IMPACT OF HUMAN CAPITAL MANAGEMENT ON ORGANIZATIONAL PERFORMANCE WITH THE MEDIATION EFFECT OF HUMAN RESOURCE ANALYTICS

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ARTICLE INFO	ABSTRACT
	Purpose: The main objective of the study is to examine the relationship between Human Capital Management, Human resource analytics and Organizational performance through systematic literature survey **Theoretical Framework:** The authors developed a conceptual framework to examine the relationship between the components of the Human Capital Management (HCM) and its effect on organizational performance with the mediation of HR analytics **Design/methodology/approaches:** The study is based on extensive systematic literature review collected from previous studies **Findings:** The systematic review validated the proposed conceptual model and found that HR analytics help organizations track their human capital management and improves organizational performance **Research practical social implication:** This study makes significant contributions to the existing body of knowledge of Human capital management and application of innovative tool of HR analytics .There are several implications for practitioners based on the findings **Originality/value:** The study is more relevant and practically applied to the organization who are in the nurturing stage of implementing HR analytics towards Human Capital Management for increasing organizational performance Doi: https://doi.org/10.26668/businessreview/2022.v7i3.0667

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IMPACTO DA GESTÃO DO CAPITAL HUMANO NO DESEMPENHO ORGANIZACIONAL COM O EFEITO DE MEDIAÇÃO DA ANÁLISE DE RECURSOS HUMANOS

RESUMO
Finalidade: O objetivo principal do estudo é examinar a relação entre Gestão de Capital Humano, Análise de Recursos Humanos e Desempenho Organizacional através de pesquisa sistemática de literatura
Estrutura teórica: Os autores desenvolveram uma estrutura conceitual para examinar a relação entre os componentes da Gestão do Capital Humano (HCM) e seu efeito sobre o desempenho organizacional com a mediação da análise de RH.
Design/metodologia/abordagens: O estudo é baseado em uma extensa revisão sistemática da literatura coletada de estudos anteriores
Conclusões: A revisão sistemática validou o modelo conceitual proposto e constatou que a análise de RH ajuda as organizações a rastrear sua gestão de capital humano e melhora o desempenho organizacional
Pesquisa de implicação social prática: Este estudo faz contribuições significativas para o corpo de conhecimento existente de gestão de capital humano e aplicação de ferramentas inovadoras de análise de RH.
Originalidade/valor: O estudo é mais relevante e praticamente aplicado à organização que se encontra na fase de implementação da análise de RH para a Gestão do Capital Humano para aumentar o desempenho organizacional.

Palavras-chave: Análise de RH, Desempenho Organizacional, Gestão do Capital Humano

IMPACTO DE LA GESTIÓN DEL CAPITAL HUMANO EN EL RENDIMIENTO DE LA ORGANIZACIÓN CON EL EFECTO DE MEDIACIÓN DE HUMAN RESOURCE ANALYTIC

RESUMEN
Objetivo: El objetivo principal del estudio es examinar la relación entre la gestión del capital humano, el análisis de los recursos humanos y el rendimiento de la organización a través de un estudio bibliográfico sistemático.
Marco teórico: Los autores desarrollaron un marco conceptual para examinar la relación entre los componentes de la Gestión del Capital Humano (GCH) y su efecto en el desempeño organizacional con la mediación de la analítica de recursos humanos
Diseño/metodología/enfoques: El estudio se basa en una amplia revisión sistemática de la literatura recogida en estudios anteriores.
Resultados: La revisión sistemática validó el modelo conceptual propuesto y descubrió que la analítica de RRHH ayuda a las organizaciones a hacer un seguimiento de su gestión del capital humano y mejora el rendimiento de la organización
Implicación social práctica de la investigación: Este estudio contribuye de forma significativa al conjunto de conocimientos existentes sobre la gestión del capital humano y la aplicación de la innovadora herramienta de análisis de RRHH.
Originalidad/valor: El estudio es más relevante y se aplica en la práctica a las organizaciones que se encuentran en la fase de implementación de la analítica de RRHH para la gestión del capital humano con el fin de aumentar el rendimiento de la organización.

