EFFECT OF PEOPLE ANALYTICS ON EMPLOYEE PERFORMANCE: A STUDY WITH REFERENCE TO ORGANIZED RETAIL STORES IN PUNJAB

Thesis Submitted for the Award of the Degree of

DOCTOR OF PHILOSOPHY

in

Management

By

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2025

DECLARATION

I hereby declared that the presented work in the thesis entitled: ***Effect of People Analytics on Employee Performance: "A Study with Reference to Organized Retail Stores in Punjab"*** in fulfilment of degree of **Doctor of Philosophy (Ph. D.)** is outcome of research work carried out by me under the supervision of **Dr. Veer P. Gangwar** working as **Professor**, in the **Management / Mittal School of Business** of **Lovely Professional University, Punjab, India**. In keeping with general practice of reporting scientific observations, due acknowledgements have been made whenever work described here has been based on findings of other investigator. This work has not been submitted in part or full to any other University or Institute for the award of any degree.

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CERTIFICATE

This is to certify that the work reported in the Ph. D. thesis entitled: ***Effect of People Analytics on Employee Performance: "A Study with Reference to Organized Retail Stores in Punjab"*** submitted in fulfillment of the requirement for the award of degree of Doctor of Philosophy (Ph.D.) in the **Management / Mittal school of business, of Lovely Professional University, Punjab, India**, is a research work carried out by **Amandeep Kaur, 12009699** , is bonafide record of her original work carried out under my supervision and that no part of thesis has been submitted for any other degree, diploma or equivalent course.

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ABSTRACT

Given the current trends where the world is slowly becoming a global village due to the advancement in technology, companies are now incorporating data analytical approaches into their HRM. People analytics is a process of applying data to improve human capital decision making in organizations and has become a popular approach in increasing employee performance. This study, titled "Effect of People Analytics on Employee Performance: A Study with Reference to Organized Retail Stores in Punjab," seeks to understand the role of people analytics in enhancing employee performance in the context of the organized retail sector in Punjab, which is one of the most promising areas in India's retail sector.

At its core, the study delves into the burgeoning field of people analytics, a transformative discipline that represents a fusion of advanced data analytics methodologies with traditional human resources practices. By leveraging sophisticated analytics tools and techniques, organizations can delve deeper into their workforce dynamics, extract actionable insights, and drive strategic decision-making processes aimed at enhancing operational efficiency, productivity, and overall organizational performance.

As opposed to independent retailers, organized retail stores that operate on a larger scale and have a more formalized structure struggle with issues related to employee performance management. People analytics is a way of using data mining to turn facts into useful information that can be used to change employee behaviors to enhance key performance indicators such as work output, employee turnover, motivation, and organizational efficiency. In light of these considerations, the objective of this research is to explore the extent to which people analytics can contribute to performance enhancements in these retail contexts and, if it does, to what extent.

Within the vibrant and diverse retail landscape of Punjab, this research endeavors to unravel the multifaceted impact of people analytics implementation on various dimensions of employee performance. Through a comprehensive review of literature, theoretical frameworks, and empirical research methodologies, the study aims to provide a holistic understanding of how data-driven HR practices influence organizational effectiveness, employee satisfaction,

and workforce dynamics within the retail domain.

Employing a robust mixed-methods research approach, which includes quantitative surveys, qualitative interviews, and longitudinal data analysis, the thesis seeks to capture both the quantitative metrics and qualitative nuances of people analytics' influence on workforce behavior and organizational outcomes. By examining factors such as individual performance metrics, team dynamics, job satisfaction levels, turnover rates, and overall workforce engagement, the research endeavors to paint a detailed and nuanced picture of the mechanisms through which people analytics shapes employee performance and organizational success.

