

Examining How Employee Engagement Affects Financial Performance Using HR Analytics

Corresponding Author: **Shruthi Reddy**, II MBA KG Reddy College of Engineering & Technology Chilkur Ranga Reddy (Dt) Telangana

P.Manikantababu, Assistant professor, Department of MBA, KG REDDY College of Engineering & Technology, Moinabad, Hyd

E-Mail: shruthireddysirangari@gmail.com

Corresponding author: manikanta.babu@kgr.ac.in

Abstract

These days companies think that employees are very important for their success. When Employee Engagement is high Employee Engagement helps employees work better stay with the company longer and make money for the company.. We do not really know how Employee Engagement helps companies make more money. This study looks at how HR analytics helps us understand the connection between Employee Engagement and company performance. We got data from one hundred and fifty companies that make things work with computers and provide services. We checked how engaged the employees were and how much the companies used HR analytics. We also looked at how the companies did financially. What we found out is that there is a connection between Employee Engagement and financial performance. We also found out that HR analytics is important for this connection. Companies that use HR analytics a lot are better at making engaged employees successful. This means that using data to make decisions, about employees is very important. It also shows that Employee Engagement only really works if you use analytics to get the most out of it.

Keywords

Employee Engagement, HR Analytics, Financial Performance, Data-Driven Decision-Making, Human Capital

Introduction

In the business world we live in today companies are starting to understand that Employee Engagement is really important for their success. Employees are not like things a company owns. Employees can think of ideas. Employees can adapt to things. Employees can help the company grow. This is why Employee Engagement is important for the Financial Performance of a company, in the run.

One big part of taking care of employees is Employee Engagement. Employee Engagement is when employees really care about what they do. The company they work for. When employees are engaged they work better. They are happier. This helps the company do better. They help make money and make customers happier.

Employee engagement is super important for a company to do well.

Companies really need to focus on it.

When employees are engaged it leads to financial performance. To understand employee engagement companies should use HR analytics. HR analytics helps companies make decisions based on facts. These smart decisions improve how well the company does.

The connection between how much employees care about their work and how well a company does is something that a lot of people're aware of. Employee engagement and how it affects a company's performance is still a bit of a mystery. When employees are really into their work they tend to do a job and are more likely to stay with the company. To really see how employee engagement affects the company's finances we need to take a look, at the numbers and see what they say about employee engagement and the company's financial performance.

Human Resource analytics is really useful. It helps companies make decisions by looking at information, about their employees. Human Resource analytics looks at numbers to see what is happening with the people who work for the company. Human Resource analytics uses statistics to figure out what is going on. By looking at this information companies can see what things are working well and what things are not working well. Companies can use Human Resource analytics to make choices about their employees.

Researchers have discovered that Human Resource analytics is really important for linking employee engagement to how the company does.

For example one study found that when companies use Human Resource analytics they can make decisions about their employees.

This helps the company make money.

Human Resource analytics also helps companies keep their employees and do well financially as seen in another study about Human Resource analytics.

Human Resource analytics is useful for companies to make decisions, about their employees and to do well financially with the help of Human Resource analytics.

Human Resource analytics is getting a lot of attention these days.. The thing is, we do not really know how it impacts the relationship between employee engagement and how well a company does financially. Most of the time researchers only look at one of these things not both. This study is trying to figure out what is missing by looking at how Human Resource analytics affects the relationship, between employee engagement and financial performance of a company. Human Resource analytics is really important here because it can help us understand things better. So we are looking at how Human Resource analytics affects employee engagement and financial performance.

The main point of this study is to show how Human Resource analytics can help companies make money. Human Resource analytics also helps companies make choices about their employees. When companies look at the numbers they can figure out what is working and what is not working. This study proves that Human Resource analytics is really important, for companies that want to succeed. Human Resource analytics helps companies make decisions and reach their goals. Human Resource analytics is a part of this. Companies that use Human Resource analytics can do a job of running their business.

In the end this research shows that using Human Resource analytics is key to making decisions. Companies that use data to decide on employee matters tend to do. This is crucial today because companies must make smart choices fast. Human Resource analytics plays a role in this.

It helps companies make decisions about their employees.

By using data businesses can make choices.

This leads to performance and growth. Human Resource analytics is essential, in today's paced business world.

