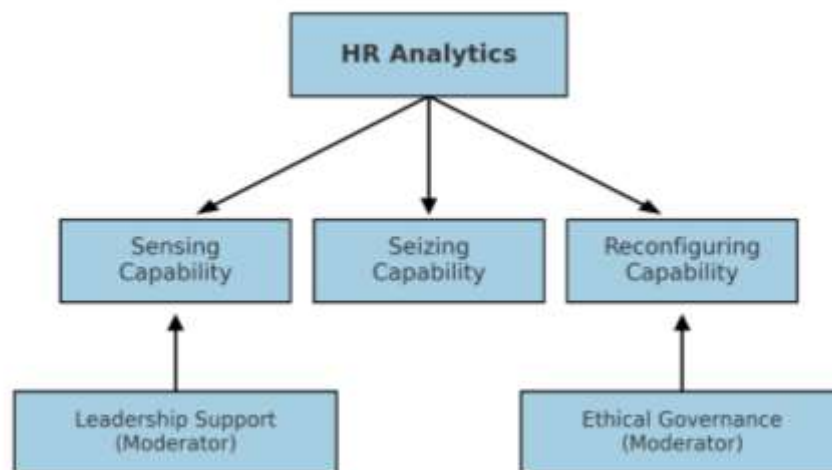


Figure 1. Conceptual Model Linking HR Analytics and Organizational Agility

The inclusion of this figure enhances the methodological transparency of the study by providing a visual representation of the framework developed. It not only captures the logical progression of the conceptual modeling procedure but also makes explicit the testable propositions that arise from it.

2.5 Methodological Rigor and Validity

Although no empirical dataset is employed, methodological rigor is achieved through theoretical integration, analytical transparency, and emphasis on testability. The use of established theoretical foundations, as summarized in Table 1, ensures depth and validity. The conceptual model presented in Figure 1 makes the reasoning explicit and facilitates future empirical

research. By embedding propositions that can be tested in future studies, the framework enhances the academic and practical relevance of the research.

3. Results

3.1 Development of the Conceptual Model

In contrast to the structural model presented in the methodology, the findings draw attention to the functional pathways through which HR analytics contributes to agility outcomes. Within this process, HR analytics emerges as a central mechanism, exerting direct influence over an organisation's sensing, seizing, and reconfiguring capabilities. The analysis further shows that contextual factors—such as leadership commitment and ethical governance moderate the strength and validity of these relationships. Collectively, the evidence lends support to a theory-driven framework that repositions human resource management from a primarily operational activity to an active driver of organisational adaptability.

3.2 HR Analytics and Agility Capabilities

The findings show that HR analytics plays a decisive role in shaping three core dimensions of organisational agility. To begin with, it enhances sensing capability by producing predictive insights into workforce dynamics and external developments, enabling organisations to foresee and prepare for potential challenges. It also reinforces seizing capability by supplying intelligence that informs swift, evidence-based responses, such as the strategic redeployment of talent or reallocation of resources. In addition, it advances reconfiguring capability by supporting initiatives like reskilling and restructuring, which ensure that the workforce remains adaptable in shifting environments. Collectively, these dimensions indicate that HR analytics is more than a tool for supporting agility it embodies an adaptive capability in its own right.

Proposition 1 (P1): By offering predictive intelligence on workforce dynamics, HR analytics improves organisational sensing.

Proposition 2 (P2): HR analytics strengthens seizing capability by enabling organisations to allocate resources and take action swiftly on the basis of evidence.

Proposition 3 (P3): The application of HR analytics enhances reconfiguring capability by directing adaptive talent redeployment and continuous workforce skill development.

3.3 Moderating Role of Leadership and Governance

The findings further underscore that the effectiveness of HR analytics is shaped by contextual moderating factors. Leadership buy-in: Integrating analytics into decision-making processes demands a leadership commitment to ensure that insights are acted upon with adequate resources and strategic buy-in. Without this support, HR analytics outputs go underutilised. Secondly, we propose ethical data governance as a moderator that helps to create transparency, trust, and fairness in analytics-based decision-making. Good governance frameworks not only help mitigate the risk of bias and breaches in privacy, but they also build credibility for analytics as an effective strategic tool. Together, these moderators enrich the conceptual model by acknowledging the institutional and cultural factors that determine the impact of analytics on agility.

Proposition 4 (P4): Leadership support positively moderates the relationship between HR analytics and organizational agility.