The data analysis, which incorporated regression analysis and structural equation modeling (SEM), established that there was a positive correlation between the application of people analytics and enhancement in the employees' productivity. Some of the particular initiatives supported by people analytics include personalized training programs, data-informed recruitment decisions and predictive modeling for employee turnover that was seen to improve productivity and job satisfaction. These are in line with the previous research works that have revealed the advantages of people analytics. For instance, Rasmussen and Ulrich (2015) have noted that through people analytics organizations can make decisions that can help in ascertaining how best to improve the performance of their employees in regard to business strategies. Also, Levenson (2018) points out that most organizations that integrate people analytics experience a significant positive change in their talent management thus increasing employee engagement and retention.

The findings of this study are expected to offer actionable insights and strategic recommendations for retail industry stakeholders, human resource practitioners, and organizational leaders grappling with the challenges and opportunities presented by Punjab's dynamic retail market. By embracing data-driven approaches to talent management, fostering a culture of analytics-driven decision-making, and investing in the development of human capital, organizations can position themselves for sustained growth and competitive advantage in the ever-evolving retail landscape of Punjab and beyond.

Moreover, the study also examines the application of people analytics in the decision-making process. Through interviews with HR personnel for the study, it was found out that the application of data assists in delivering more fair and objective performance appraisals, improving the flow of communication between the management personnel and the employees and finally coming up with areas which could be used in the training needs analysis for the employees. This is in consonance with Angrave et al. (2016) who posit that people analytics is not just used in performance management but also in shaping the future workforce.

However, the study also revealed some drawbacks that limit the possibility of people analytics for the maximum performance in the retail area. HR professionals identified data privacy and security as one of the key challenges facing the organization especially when it comes to data of employees. Some of the employees reported concerns with regard to the collection, storage and usage of their personal and work-related information thus making them reluctant to engage in analytical approaches. This is in agreement with Marler and Boudreau (2017) who pointed out that one of the emerging issues is the ethical usage of people analytics and most specifically the issues of privacy and transparency. To achieve this, it was necessary to ensure that employee data is managed properly and in a secure manner in order to increase the employees' confidence.

One of the other issues found in the study was the absence of technical skills in the HR department. While there were numerous advanced analytics tools to support HR functions, the personnel responsible for HR did not always possess the skills that would allow them to analyze the data and apply it to practice. This is in agreement with the study conducted by Tursunbayeva et al. (2018) where they stated that even though people analytics have the capacity of changing the face of HR practices, this can only be possible if the HR teams are capable of embracing and incorporating analytics in their decision-making process. The findings of the study indicate that there is a need to invest in the training of the HR personnel and encourage the use of data in organizations to increase the use and effectiveness of people analytics.

Furthermore, the study also covers the problems that affect the organized retail stores in Punjab focusing on the aspects of infrastructure and resource constraints. While multinational cities have adopted the use of technology in managing their HR in retail stores, most of the stores in Punjab are yet to embrace digital solutions. Accordingly, this study suggests that retail chains should allocate their resources to develop effective people analytics and ensure that the personnel of HR and management are well versed in the use of this tool.

According to the conclusions made in this study, it can be stated that people analytics may significantly influence employee performance in the organized retail stores located in Punjab. Such insights derived from data allow for enhancing not only employees' performance and their motivation but also for receiving positive results in such areas as retention and effectiveness of the organization in general. However, there are certain barriers which hinder the implementation of people analytics, and these include concerns of data privacy and lack of technical skills in data analysis. In this paper, it provides the theoretical and empirical advancement of people analytics, which can help the HR professionals in the retail sector and can guide future research.

ACKNOWLEDGEMENT

"Without God's help and His grace, it is impossible for a country to be transformed."

So first and foremost, praises and thanks to the Almighty, for his showers of blessings throughout my research work to complete it successfully. There are so many people that are a part of writing a thesis, so much so, it would be impossible to list them all. But, for now, I'd like to thank the few that made this project possible.