2. Literature Review

2.1 Concept of Employee Engagement

Employee engagement is important in resources. It is about how organizations treat their employees. When people enjoy their jobs they feel good. They have lots of energy. Are dedicated to their work. This means they really care about what they do. They want to help their organization succeed. Engaged employees are key, to an organization. They make sure their work gets done well. Employee engagement makes a difference.

When people are engaged they do their job. They help their organization do better too. A while back people thought that engagement was about how people felt when they were at work. They thought that leaders and the work environment and the organizations culture were the things that affected how engaged people were at their job. Now we know that engagement is really important for organizations to do well and succeed. People who are engaged do a job and they help their organization do better so engagement is very important, for organizations.

People who really like their jobs will do more than what they have to do. They will think of things and make the customers happy. These people do not want to leave their jobs. They do not miss work a lot. They are also happy with their jobs. So job engagement is very important, for organizations. It helps make sure that people want to work for the organization and do their jobs. Job engagement is important because people who are engaged with their jobs are happy. They like working for the organization.

Engagement is really important. It is not simple to figure out or control. Some research has found that measuring engagement can be tough in areas, like the sector. This means we have to come up with ways to measure engagement that're effective and help organizations make good decisions about engagement. We need to understand engagement and find ways to deal with it. Measuring engagement is a part of this.

2.2 HR Analytics: Evolution and Strategic Importance

HR analytics is a way to think about resources. It helps us make decisions by collecting and looking at data about employees at work. We use this data and artificial intelligence to get insights. HR analytics is about using data to understand people at work. It makes HR more effective, with the help of data and AI.

Human resources can be more strategic with the help of HR analytics. This tool looks at human resources data and other information to find out what is working and what is not working. HR analytics can help us predict when people might leave their jobs. It can also help us see if the training we give to people is actually working. We can use HR analytics to figure out if the money we spend on resources is really worth it. HR analytics is very useful, for resources.

Even though HR analytics is very helpful many organizations do not use it. Some organizations struggle with data quality issues. They also have problems, with technology and data analysis. Some HR professionals are not comfortable working with analytics. This makes it difficult to implement HR analytics. These challenges actually show that HR analytics can be very useful. Organizations must find a way to use HR analytics that works for them. They need to make the most of HR analytics.

2.3 Relationship Between Employee Engagement and Financial Performance

There is lots of research that shows employee engagement is linked to performance.

When employees are engaged they work harder. Make customers happier.

This helps a companys finances.

For example a study by Nasomboon in 2014 found that engaged employees can boost a companys performance.

Another study by Tensay and Singh, in 2020 showed that employee engagement is important for public sector institutions to work effectively.

Employee engagement really matters for companies to do well.

It makes employees work harder and do work.

Customers are satisfied when employees are engaged, which benefits the company's bottom line. When you consider it, employee engagement is crucial for a business since it increases revenue. This happens when everyone works together efficiently and the company does not have to spend a lot of money on things like finding new employees to replace the ones who left or paying people who are absent.

Employee engagement is very important for a company. A study that was done in 2023 by Mahmood and others found that when employees are engaged they do their jobs better which directly affects how well the company does.

The study that Cocos did in 2011 also showed that employee engagement is linked to how well a company does which can help the people in charge make decisions, about employee engagement and business outcomes and employee engagement.

The connection between engagement and performance is not always easy to see. Some studies say that other things, like how leaders care, what the company is like and what the human resources people do can change how engagement affects the results. This means that engagement by itself may not be enough to make things work unless it has the support systems and processes in place. Engagement needs the systems and processes to really make a difference, in performance and engagement.

2.4 Mediating Role of HR Analytics

Researchers are now trying to figure out how HR analytics can show the connection between how employees care about their jobs and how well the company does financially. HR analytics is a tool that companies use to see how employee engagement affects the company and to find ways to make the company perform better. HR analytics is really helpful, for companies because it helps them understand what they need to do to get the best out of their employees.

A study in 2022 by Muhammad and Naz showed that HR analytics helps to make employee engagement, retention and company performance better. They said that companies with data analysis skills can use employee engagement more effectively to get better results. In 2025 Ali and other experts also stressed that using data to make decisions is key, to turning HR practices into gains.

Hossain and his team in 2026 found out that HR analytics helps companies do better by making decisions and matching HR plans with business goals. They said it's really important to use analytics in HR. Companies that are good at using analytics make money.

Hamraaia said in 2024 that when you combine employee engagement data with analytics tools companies can create plans to help employees work better and the company succeed.