Palabras clave: Análisis de RRHH, Rendimiento Organizativo, Gestión del Capital Humano

INTRODUCTION

One of the vital factors contributing to the success of an organization is human capital, which drives path breaking changes and creates a learning environment. Currently, organization performance is largely determined by the innovative technology of human resource analytics, which plays a key role in managing intellectual capital.Organizational performance is the most important dependent variable for academics interested in management disciplines (Mishra et al., 2019) .organization's personnel are increasingly important to its ability to succeed and acquire a competitive edge. Companies are therefore concentrating on increasing worker

productivity through significant human capital development programmers using HR analytics(Khayinga & Muathe, 2018). This will support both the accomplishment of business objectives and the organization's long-term survival. Through the Human resource analytics (HRA) the study investigates how human capital management affects business performance(Tortia et al., 2022). A thorough analysis of the pertinent research literature led to the development of the theoretical framework for a detailed study of the HCM components, with recruitment and selection, training and development, performance appraisal, compensation and benefits, career development, and organizational performance(Kulkarni, 2013). A review of the prior literature based on previous research publications and the contributions of other researchers are discussed in detail. A descriptive research methodology is used to investigate the Human Capital Management component and examine its impact on organizational performance In this study, it has been shown that a rationalized performance evaluation and proper recruitment and selection of bank employees can maximize the customer's satisfaction and quality of service.(Oladipupo & Olubusayo, 2020).HR analytics as part of human capital management improves organisational performance(Gibbons, 2020). As a innovative tool it provides valuable contributions to the field of human capital management and organizations overall performance(Jyoti et al., 2020).

Meaning of Human Capital Management

Human capital management (HCM) is a focused strategy used by businesses to recruit, hire, train, develop, and keep the best employees (Gibbons, 2022).The practice of HCM is used to cultivate talent and inspire workers to realize their full potential. The business may increase staff retention and performance using HCM (Jamal & Saif, 2011). Chimoga's (2022) Study about the discipline of human resource management is undergoing a significant transformation from a narrowly defined job to a varied one that includes anything from secretarial tasks to assisting businesses in achieving their goals through comprehensive human capital plans. Salary comparisons Utilize the Indeed Pay Calculator to get customized salary information. The system enables businesses to make investments in their workforces, enabling their teams to contribute to the greatest calibre of goal achievement. Employees are seen by HCM as precious resources that must be exploited to reach their full potential. Organizations where workers eventually succeed in achieving the majority of their goals also offer tools for the expansion and development of the fundamental competences and abilities required for success (Siddiqui, 2012). The use of human capital management enables them to identify skill shortages and concentrate their hiring efforts on filling such gaps. Employees can work in roles that allow

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them to share their abilities, which lead to greater job satisfaction (Gurusinghe et al., 2021). The organization benefits from human capital management by having a committed staff that supports its objectives (McCartney & Fu, 2021).

Definition and operation of human capital management is concerned with maximizing the value of an organization's human resources in order to provide the greatest outcomes(Tortia et al., 2022). It includes activities related to human resources, pay, performance, and other important areas that are vital to a company's tactical and strategic goals. A method for improving staff productivity and effectiveness is provided by human capital management (Chimoga, 2022). It offers a comprehensive approach for handling hiring, training, development of employees and performance reviews. By determining each person's capability, competences, connecting them with a role that enable them to realize their full potential, this technique gives an atmosphere where particularized workers may succeed (Jyoti et al., 2020b). This allows the business to get a good profit on its training, and job satisfaction investments in its employees. A robust corporate culture, promotes employee development, feedback, dedication to organizational objectives may be developed through human capital management (Lawler III & Boudreau, 2012). Employees may have greater career autonomy as a result, and they may be able to apply their abilities and skills for the business in the long run.

Human resource analytics (HR analytics)

The research in Human resource analytics (HR analytics) has been attracted many researchers in recent years and is a recently emerging research area for practitioners .The research is still in the nascent stage.The HR analytics tool can help an organization understand its strengths and weaknesses. HR analytics quantify and comprehend current HR data to produce insights that let firms make strategic decisions about people management that are in line with business requirements(Lesley University, 2015). The conclusions drawn from the HR study should demonstrate how the firm benefits from investing in human resources. To quantify HR productivity and ROI, personnel management, financial, and operational data should all be integrated(Marler & Boudreau, 2017). People analytics, workforce analytics, and other words are sometimes used interchangeably when referring to HR analytics. It's crucial to remember that they do, however, somewhat diverge(Angrave et al., 2016). The focus of people and workforce analytics is on employee-related indicators. On the other hand, HR Analytics evaluates how well the HR function is performing (Mishra et al., 2018). It influences the procedures they use and the fresh ideas they encourage among staff members. It is crucial to comprehend how analytics may advance HR in this regard (Opatha, 2020).