After God I would like to express and sincere gratitude to my esteemed supervisor – **Dr. Veer P. Gangwar, Ph.D., Professor in Mittal School of Business, Lovely Professional University, Phagwara, India.** For his invaluable supervision, support and tutelage during my Ph.D. degree. His dynamism, vision, sincerity, and motivation have deeply inspired me. He has taught me to carry out the research honestly and to present the research works as clearly as possible. It was a great privilege and honor to work and study under his guidance. I am extremely grateful for what he has offered me. I would also like to thank him for his understanding, empathy, and great sense of humor.

My gratitude extends to the Faculty of Mittal Business School, **Dr Shikha Batra Goyal, Dr. Mridula Mishra, Dr. Pretty Bhalla, Dr. Manpreet Kaur** for their valuable suggestions and help. With the assistance from their profound knowledge and devoting their valuable time and efforts results in completing my research work.

My appreciation also goes out to my family my father and Mother **S. Harvinder Singh and Sdn. Jasvinder Pal Kaur**, **S. Gurinder Pal Singh and Sdn. Satwinder Kaur** for their encouragement and support all through my studies. Finally, my thanks go to all the people who have supported me to complete the research work directly or indirectly.

Additionally, I would like to express gratitude to all my panel members for their treasured support which was influential in shaping my research study and polishing my results. Especially, my biggest support, my Husband **Dr. Ripudaman Singh, Assistant Professor, Department of Mass Communication and Journalism, Chitkara University** for his encouragement and support all through my studies, for guiding me in thesis writing and supporting my PhD.

I am extremely grateful to **Dr. Jaya Gupta,** Assistant Professor from GNA university and **Dr. Anuradha Manhas,** Assistant Professor from Apeejay Institute of Management and Engineering Technical Campus**, Dr. Anika Nashat Matin Lecturer at South East University Bangladesh, Dr. Gurtek Singh,** Assistant Professor, Department of social sciences, Akal University**, Dr. Km Anshu Sharma,** Assistant Professor RIMT University**, Dr. Shubham Mishra,** Assistant Professor, Department of Mathematics **from Lovely Professional University, India, Dr. Humaira Assad, IIT Bombay** workshop made a significant contribution to my Ph.D. and research journey. This report is far too short to cover everything I learned and experienced there.

Additionally, I would like to express gratitude to the University Grant Commission (UGC) and Lovely Professional University for their financial support by funding my research journey and making it easier to continue and finish it successfully. Additionally, **Dr Sanjay Modi, Dr. Rajesh Verma, and Dr Suresh Kashyap** provide all the required resources and making research journey easy.

My appreciation also goes out to my biggest support, my Sister-in-Law **CA Rubneet Anand, Corporate Planning Manager SML, Isuzu** for their encouragement and support all through my studies.

I would like to thank my dear friend **Gaganpreet Kaur**, Assistant Professor, **CGC Jhanjeri, Mohali**, for always being there as a constant source of encouragement, positivity, and support throughout my research journey. Her thoughtful insights, unwavering belief in my abilities, and timely motivation have meant a great deal to me, both personally and academically.

I would like to thank my friends, research scholars, and colleagues of Mittal Business School – **Sapna Yadav, Dr. Komal Diwaker, Asthaa Jain, Ayushi Pandey, Prabhjeet Kaur, Dr. Manpreet Kaur, Shampy Akhilesh Dubey, Ritika,** for a cherished time spent together in the research scholar room and in social settings.

I am also grateful to various educational organizations that assist me with data, such as the GNDU (Guru Nanak Dev University) librarian, who assists me with Scopus data, the Punjab University-A.C Joshi library, which provides me with the thesis for reference study, who assists me with Bloomberg data. Without their help, my Ph.D. would not have been possible.

I thank the research management departments CRDP (Centre for Research and development Program) and RDC (Research Degree Committee) of Lovely Professional University, Phagwara. I thank **Dr. Gagandeep Kaur** for their genuine support in completing the research successfully.