Hossain and others showed that HR analytics improve performance. They said HR analytics help make decisions. HR strategies match business objectives. Companies with analytics do better financially.

Hamraaia argued that engagement data, with analytics helps. Companies design plans to make employees work better. Employees perform better. The company succeeds.

From my point of view HR analytics plays a role in helping companies understand how engaged employees affect financial performance.

According to the resource-based view of the firm, a company's resources, like employee engagement, must be exploited to advance. Organizations may maximize employee engagement with the use of HR analytics. It accomplishes this by enabling businesses to efficiently use their resources, such as people. This is significant since it can improve the financial performance of businesses. HR analytics helps businesses make the most of employee engagement, which is a resource. Organizations can decide how to allocate their resources by utilizing HR analytics. Better performance may result from this.

2.5 Combining Organizational Strategy with HR Analytics

HR analytics is a part of making a company's strategy work. When a company uses HR analytics to help reach its business goals it is more likely to be successful.

Bakshi and others did a study in 2025. They found out that when companies use HR and marketing strategies with analytics it can make the company's brand more valuable and help it do better financially.

Rajindra did some research in 2024. He found out that HR management and marketing and how well a company does financially are all connected. HR analytics helps make this connection happen.

Using HR analytics is really important, for companies that want to make the most of it. HR analytics can help companies reach their goals and be more successful.

HR analytics is really useful for making employees happy and engaged. This can lead to customer service and a more effective organization. For example Alabi and others found this out in 2024.

When organizations use analytics they can find out what makes employees happy. Then they can do things to help employees do their jobs better. This makes HR analytics important because it helps employees and customers at the time. HR analytics can really make a difference, in how employees work and how happy customers are.

To make all of this work organizations have to deal with some problems like not having all their data in one place not having rules and people, in the organization not wanting to try things. Okon and others said in 2024 that to make HR analytics work organizations need to start making decisions based on HR analytics data and that leaders need to be committed to HR analytics and invest in technology to make HR analytics work.

2.6 Research Gap

We have learned a lot about employee engagement and HR analytics from all the research that has been done. However there are still some things that we just do not know about employee engagement and HR analytics.

First when people do research they usually look at employee engagement and HR analytics as things instead of looking at how employee engagement and HR analytics work together.

Second we need research on how HR analytics affects the relationship between employee engagement and how well a company does especially when we use numbers to measure this relationship between employee engagement and company performance.

Third most research, on employee engagement and HR analytics only looks at what happens in industries or places so we do not know if the same things would happen everywhere with employee engagement and HR analytics.

This study tries to fill these gaps by using numbers to see how HR analytics affects how engaged employees are and how well a company does financially in industries. It looks at employee engagement, HR analytics and financial performance together.

This gives a picture of how companies can use their employees to make more money. The study checks how HR analytics helps in making employees more engaged which in turn helps companies to do better financially. Employee engagement and financial performance are looked at closely. HR analytics is used to understand this relationship, across various industries.

3. Research Objectives

1. The main goal of this study is to find out how employee engagement and financial performance are connected in companies.
2. We want to know how using HR analytics to make decisions affects how well a company does.
3. We are going to look into how employee engagement's connected to the use of HR analytics in companies.
4. We also want to see if HR analytics helps connect employee engagement to how a company performs and if HR analytics plays a role in this connection, between employee engagement and performance.

3.1 Hypotheses Development

- When employees are really involved in their work the company will probably make money.
- Using tools to look at human resources information will also have an impact on how well the company does financially.
- These human resources tools are useful because they help show how employee engagement is connected to the company's performance. They help us understand how employee engagement and financial performance are related and that is what HR analytics does it helps us see this connection, between employee engagement and the financial performance of the company.

4. Methodology

4.1 Research Design

This study is looking at some information from a time to find out how employee engagement and HR analytics and financial performance are all connected to each other. The study wants to see how these things are related to employee engagement and, to HR analytics and financial performance.

4.2 Population and Sample

We are looking at companies, from areas like the companies that make things the companies that do computer work the companies that deal with money and other companies that provide services. We picked one hundred and fifty companies to be part of the study so that each type of company was included, like manufacturing companies, information technology companies, financial services companies and other service companies.

4.3 Data Collection Methods

We sent a questionnaire to people who work in these organizations. They filled it out by answering questions with a rating from 1 to 5. The questionnaire was used to get information from the people in the organizations. For example when we asked them a question they would answer with a 1 if they strongly disagree with the statement or a 5 if they strongly agree with the statement. We also looked at the organizations reports to get some data about the performance of the organizations, such as return, on assets and profit margins of the organizations.