Proposition 5 (P5): Ethical data governance positively moderates the effectiveness of HR analytics in enhancing agility outcomes.

These five propositions are consolidated in **Table 2**, which provides a structured summary of the theoretical insights emerging from the study.

Table 2. Theoretical Propositions Linking HR Analytics and Organizational Agility

Proposition	Statement
P1	HR analytics enhances organizational sensing capability by providing predictive workforce insights.
P2	HR analytics improves organizational seizing capability by enabling rapid, evidence-based decisions.
P3	HR analytics strengthens reconfiguring capability by supporting flexible redeployment and reskilling.
P4	Leadership support positively moderates the relationship between HR analytics and organizational agility.
P5	Ethical data governance positively moderates the effectiveness of HR analytics in enhancing agility outcomes.

Table 2 provides clarity and coherence by distilling the conceptual arguments into propositions that can guide empirical validation in future research. Figure 2 illustrates how human resource analytics strengthens the three dimensions of organizational agility, sensing, seizing, and reconfiguring, through predictive insights, evidence-based decision-making, and workforce adaptability. It highlights that agility is achieved by anticipating challenges, aligning resources, and enabling continuous redeployment and reskilling.

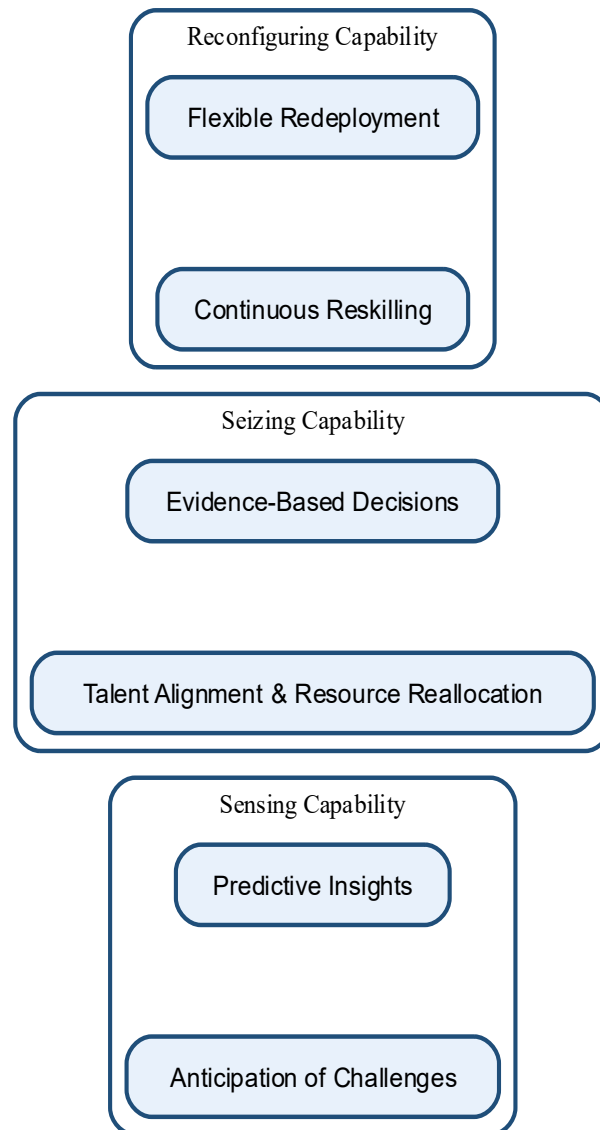


Figure 2. HR Analytics and Agility Capabilities Pathways

3.4 Theoretical Contributions of the Results

There are three theoretical implications from the results. First, they extend the scope of human resource management scholarship from an understanding of HR analytics as a transactional mechanism for efficiency to a strategic enabler of organisational agility. Second, they uncover the multi-dimensionality of HR analytics, thereby illustrating its role in sensing, seizing, and reconfiguring capabilities, rather than limiting its role to discrete HR functions. Third, they put some context into it by mentioning that leadership buy-in and ethical management are preconditions for HR analytics to fulfill its potential. This is a valuable contribution to the literature as it places analytical practices within institutional and cultural contexts.

The conclusions offer a firm basis for theory and practice by combining conceptual reasoning and systematic propositions. In addition to advancing the knowledge base of the academic literature, the findings are anticipated to act as a catalyst for future empirical studies that will provide the opportunity to test and broaden the proposed model across industry and organisational settings. Figure 3 illustrates the conceptual evolution of human resource analytics from a transactional function to a strategic capability, reflecting its multidimensional role in enabling sensing, seizing, and reconfiguring. It further underscores the significance of contextual factors, including ethical leadership and top management support, in shaping the outcomes of organisational change.