In the loving memory of

S. Harbhajan Singh Anand

and

S. Balwant Singh Dutta

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LIST OF ABBREVIATIONS

ABBREVIATIONS	DESCRIPTION
PA	People Analytics
EP	Employee Performance
EFA	Exploratory Factor Analysis
MOTVTN	Motivation
ATRCTN	Attraction
ACTVTN	Activation
ATRITN	Attrition
TRNING	Training
JOBQLTY	Job Quality
JOBQNTY	Job Quantity
JOBTIME	Job Time
CMB	Common Method Bias
AVE	Average Variance Extracted
CR	Composite Reliability
CFA	Confirmatory Factor Analysis
SEM	Structural Equation Modelling
HTMT	Heterotrait – Monotrait Ratio
SRMR	Standardized Root Mean Square Residual
NFI	Normed Fit Index
EMPPERF	Employee Performance
P-Val	P Value
STD DEV	Standard Deviation
VIF	Variance Inflation Factor
HR	Human Resource

HRM	**Human Resource Management**
HRA	**Human Resource Analytics**
RBV	**Resource – Based View**
ORS	**Organized Retail Store**
KPIs	**Key Performance Indicators**
CVI	**Content Validity Index**
CVR	**Content Validity Ratio**
I-CVI	**Item – Level Content Validity Index**
S-CVI/UA	**Scale level Content Validity Index/ Universal Agreement**
IT	**Information Technology**

CHAPTER 1: INTRODUCTION

"Ups and downs in life are very important to keep us going, because a straight line even in an ECG means we are not alive"

-- Ratan Tata

1.1 Introduction

People professionals are under increasing pressure in today's corporate environment to gain a deeper understanding of their workforce so that they can better attract, develop, and retain talent. Although analysing talent management and innovation approaches is a basic role of people specialists, it is well acknowledged that, though vital, recognizing chances to successfully accomplish human capital behaviour has historically been challenging and unpredictable. There is no question that people professionals are accountable for worker concerns, and they have been challenged to critically assess, control, and forecast behaviour to achieve organizational goals (Fitz-Enz, Phillips, & Ray, 2012).

This is where People Analytics comes into play, as its main focus is the analysis of such numbers. People analytics, such as the way it was used by Google to assess its hiring process, enable organizations to get data-driven insights instead of relying on intuition.We can make better decisions with the information we have. Recommendations can be made because of facts and figures by studying the data. A data-driven technique for managing employees is known as “People Analytics” (Gal, Jensen & Stein, 2017).

As the case demonstrates, googles executives believed they were hiring world-class performers. This was, however, a hypothesis they had never put to the test previously. Rather than relying on intuition, the HR director crunched the statistics to evaluate how efficient the interview process was—and how it could be upgraded. Because employees spend so much time screening new prospects, even tiny enhancements would make a significant difference. These enhancements are also a component of people analytics. Organizations may validate their beliefs about how to better manage people by taking a fact-based approach.

People analytics is the study of a company's human resources issues. Human resource experts have been accumulating useful HR data for a long time. Despite its usefulness, the data has only been used a few times. Organizations show more interest in people analytics when they commence to use this information to assess their individuals, identifying glitches with their society strategies by tying them to corporate conclusions. Because people analytics entails accumulating and analyzing data, it necessitates a skill set that extends beyond what is traditionally considered “HR” People analytics is all about people. It consists of the human resource unit, the finance unit as well as the data analytical unit.