The employee experience is influenced by a variety of touch points throughout the employment lifecycle. Every day the employee takes is a step in their path. They make observations each day and interact with other staff members and systems to discuss insights(Gaur, 2020). With the help of HR analytics, you may gather information at every stage and create plans to enhance the working environment. This can entail improving existing procedures or developing new ones. Employees feel appreciated when their opinions are included in decision-making. Gaining the trust of your staff may increase retention and engagement(Bapna et al., 2013).

Organizational Performance Metrics

There are three methods for evaluating an organization's performance. The three most often utilized metrics are productivity, effectiveness, and ranking.

Peter F. Drucker, a renowned management expert, thought that personnel needed to comprehend the connection between their actions and the outcomes(Gurusinghe et al., 2021). Managers must set the performance indicators in advance so that employees can make the connection and aim for high performance, according to his statement that "Performance must be the organization's principal focus and the organization's driving principle(Arora et al., 2022)." The most often used organizational performance indicators are those that measure productivity, effectiveness, and industry rankings(Shyaa, 2019).

1. Productivity is the total output of goods or services divided by the inputs necessary to generate that output. For outcomes, organizations put forth a lot of effort. They want to produce a lot of goods and services with little capital outlay(Pillai & Sivathanu, 2021a). Sales revenue from such products and services measures the productivity of an organization (selling price x number sold). An indication of input is the cost of gathering and transforming organizational resources into outputs(Mondore & Carson, 2011). To increase productivity, management must increase output prices while reducing input costs (selling price). This involves carrying out the organization's job tasks more effectively. Thus, organizational productivity becomes a measure of how well employees do their duties(Pillai & Sivathanu, 2021b).

2. Organizational effectiveness measures how well a company achieves its goals and how realistically it does so. It is a common performance statistic used by managers. There are various definitions of organizational effectiveness put forth by management researchers(Ali et al., 2019; Anwar & Abdullah, 2021; Conțu, 2020; Manoharan et al., 2022b). For instance, the systems resource model of organizational success contends

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that a company's effectiveness is based on its ability to make the most of its available resources and make good use of its surroundings. The organizational ability to successfully convert inputs into desired outputs is highlighted by the process model, which also shows the administrative transformation processes(Jamal & Saif, 2011). The many constituencies model also advises employing a variety of effectiveness metrics taking into account the varied criteria of the organization's constituents. Customers, advocacy groups, suppliers, and security analysts, for example, would all have criteria for evaluating the organization's performance. Managers should ultimately pay attention to how well the organization accomplishes its goals, even if these models may assist assess certain aspects of organizational performance(Ali et al., 2019). When creating strategies, processes, job activities, and worker efforts, management makes decisions based on this information(Otoo, 2019).

3.The ranking of industries is determined by certain key performance indicators. For example, the best performing Fortune 500 companies are ranked based on financial metrics such as profitability, return on sales, and return on equity(Naisa et al., 2020). Growth in revenue per employee, revenue per dollar in assets, and revenue per dollar in equity, and earnings growth over one, five, and ten years Industry Week's best-managed works are companies that have excelled in a (Durai et al., 2022)variety of areas, including finance Performance, innovation, leadership, globalization, alliances and partnerships, employee benefits and training, and community engagement. As a result, different agencies apply different standards or metrics to assess the effectiveness of organizations within a particular sector or industry(Kadiresan et al., 2015).

A number of productivity indicators, including absenteeism and revenue per employee, may be measured through HR analytics. High levels of absenteeism raise the cost of staffing while simultaneously decreasing productivity. It may also be a sign of the happiness and morale of the employees(Naisa et al., 2020). Total income is estimated by splitting it by the overall number of full-time equivalent (FTE) employees. This yields revenue per employee. This shows the average amount of revenue that each employee adds to the company's bottom line(Pillai & Sivathanu, 2021). The reference point for this statistic might differ greatly between industries. It is a productivity indicator that enables HR experts to comprehend the expansion of the company. However, in order to provide a thorough view of the company's profitability, labour expenses must also be taken into account (Manoharan et al.2022).