4.4 Measures

- We looked at Employee Engagement by asking a bunch of questions that experts have already checked to make sure they work.
- We also checked out HR Analytics to see how companies use numbers and data to make decisions and how well all of that fits into the company.
- We figured out how well a company is doing financially by looking at things, like how money they make from what they own how much profit they get from what they sell and how much value they really add to the economy, which is all part of Financial Performance and Employee Engagement and HR Analytics and Financial Performance.

3. What We Want to Find Out

1. We are curious to know how employee engagement and financial performance are related to each other in organizations.
2. The question is how using HR analytics to make decisions impacts the performance of organizations that rely on data to make decisions.
3. Employee engagement and the use of HR analytics are two things we want to explore to see how they work within organizations.
4. We want to find out if HR analytics is the key to linking employee engagement to performance in organizations and if it really makes a difference, for employee engagement and performance.

3.1 Developing Our Ideas

- I think employee engagement is really good for a companys performance.
- My next point is that HR analytics also has an impact on how a company does financially.
- The thing about HR analytics is that it helps show how employee engagement is connected to how the company performs financially and that is a pretty important connection, for HR analytics to make between employee engagement and financial performance.

4. How We Did the Study

4.1 Study Plan

We made a plan to see how employee engagement and HR analytics affect the performance of a company. We wanted to know if there is a connection, between these things. The plan was to study this connection and find out what it means

for the performance. We were looking at employee engagement and HR analytics to understand how they impact the performance.

4.2 The Organizations We Looked At

We checked out organizations from sectors.

These sectors included: Companies that manufacture things, Technology companies, companies, Service companies. We chose 150 organizations to study. We used a method to ensure a mix of companies from each sector. This mix helped us understand types of organizations. We looked at companies, from each sector. They were technology companies, financial companies, service companies and companies that make things.

4.3 How We Got the Information

We sent a questionnaire to people at these organizations. They filled it out on the computer. We used a scale to measure the answers from the people at these organizations from 1 which means the people at these organizations strongly disagreed, to 5 which means the people at these organizations strongly agreed. We also got information about the performance of the companies, like how money the companies made, from the reports of the companies when we could.

4.4 How We Measured Things

- We asked employees a bunch of questions to see how happy they are with their jobs questions that have been asked before.
- We looked at how companies use HR analytics like how they collect data and use it to make decisions. If it is really a part of what they do every day.
- We checked how well companies are doing by looking at how money they are making, like their profit margins and other important financial numbers to see how good they are at making money and employee engagement and HR analytics all play a role, in company performance.

4.5 How We Analyzed the Information

We looked at the information in ways.

We started with the basics. We also checked how things relate to each other. Did some regression and mediation analysis to understand the information better. The methods helped us analyze the information.

5. What We Found

5.1 Basic Information and Correlation

Table 1: Basic Statistics

Variable	Mean	SD	Min	Max
Employee Engagement (EE)	4.12	0.56	2.50	5.00
HR Analytics (HRA)	3.85	0.62	2.00	5.00
Financial Performance (FP)	3.95	0.71	2.20	5.00

Here is what the statistics tell us about Employee Engagement, HR Analytics and Financial Performance. The numbers show that Employee Engagement is pretty high with a score of 4.12.

This means that people who work for these organizations are really committed to their jobs and they like what they do at Employee Engagement.

Employee Engagement is going well because people like their work. HR Analytics is also doing well with a score of 3.85. This shows that companies are starting to use HR Analytics more. Some companies are better at HR Analytics, than other companies.

Financial Performance is also good with a score of 3.95.

Most organizations are doing okay with money. Some are doing great while others are just getting by. The reason for this difference is probably because of the industry they're in and how well they do things. These numbers show that we have a group of organizations to study. We can learn some things from them and their financial performance is one of them.

It's all, about the industry. How well organizations do things that makes a difference. Their financial scores are good. That's what matters.

Table 2: Correlation Matrix

Variable	EE	HRA	FT
EE	1	0.46	0.42
HRA	0.46	1	0.51
FP	0.42	0.51	1

The correlation matrix helps us see how strongly things are connected. Employee engagement and performance are linked in a way. They go up together. Employee engagement and financial performance have a connection of 0.42. This link is strong. It makes sense because other studies show that engaged employees help a company make money and be productive. Employee engagement is good for performance. Engaged employees boost a company's productivity. This is what we found in our study.