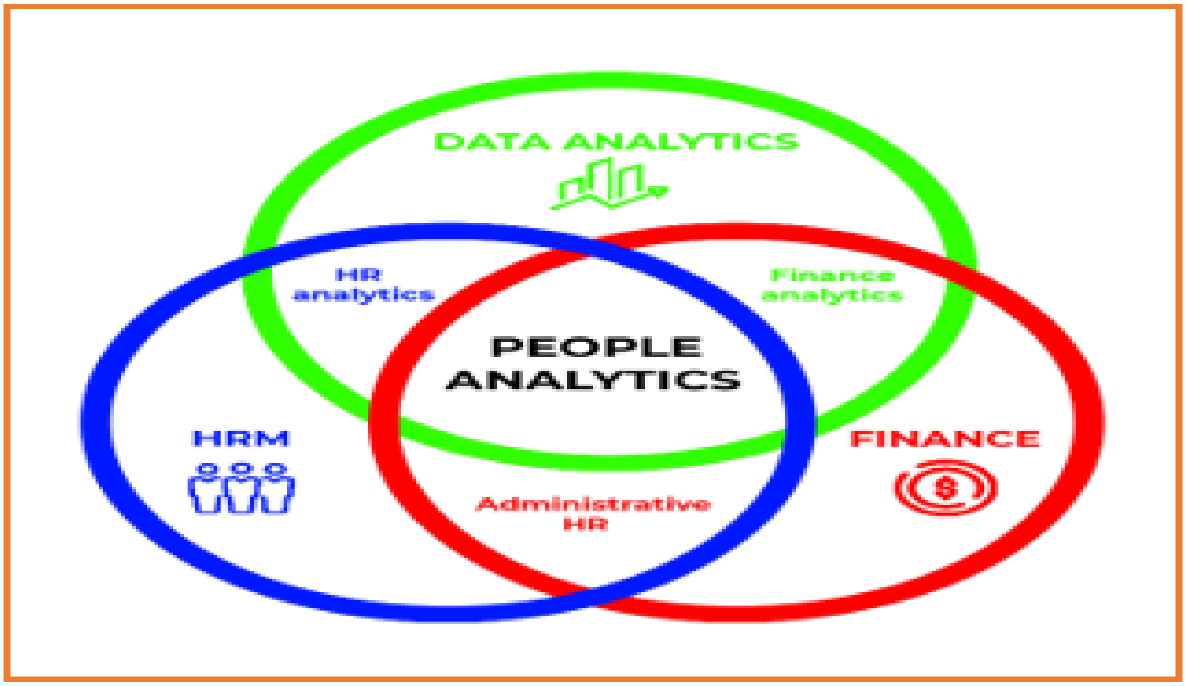


Figure 1.1 : The Basic Principles of People Analytics

Source: Van Vulpen, E. (2016).

People analytics encompasses HRM, finance, and data analytics, all of which are components of people analytics. This means that implementing people analytics requires a wide range of expertise. Recruiting, hiring, firing, and pay are some of the more "conventional" skills required. HR procedures will help you make intellect of the statistics you need to do the evaluation, but also of the results of the analysis.

People analytics is the use of processes already in place in other departments to aid decision-making and extract useful information from data. This change has occurred while people analytics has gone from being a technical expert’s job, for whom people analytics is simply an occupational necessity, to something that must meet the needs of several stakeholders within an organization, even if the uptake of this practice is currently not widespread. People experts (HR practitioners) can thereby justify their activities far more effectively than previously possible by employing people analytics. It's critical for people professionals who are pushing for the use of analytic methodologies to think about why they're doing it.

Henceforth, People analytics emerged as a Human resource profession because of a mix of increased professional loads and advancements in information technology. Definitions in scholarly and professional literature are imprecise Analytics in Human Resources. “HR analytics (Dahlbom et al., 2019; Fink, 2010; King, 2016), people analytics (DiClaudio, 2019; Wilkinson, 2019), human capital analytics (Boudreau & Cascio, 2017) or workforce analytics (Fred, 2017; McIver et al., 2018)”, different authors use different words to examine the same concept. The term "people analytics" will be used in this study.

As a result, the foundation of people analytics practice is using employees' data to make fact-based decisions using descriptive statistical analysis and predictive modelling. Hamilton and Sodeman (2020) define HR's role in people analytics as "improving employees' skills and knowledge to develop strategy in order to increase overall business performance" (p. 86). Rather than only supporting employee-related activities, the focus is increasingly on corporate success and strategy.