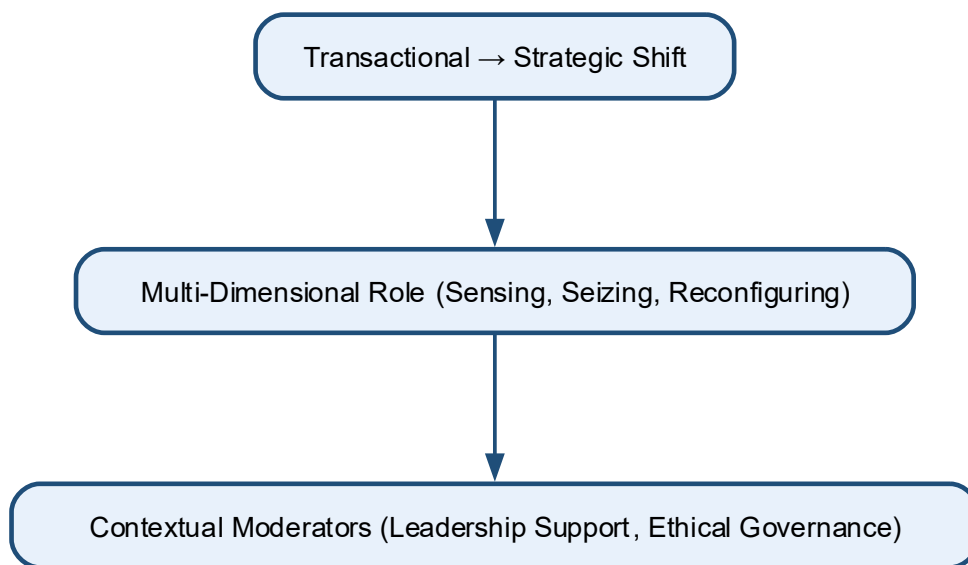


Figure 3. Theoretical Contributions of HR Analytics to Organizational Agility

4. Discussion

The findings position HR analytics as a vital enabler of organisational agility, embedding its role within the wider landscapes of digital transformation, artificial intelligence (AI), and ethical governance. Interpreting HR analytics in this way not only advances discussions on talent analytics and digital HR systems but also underscores the influence of contextual factors such as leadership commitment and ethical responsibility. A key takeaway from the conceptual framework is that analytics has become an indispensable part of organisational decision-making. This shift reflects broader developments in talent management, where AI-driven approaches have shown strong predictive potential for workforce planning and the enhancement of agility (Qin et al., 2025). In parallel, machine learning tools are being applied across the employee lifecycle—from recruitment and development to retention by fostering agility, understood as the ability to align human capital more effectively with organisational demands (Nosratabadi et al., 2022). Collectively, these findings provide further support for the argument that HR analytics strengthens both sensing and seizing capabilities, equipping organisations to diagnose human capital challenges and respond with greater precision.

This is further reinforced by the role of digital human resource solutions. From the e-HRM literature, it was stated that e-HRM increases effectiveness, responsiveness, and strategic orientation of human resource management processes and results in agility of the organisations (Shahreki et al., 2024). In the Indian context, HR digital technologies have been recognised as a transformative force that enhances flexibility and alignment with overall organisational strategy, thereby underscoring the broader potential of technology in HR as a platform for organisational change (Jani et al., 2023). Collectively, such evidence reinforces the view that HR analytics should not be regarded merely as a technical instrument but as a facilitator of value-adding transformation across diverse contexts. At the same time, critical perspectives caution against overlooking the conditions under which HR analytics creates value. For example, Waheduzzaman and Ferrer (2024) argued that the return on investment (ROI) in HR is difficult to quantify and that HR should instead be conceptualised as a strategic asset requiring governance and management in ethically accountable ways. This concern is reflected in research on HR analytics and turnover forecasting, which demonstrates that although analytics can help identify workforce risks, its effectiveness depends heavily on an organisation's capacity to act on these insights in ethically responsible ways (Avrahami et al., 2022). These debates are directly connected to the boundary conditions proposed in this study, namely ethical governance and supportive leadership.