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Proposed Conceptual Model

Figure 1 conceptual framework
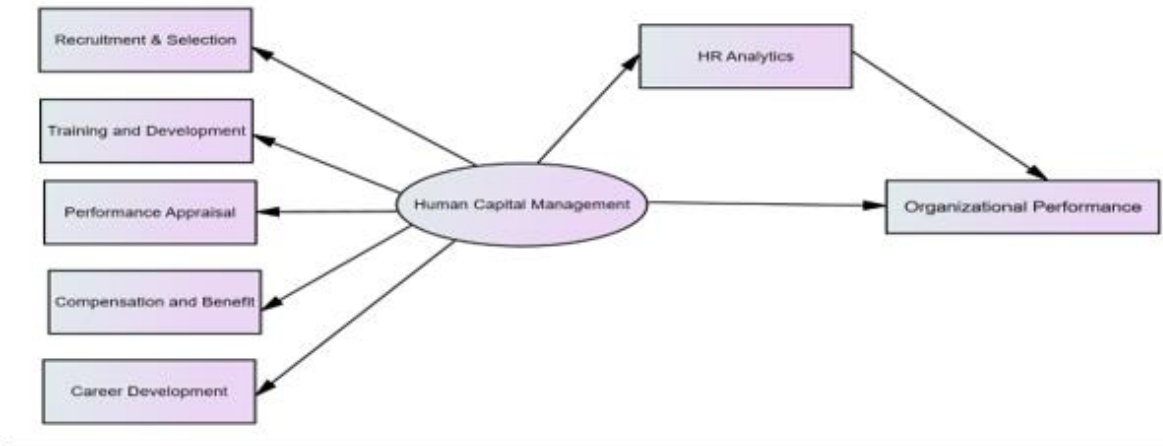
Source: Author conceptual Model

The authors developed a conceptual framework by incorporating both academic literature and practitioner suggestions in the field of Human capital management, HR analytics and organisational performance

Formulation of Hypothesis

H1(a) : The Components of Human capital management has significant influence on organisational Performance

H1(b) There is a mediation effect of HR analytics between Human capital management and organisational Performance

Objectives of the study

1. To explore various literature and researchers findings of previous study to study the impact of Human capital management on organizational performance with the integration of HR analytics.

2. To develop a research frame work to examine the effect of various components of Human capital management on organisational performance with the mediation effect of HR analytics

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METHODOLOGY

The study is based on comprehensive literature review of all pertinent studies .The study is established by combining published and unpublished information. The paper examined the references, authors, topics, citations and journals of the studies and practitioners ideas to examine the impact of Human capital management on organizational performance and the mediating role of HR analytics in the relationship between HCM and organizational performance. The study aims to develop research frame work.

Literature Review

Components of HCM

Waseef Jamal and M. IqbalSaif (2011) explained a link between human capital management and organizational performance, arguing that investing in human capital is a competitive advantage at organizational and national levels. Based on human capital management, the organization's future performance may be projected. Human capital encompasses education, training, and other employee-related activities that enhance the employee's values, knowledge, skills, and talents.

Employee work happiness and improved employee and organizational performance are correlated. The development of human capital is essential to organizational and revolutionary change. Yasmeen Rizvi (2011) came to the conclusion that there is a correlation between HCM metrics and organizational performance.

Recruitment

Recruitment and selection are two of the HCM's primary responsibilities. The stages include job analysis, workforce planning, and selection. A company's success is solely dependent on its workforce(W, 2016). Human resources are frequently regarded as an organization's most significant asset. This essay's introduction defines the recruiting and selection procedure. The job analysis approach includes examining the purpose of jobs as well as their timeliness(Caron & Batistic, 2019b). Workforce planning is the process of estimating how many employees will be required to do a task or activity at a given period in the future. Recruitment and selection can only start when personnel planning has identified the requirement for new staff(Caron & Batistic, 2019b). Recruiting and selection processes vary from firm to organization (W, 2016).

The primary determinants of human resource entrance into any organization which also tend to have an impact on the success and sustainability of SMEs are recruitment and selection

processes, according to Ongori Henry and Temtime Z (2009). If owners/managers adopt these principles seriously, they will likely improve human capital management practices and boost organizational performance.

In the current study, the recruitment and selection processes, sources of recruitment, and selection mechanisms are compared and contrasted between Bangladesh's state and private manufacturing organizations. Mir Mohammed Nurul Absar (2012) cites recruitment and selection as two of the most important tasks in human resource management

Top talent may be found and attracted with the use of HR analytics in recruitment. For instance, HR can identify high-performers among candidates with comparable skill sets(Dessain, 2016). Additionally, it can assist recruiters in making competency-based judgments and avoiding random bias(Sb & Soudikar, 2016). Other metrics to consider when hiring include: Fill time, which is determined by counting the days between the establishment of a requisition and its filling. Knowing this enables resource planning and better preparation for recruiters (Ben-Gal et al., 2022). The ratio of accepted job offers to all job offers issued by recruiters is known as the offer acceptance rate. Strategies to enhance the recruiting process for candidates can be used to lower this measure(Dessain, 2016).