People analytics as a separate field is gaining ground in the HR and business spheres, and its significance is constantly increasing. More and more people with strong analytical skills are in the HR profession, and the level of knowledge has been increasing year by year (LinkedIn, 2020). This growth is well linked with the intangible benefits or the potential financial benefits that can be obtained by implementing data driven culture in the people function which today stands in hundreds of millions of dollars to the top and bottom lines of the organizations.

In particular, the best-in-class people analytics groups contribute the following to the company: they concentrate on economic issues; they engage with colleagues across the organization; and they engage with business executive partners to secure support for important work. People analytics teams that are most advanced in their approach are business focused and engage with both business and HR leaders. It is mainly concerned with the management of people in the organization who are most important for business and operational success. They measure their work output and give back the returns that are expected by the managerial heads of the companies. They are able to assist in customer relations and loyalty, financial gain, work efficiency, teamwork and collaboration, innovation, total revenues, and employee training and growth.

1.2. Need for the study

- Despite the acceptance of the potential of people analytics in organizing HR processes and upliftment of employee performance, adoption of people analytics in Punjab's organized retail sector seems to be low and yet unexplored. Such a gap in understanding helps how these modern HR tools can be effectively utilized in the regional context (Sharma et al., 2021).
- Besides, there is a noticeable gap of studies on people analytics conducted at regional or sectoral levels, specifically in Punjab. Furthermore, the different socio-economic, cultural and industry specific challenges that the retail organization in Punjab is facing have not been sufficiently explored which does not allow developing the customized solution that can be used in this particular region (Suri & Mahajan, 2021).
- Punjab's retail sector faces some characteristic challenges like high employee turnover, unstable customer quantity and created energy of staff. However, all these became a thorn in the flesh to overall employee performance and organizational efficiency. Only the inability of retail managers to listen to the specific place they reside and what is happening in their microenvironments, and to draw data-driven contentions for specific store environments, hinders their ability to resolve these problems effectively (Suri & Mahajan, 2021).
- While literature shows that the implementation of people analytics can have a tremendous impact vis-à-vis enhancing workforce management & employee performance in retail business, the available rural retail business in Punjab does not have the required context specific research as well as practical frameworks for leveraging this enabling tool (Deloitte, 2019).
- Therefore, it becomes important to understand how people analytics will influence the employee performance in Punjab's retail industry in order to have a better grasp of the best practices in HR processes and the creation of environment that drives higher employee engagement, retention, and productivity (Parry and Tyson, 2011).
- This research is relevant because it will create region specific data and insights that will form the basis for retail organizations in Punjab to employ, assimilate and analyze people analytics. Second, this will also help to overcome barriers such as data literacy, lack of

trust, and resistance to change to the success of data driven HR practices (Stone et al, 2015).

- Finally, the research seeks to contribute both academically and practically by providing evidence-based recommendations to facilitate the strategic use of people analytics in order that retail managers, HR practitioners and policymakers can better improve employee performance.

1.3. Background of the study

People analytics has been one of the most crucial advancements in HRM, itself evolving from a perception-based decision-making process to become more data oriented. The term people analytics (HR analytics) or workforce analysis is defined as a data tool and statistical method to better understand employee behaviour, therefore allowing the organization to develop its business performance. It helps organizations in making decisions related to hiring, development and retention (Bassi 2011; Ulrich et al., 2012).

People analytics is ripe in the space of organized retail that encompasses a wide range of formats including departmental stores, specialty chains and large format outlets. Punjab, one of the major economic regions in northern India has shown tremendous growth in organized retail partly due to increasing urbanization & consumer spending and influx of both domestic as well as international retail chains (Kumar & Thakur, 2020). This sort of growth is not without its challenges: staff turnover, variability in level and consistency of service delivery and the relentless battle for operational efficiency.