Furthermore, the report situates HR analytics within the wider transformation driven by digitalisation and Industry 4.0. Digitalisation has been associated with increased organisational flexibility, particularly in terms of the capacity to adapt swiftly to technological advancements and market pressures (Bresciani et al., 2022). A second source of flexibility is the fact that data-driven decision making, a defining characteristic of Industry 4.0 environments, enables managerial information for real-time decision making to optimise processes and workforce management (Bousdekis et al., 2021). Moreover, the data revolution, in terms of decision making and its implications for management paradigms, is highlighted by recent publications, and human resources analytics should be integrated in a broader, strategically responsive, evidence-based management practice (Sarioguz & Miser, 2024). Ethical questions also form an important part of the debate. From an ethical standpoint regarding the use of AI in management practice, a few papers have pointed to the potential risks of bias, lack of transparency, and mistrust from employees on the use of analytics without sufficient safeguards (Zhang et al., 2023).

Digital Society and Ethics: Technology acceptance theory also suggests that AI-based systems are not adopted solely based on their technological capabilities but also based on others' perception of trust, fairness, and legitimacy (Vărzaru, 2022). These results add support to this study's hypothesis that ethical governance is a necessary moderator for the realisation of the benefits of human resource analytics in agility development.

Interestingly, some parallels can also be drawn from neighbouring domains, such as managerial accounting, where digitalisation has similarly altered decision-making processes. For example, it was discovered that the use of digital tools in accounting has enhanced agility as it provides reporting and strategic flexibility in real time (Mansoor et al., 2022). In the empirical studies in the area of adopting accounting techniques described above, it is determined that the explanatory role of the organizational structures and cultural orientation for the efficiency of digital innovations (Berisha Dranqolli & Miftari, 2025). Moreover, a study on SMEs has demonstrated the positive effect of the interaction of entrepreneurial orientation and market orientation with digital practices on organisational satisfaction and performance (Kaan-Jebna et al., 2022). From the resource-based view perspective, it was found that digital technologies for accounting lead to sustainable competitive advantage by improving adaptability and responsiveness (Pantea et al., 2024). Academic literature on accounting practices further supports the notion of digital transformation not just as a technical change, but more generally as a transformation in organisational culture and decision making (Sulisnaningrum, 2022). These parallels strengthen the argument that HR analytics, much like digital tools in accounting, contributes to agility by transforming decision-making, but its success depends on governance, leadership, and organizational culture.

The discussion confirms that HR analytics plays a multifaceted role in enhancing organizational agility. It contributes to sensing, seizing, and reconfiguring capabilities by providing predictive workforce insights, enabling data-driven decision-making, and facilitating flexible resource deployment. Yet, as the wider literature on AI, e-HRM, and digitalization suggests, the transformative potential of HR analytics is realized only when supported by leadership commitment and robust ethical governance. This study, therefore, not only reinforces the importance of HR analytics in contemporary organizations but also situates it within a broader digital transformation discourse that spans talent management, AI adoption, and organizational accountability.

5. Conclusion

This study has advanced the theoretical understanding of the role of HR analytics in enhancing organizational agility by positioning it as a strategic enabler rather than a purely operational tool. Building on insights from prior scholarship, the conceptual framework developed here demonstrates how HR analytics contributes to the three critical dimensions of agility, sensing, seizing, and reconfiguring, through its ability to generate predictive insights, enable evidence-based decision-making, and facilitate flexible resource deployment. Additionally, two moderator variables of leadership support and ethical data governance are incorporated in the model, underscoring that the impacts of HR analytics are conditional on underlying institutional and cultural factors influencing HR analytics acceptance and adoption. The findings of this exploration add to the literature in three valuable ways. First, they consolidate fragmented findings from previous studies and extend them into a holistic conceptual framework that clarifies the mechanisms linking HR analytics and agility. Second, they highlight the multidimensional role of analytics across workforce-level processes such as reskilling and strategic redeployment, thereby connecting HR practices to broader organizational adaptability. Third, they bring attention to contextual enablers, showing that analytics-driven agility is sustainable only when accompanied by leadership commitment and ethical governance. For practitioners, the study highlights the need to integrate HR analytics not merely as a technical function but as part of a broader strategy for adaptability, innovation, and responsible workforce management. For scholars, the propositions outlined provide a testable foundation for future empirical research across industries and contexts. In sum, HR analytics, when strategically deployed and ethically governed, holds the potential to become a central capability that drives organizational agility in an increasingly dynamic and uncertain world.

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