Gibbon(2022)A human capital strategy is a collection of tactics for selecting and recruiting the best candidates, developing career plans for workers, teaching and mentoring them, motivating them to always do their best work, and overseeing performance (Arora et al., 2021). A corporation has to know its employees inside and out if it wants to get the most from them. The processes and activities that must be followed for a project to be successful are included in a plan for executing human capital strategies; it must have dependable resources, a budget, and a deadline for doing so with the following components (Ferreira et al., 2022).

Training and development

New hire orientation, job skill training, development, and professional development are all part of the HCM function of training and development. By preparing people to operate cross-functionally and fostering their professional talents in their existing roles, these improvement initiatives help workers become more valuable to the company(Khan et al., 2011). By educating future leaders for more responsible roles and positions of greater authority, career development strengthens an organizational planning strategy. The training and development aspects of human resources management mirror the norms of internal promotion and validate employees' career aspirations(Kulkarni, 2013).

Davis and Bates (2010) emphasize the use of role-playing, cases, simulation, mediated exercises, and computer-based learning to expose employees to a current and relevant body of information and real-world scenarios and come to the conclusion that a training programme will be beneficial only when a trainee can put the theoretical concepts they have learned in a training programme into practice in their workplace.

From the perspectives of the trainer, trainee, designer, and evaluator, training objectives are crucial. According to R. Karthik (2012), the training goals explain the learner's expectations following the training course.

Davis and Bates (2010) conclude that a training programme will benefit only when a trainee can put the theoretical concepts, they have learnt in a training programme into practice in their workplace. To expose Employees to a current and relevant body of information and real-world scenarios, they emphasized the use of role-playing, cases, simulation, mediated exercises, and computer-based learning.

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Performance appraisal

According to Ahmad and Shahzad (2011), employee performance is influenced by a variety of factors, including remuneration practices, performance review procedures, and promotion procedures. They went on to say that an employee's behaviour and contributions to the success of the company are fundamentally reflected in their apparent performance.

Employee performance is described by Anitha (2013) as an indication of financial or other employee outcomes that are directly tied to the effectiveness and accomplishment of the firm. It also demonstrated that crucial elements influencing employee performance include the work environment, leadership, connections between team members and employees, training and career development, incentives programmes, rules and procedures, workplace wellbeing, and employee engagement.

Performance reviews, which are widely used in HCM, are a great tool for comparing workers' levels of performance to the required standards(Pal shikar et al., 2017). When it comes to determining the rate of performance of employees, a performance appraisal is (Manoharan et al., 2022a)a systematic, yearly or periodic procedure and system of evaluating the level of job performance, job production, job rotation, and yield of a specific employee in comparison to certain predefined condition and organizational goals Manase, K. & N. Reddy (2009).

Additional characteristics of certain workers are also taken into account, such as: B. The employee's level of performance, which is established in the target hiring, is measured taking into account organizational citizenship and conduct, accomplishments, room for future progress, and strengths and shortcomings. Etc. J. Abu-Doleh & Weir, D. In order to attain the best performance, performance management methods are used to coordinate and manage all organizational resources (physical, human, technological, and informational). (P.M. Muchinsky 2012). The management and maintenance of performance levels inside an organization heavily influences whether the organization succeeds or fails. Maintaining outcomes for everyone should be among the top goals of contemporary businesses. Improvement in performance evaluation is thus required to analyze and justify levels of performance. (J.P. Muczyk & M. Gable 1987). Performance evaluation is regarded as the most significant and essential tool for an organization because the data and findings it produces are very helpful in making decisions about a variety of staff issues, including promotion conditions, performance measurement, and rewarding long service and merit raises(Kadiresan et al., 2015). The effectiveness and productivity of human resources and organizational sub-departments like recruitment, selection, training, and compensation, motivation and performance appraisal, well-being and health, and grievance management are assessed and quantified using performance metrics that correlation information gathering and decision-making processes(Naisa et al., 2020) This study focuses on analysing how performance evaluations affect individual results, organizational outcomes, and output and productivity(Palshikar et al., 2017).

Compensation and benefits

A thorough understanding of how firms reward their employees is embodied in the Human Capital Management of Compensation and Benefits component(Biswas, 2005). Since employee wages can make up as much as 70% of an employer's cost to grow their business, according to a 2011 white paper cover by DB Squared for World at Work, an Arkansas-based compensation consulting firm, sham in compensation does, however, offer some understanding into the concept, behind HR practices. It claims that the idea and practice of employee remuneration is one of internal equity and outward competitiveness(Ben-Gal et al., 2022).