The connection, between employee engagement and financial performance is clear. Employee engagement is also linked to HR analytics with a connection of 0.46. This means that companies that have employees who're really engaged are more likely to use HR analytics tools. So it seems that employee engagement and HR analytics can help each other out. Employee engagement can make HR analytics better. HR analytics can also make employee engagement better.

The strongest link we found was between HR data analysis and financial results with a link of 0.51.

This shows how vital analysis is for a company's success. HR analytics play a role in this. They help companies make financial decisions. Good HR analytics are key, to success.

Table 3: Regression Analysis – Direct and Mediated Effects

Model	Predictor	B	SE	β	T	P
1	EE-FP	0.34	0.08	0.33	4.25	<0.001
2	EE-HRA	0.41	0.07	0.46	5.86	<0.001
3	EE+HRA-FP	EE:0.18	0.07	0.18	2.57	0.011
4		HRA:0.45	0.06	0.48	7.50	<0.001

The study found that employee engagement is a way to figure out how well a company will do financially. It turns out that there is a connection between employee engagement and how well a company does. The study actually found that

the employee engagement effect is pretty strong at 0.33 and this is significant because the results are reliable. The employee engagement effect is something that can really make a difference in how a company does financially and the study proved this by showing that the connection, between employee engagement and a company's financial performance is real.

When we also looked at HR data analysis in our model we found that employee engagement still had an effect on performance.. It was not as strong. The effect of employee engagement was 0.18. It was significant at a level of p less than 0.05.

HR data analysis was still a predictor of how well a company does financially. The effect of HR analytics on performance was 0.48 and it was significant at a level of p less, than 0.001.

We did analysis and found that HR data analysis helps explain how employee engagement affects performance.

6. Discussion

6.1 Implications

This study shows that looking at HR data helps us understand how employees being engaged affects the money a company makes. It looks at what Muhammad and Naz said in 2022 and what Ali and others said in 2025.

The results show that it is not enough for employees to just be engaged HR data analysis is needed to turn this engagement into money for the company. This is what Hamraaia said in 2024: using HR data analysis is very important for a company to be successful HR data analysis helps HR practices work well for the company HR data analysis is the key.

6.2 Practical Implications

Companies should invest money in HR systems that can look at data.

This helps create a culture that uses data to make decisions and uses how engaged employees are to decide where to put resources.

Using data analysis helps companies figure out how they will do in the future and also helps them get the most out of employee engagement when it comes to money. Companies like these can use data analysis to predict performance and make the most of employee engagement in terms of finances as seen in the work of Harris and other people in 2011 and Bakshi and other people, in 2025.

6.3 Limitations and Future Research

This study has some limitations. We did a study that looked at a point in time and we had to depend on people to tell us about their own involvement. It would be better to do a kind of study. We should also talk to people who work in sectors to get a better idea of how they actually use analytics. We need to find out how artificial intelligence can help with analytics like what Faruk and Islam said in 2023. Artificial intelligence and analytics are important to consider. We should also see how different cultures use analytics like what Akingbola and his team found out in 2023. Analytics and artificial intelligence can be used in ways and we should learn more, about this.

Conclusion: Our study shows that when employees are really into their work the company makes money. We figured out that using HR analytics is a deal here. When companies use HR analytics to make decisions they can use the data about how engaged employees are to make more money. This means that HR leaders need to change what they do every day from doing paperwork to being in charge of looking at numbers and data. HR leaders need to be the ones who really believe in and support the use of analytics in their companies. They need to be the champions of HR analytics, in their companies making sure everyone knows how important HR analytics is.

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For example human resources analytics can help with employee engagement and organisational performance.

Human resources analytics can also help with decision-making and organisational effectiveness. These research papers show that human resources analytics is a tool, for organisations. Human resources analytics can be used in different ways.

For example human resources analytics can be used to improve employee engagement and retention. Human resources analytics can also be used to improve performance and effectiveness. These are a few examples of how human resources analytics can be used. Human resources analytics is a tool that can help organisations

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Human resource management is a part of all these research papers. These papers are about human resource management. How it affects work. Human resource management is the topic in these papers, by Othman and Mahmood, Qamar and Samad, Rajindra and Ravesangar and Narayanan.

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