In order to effectively use compensation as a motivator, human resource managers need to take into account four crucial components of salary systems in a business, according to Popoola and Ayeni (2007). These include (a) job quotas, which represent the importance a company places on each position; (b) performance-based compensation, which encourages employees by rewarding them; (c) personal or unique allowances; and (d) fringe benefits, which

include paid time off, pensions, etc. The performance of the company is impacted by the compensation management system, according to examination of the data gathered from respondents. Adekoya Ismaeel Adeniyi (2013) highlights how other factors, in addition to the economic one, may have a favourable or negative impact on an employee's performance, particularly in the public sector (Ports Authority of Nigeria case study).

Career Development

According to Thomas and Tymon (2009), meaningfulness, development, choice, and competence are four elements of intrinsic motivation. Meaningfulness is the feeling that one's work is worthwhile and significant. Progress is the sense that one's work is moving forward and being completed. Choice is the feeling that one is free to choose activities and carry them out correctly. Competence is the feeling that one is skilled in particular tasks.

According to Tymon et al. (2011) author's research, a career is nothing more than a position or job that a person holds while employed. For different businesses, hiring individuals is a meticulously designed plan. For some businesses, a career is only a matter of luck. Planning your career does not guarantee success, in fact.

Professional planning must be put into practice in order for employees to always be ready to take advantage of potential career chances, claim research by Dalia Rosa et al. (2020); Kang & Kaur (2020); Park et al., (2020); Verma & Kesari, (2020); Wong et al., (2020); and Zuo et al., (2020). Career planning is often developed by successful firms, who then work to accomplish their objectives.

The study is focused on career development since HCM emphasizes the personal growth of each employee while also integrating several functional aspects of human resources management(Saleem & Amin, 2013). Knowing and defining the company's strategy, culture, values, expectations, and job needs is required to design an employee's career path. You also need to map the individual's present knowledge, skills, motivations, attitudes, and personality traits(Otoo, 2019). Organizational and personal objectives can thus be more effectively matched with the development strategy going forward. Career growth requires that individual aspirations and corporate objectives be in line(Tymon et al., 2011).

Human resource Analytics

According to Saraswathy et al. (2016), HR Analytics is a strategy for understanding and examining the causal relationship between HR practices and reliable execution results by using quantifiable tools and investigations dependent on the necessary proficiency and adequacy

measurements and effect. The HR assessment recommends making up the necessary report of HR data or estimates to develop HR-related forecasts. (Bassi 2011)

According to Venkata Krishnan C et al. (2017), HR analytics will assist organizations in gathering current operational data into a dynamic strategy to handle upcoming HR concerns. Information sources that are helpful for analysis include electronics, internet media, mobile sound data, mobile video appraisal capture, video conversations with maintenance, virtual acceptance, and social communication tests.

The way data is used in predictive analytics is different from HR analytics. HR analytics is used to assess performance and find areas for development(Bhat, n.d.). On the other hand, predictive analytics makes forecasts about specific workers or HR projects using data. Prognosis is another name for this. Data mining techniques are used in the procedure to generate a prediction model or algorithm using historical data(Guru et al., 2021). The algorithm is then used to forecast future events using fresh data. Predictive analytics, for instance, can forecast employee performance over the following five years or determine whether a worker is likely to leave the organization during the first year of employment (Zafar et al., 2022). It may also be used to assess the effects of certain HR activities, such as B. using a candidate's social media presence, such as LinkedIn, as a selection criterion (Arora et al., 2021).

Implementing HR analytics begins with gathering trustworthy and high-quality data. This data is monitored and recorded compared to averages, norms, historical data, and benchmarks (Banik, 2018). Finding trends and patterns that may be used to generate actionable insights is another step in the analysis of HR data. Employee dashboards are a fantastic tool for clearly displaying key information. In order to streamline HR analytics and recruit business intelligence teams, many firms are investing in analytics(Banik, 2018). Executives and HR professionals alike may use what you learn about the workplace and current HR procedures to turn an organization's HR function into a competitive advantage.

There are a few areas where it is acknowledged that information is helpful for an executive's work: knowledge and action are managed, including how human understanding is drawn in, chosen, and retained; maintained and put to use; compensated and stirred. 6.2.1 Baron. A (2011) The aim of this research was to identify how HR professionals may advance the evaluation of human resources.

Organizational Performance

According to Daft (2000), organizational performance is the inevitable result as opposed to the projected development, which is the intended conclusion envisioned by the organization.

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Recardo (2001) argued that performance incorporates the former and includes value, consistency, proficiency, worth, and many other qualities, whereas productivity just refers to the effort made during a given time period or schedule.

Performance, according to Lebans and Euske (2006), is a monetary or non-monetary metric that demonstrates the degree to which an organization has achieved its objective.

Managers are mainly concerned with the outcomes of all processes and activities inside an organization or organizational performance(Alabi et al., 2015). Managers must understand the factors contributing to outstanding organizational performance; it is a challenging but essential topic. After all, you don't want to fight way to mediocre performance(Mishra et al., 2019). They covet the organizations, Units of work or workgroups to work with a high level of execution regardless of the goals, strategies or objectives pursued(Khan et al., 2011)

Thoman & Lloyd (2018) The goal of this paper is to present a literature review that explains the evolution of HR from its inception as a HRM service of the organization to its current role as a strategic partner helping companies grow into dynamic, high-performing organizations. The following discussion highlights the existing literature that explains how this evolution has happened over time and reflects the overall progression of t.

Managers keep an eye on and control the performance of their organizations because it enhances asset management, customer value production, and measures of organizational knowledge(Mishra et al., 2019). Evaluations of an organization's performance also have an impact on its reputation. Managers in high-performing companies oversee organizational resources to maximize value. The act of purchasing, maintaining, replacing, and selling assets as needed, together with the creation of business plans to capitalize on the value these assets may give, is known as asset management(Sivathanu & Pillai, 2020). All managers, not just the top ones, must deal with the issue of asset management. Managers at all organizational levels and work areas make decisions based on what they believe will lead to high performance levels for their available resources, such as personnel, data, equipment, and so on(Sivathanu & Pillai, 2019). Since achieving high levels of organizational performance is crucial in both the short and long terms, managers look for strategies to manage their assets more effectively in order to perform well on the key performance indicators used by internal and external assessors(Mishra et al., 2018).Increased ability to supply consumers with value: Businesses are required to offer customers value. If they do not experience something useful from their interactions with firms, they will purchase elsewhere (Nabi et al., 2016). Managers should monitor how well they provide value to consumers, which they may do through monitoring performance (Khayinga & Muathe, 2018).

Impact on the organization's reputation: Be conscious that how you come across to others matters a lot. It influences whether they ask their opinion, listen to what they have to say, or trust them to carry out their obligations. Organizations also make an effort to keep up a good reputation. They desire favourable opinions from other people, including their customers, suppliers, competitors, the community, and others (Escolar-Jimenez et al., 2019a). Benefits accrue when an organization's reputation and financial success are in good alignment. Why does one come before the other? Even if the sequence of events is not always clear, it is challenging to have one without the other(Kadiresan et al., 2015). A positive reputation is significantly associated with favourable economic metrics like profit growth and total return, according to research on the link between reputation and financial success(McCartney & Fu, 2021b).

In organizations that are still learning, organizational knowledge is just as important as cash, tools, or raw materials. What is organizational knowledge? Because of the knowledge created via cooperative information sharing and social contact, members of the organization behave in the right ways(Jamal & Saif, 2011). Grasp practical organizational knowledge requires an understanding of the relationship between information and activity. Individuals must share their experience and put it to use by modifying work processes, methods, or products in order to achieve high levels of organizational performance(Otoo, 2019).

 (Palshikar et al., 2017b)Measuring performance is an essential part of monitoring an organization's progress as it compares an organization's performance results or outcomes to its intended goals. However, performance measurement requires a top-down approach to setting performance criteria, rather than a bottom-up approach that is common in many organizations.

When assessing organizational performance, consider the following four chances to determine and improve the organization's effectiveness:

a). Identify the Strategic Measurements Right Down to the Departmental Level

(Gurusinghe et al., 2021)Deciding what and how to measure performance is never easy. In many organizations, one department decides what to measure (e.g. the average number of hours employees work per week), while another decides that these are not critical areas that need to be monitored. Instead, they may decide that monitoring an employee's performance or the degree to which they are doing their job well is more important(Manoharan et al., 2022). The organization suffers as a result.

For instance, determining how to strategically gauge total customer happiness may eventually fall within the purview of the CEO and executive team(Cayrat & Boxall, 2022). Only client input and the procedures they oversee may be used to evaluate customer satisfaction

by an operations manager and his field personnel. The gathering of data from all departments and employee participation in the process will ultimately determine the effectiveness of the top-level Customer Satisfaction Index(Chimoga, 2022).

The evaluation of finished work that has an impact on the organization and is compatible with the accomplishment of organizational and departmental strategic goals are called performance outcomes. This task will be crucial to the business process(Ferreira et al., 2022). Establish criteria to identify the fundamental business processes. Consider measuring the effectiveness of the job that was done(Nain et al., 2022).

The correct things should be measured, and this entails developing strategic KPIs, disseminating them throughout departments, identifying the crucial business processes, getting rid of a siloes measurement strategy, and so on(Palshikar et al., 2017).

The impact of human capital management on organizational performance with the mediation of HR analytics

According to Kamran, Asif et al. (2015), HR meets the basic requirements of the internal departments. Recruitment is the search for potential applicants for current or upcoming organizational positions. Communicating with current or prospective job seekers is a part of recruiting.

Because of the competitive nature of the modern business environment, organizations can no longer gain a competitive advantage from products or services alone. HR analytics supports benchmarking, which uses information about successful HR practices in other organizations to improve an organization's HR practices.

Instead, HR analytics can be used to distinguish an organization from its rivals and give it a competitive edge, according to Chaturvedi (2016). For example, according to Spahic (2015), HR analytics can predict employees' or customers' defections to rivals, indicate the potential outcomes of every critical decision the organization takes, and optimize consumer offerings, enhancing competitiveness (2016)

Effective and strategic decisions that improve the validity of the organization and position HR as core work, according to Naula (2015). To support this assertion, researchers should lead return on investments-based surveys, money-saving advantage examination, and effective

Businesses are embracing big data on a regular basis, bringing in fresh perspectives for improved decision-making. The management of people and enterprises has substantially benefited by sentiment analysis, network analysis, and machine learning. In order to help HR

professionals, establish themselves as strategic business partners, Saxena et al. (2021) have detailed the most recent tools and technology utilized by HRs for analytics and their influence on their jobs and decision-making.

Performing HR analytics requires a different set of abilities than standard HR practitioners (Opatha, 2020). Since HRA is a product of both business and technology, it could be exciting and even advantageous for organizations to have a separate team or unit devoted to HR analytics. This team or unit would be responsible for data collection, processing, and transformation to support HR functions in making decisions while also influencing the company's overall strategic decisions (Caron & Batistic, 2019).

The widespread usage of HR Analytics is radically revolutionizing the HR sector. Organizations must thus focus on the department in order for it to play a more strategic role and accomplish corporate goals and objectives (Dahlbom et al., 2020). In order to successfully deploy HRA in each cycle, HR professionals must reconsider their current HR policies and procedures. HR experts should advise departments using technology and analytics tools to collaborate with them to get the most out of them (Marler & Boudreau, 2017). emphasized the importance of timing when evaluating workforce analytics' value to HRA and the organization's performance (Opatha, 2020).

DISCUSSION AND THE CONCLUSION

Finally, the present study, through the metadata analysis, emphasizes that Human Capital Management is necessary to achieve organisational performance, because organizations compete so hard with each other. The study by Cornachione (2010) shows how companies may identify the best solution by prioritizing employee expertise. Human capital management represents the knowledge base of its personnel and acts as a critical source of innovation (Bontis and Fitz-enz, 2002). HCM might therefore be considered one of the most important intellectual resources of a company that provides creative resources. A higher level of organizational HCM will result from a higher level of individual HCM, according to Moliterno and Ployhart's (2011) study using their model, which also indicated that the HCM is directly and favourably associated with "aggregated individual human capital." Ployhart's framework is portrayed as a tool for HC management. The paper elucidated how Human Capital Management influences organizations' performance by incorporating HR analytics.

In present scenario in every organisation now essential for measuring HR activities' quality, quantity, cost, and effectiveness. Organizations use these metrics to evaluate, change and enhance efficient HR practices. HR analysis stimulates willingness of employees to

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increase their performance and also the happiness of the employees with the performance evaluation system, which have positive impact on performance. (Sharma and Sharma 2017). Organizations comprehend HR analytics' importance when HCM get the desired results. There is too little evidence linking HR analytics to performance .Hence the authors proposed theoretical research framework will provides direction for future research on Human Capital Management and how it improves organization performance with the mediation of HR analytics. The paper provides opportunities for future investigations and practice. s.

Implications of the study

The paper provides implications for both researchers and practitioners in the area of Human capital management with the integration of innovative tool HR analytics for improving organisational performance. It also adds suggestions for future researchers to empirically experiment the proposed conceptual framework and developed hypothesis in different organisational setup. The study provides evidence that HR analytics can improve business performance by facilitating efficient human capital management. In addition, the study provides valuable contribution for organizations seeking to improve their HR technology capabilities or to expand their current HR analytics activity.

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