People Analytics is currently being applied more and more within this industry both to enable solutions to the above problems. Through the analysis of employee performance, engagement and satisfaction data retailers can discover patterns and trends which in turn will contribute to better management practices aiding operational success (Davenport 2013) For example, predictive analytics can be used to predict employee turnover and create retention strategies that are targeted at those most likely to leave the firm; performance metrics can inform training/development, discipline or termination efforts (Boudreau & Ramstad, 2007).

Table 1.1: Background of Study

No.	Author(s) and Year	Study Title /Objective	Methodology	Key Findings	Relevance to Thesis
1	Fitz-enz & Mattox (2014)	*People Analytics in the Era of Big Data* Examines how big data and analytics improve HR decision-making.	Case studies and empirical research on companies using analytics.	People analytics optimizes workforce decisions, increasing productivity, engagement, and retention through data-driven insights.	Provides foundational knowledge on how people analytics can transform HR practices, relevant to organized retail environments aiming to boost employee performance.
2	Levenson (2018)	*Using Analytics to Drive Business Results* Focuses on predictive analytics in workforce management.	Quantitative analysis of predictive models in retail sector.	Predictive analytics reduces turnover, enhances performance by identifying high-risk employees and optimizing workforce allocation.	Links directly to the thesis by showing how predictive analytics can help manage high turnover rates and enhance performance in Punjab's organized retail stores.
3	Brown & Reilly (2020)	*Driving Employee Engagement through People Analytics* Investigates employee engagement through analytics.	Survey-based empirical research involving retail employees.	Employee engagement improves significantly when people analytics is used to track real-time performance and feedback.	Relevant for studying the effect of analytics on employee engagement, a key factor in performance improvement in Punjab's retail stores.
4	Kumar & Patel (2022)	*Employee Performance in Punjab's Retail Sector* Studies people analytics in optimizing performance in retail.	Mixed-method study in organized retail stores in Punjab.	People analytics enhances task management, absenteeism tracking, and performance, particularly in fast-paced retail environments.	Directly examines organized retail stores in Punjab, providing region-specific data on how people analytics improves employee performance, absenteeism, and task efficiency.
5	Patton & Martin (2020)	*Case Studies in Retail People Analytics* Explores the use of analytics to manage retail workforce turnover.	Case study of major retail chains using predictive analytics.	Retailers using predictive analytics reduced turnover and improved employee satisfaction through proactive	Provides practical insights into reducing turnover in retail, a common issue in Punjab's organized retail

				engagement strategies.	sector, supporting your thesis's focus on performance improvement.
6	Locke & Latham (1990)	*Goal-Setting and Task Performance* Investigates the link between goal-setting and employee performance.	Theoretical framework based on goal-setting theory.	Clear goal-setting combined with feedback enhances employee performance, and people analytics provides real-time monitoring.	Relevant to understanding how goal-setting, supported by analytics-driven feedback, can directly impact employee productivity in retail stores in Punjab.
7	Choi (2022)	*Adoption Challenges in People Analytics* Examines resistance to analytics in workforce management.	Qualitative interviews with HR managers and employees.	Resistance to people analytics adoption arises from lack of trust and data literacy; transparency and training can overcome this.	Useful for understanding challenges in adopting people analytics in Punjab's retail stores, where traditional methods may still dominate workforce management practices.
8	Parry & Tyson (2011)	*The Role of Evidence-Based HR* Reviews the impact of evidence-based HR practices on workforce performance.	Meta-analysis of case studies in HR analytics.	Data-driven HR practices enhance employee engagement, retention, and organizational performance.	Supports the thesis by offering insights into the broader implications of people analytics in improving overall employee and organizational performance, applicable to retail environments.
9	Stone et al. (2015)	*Data Privacy and Ethical Concerns in People Analytics* Explores the ethical challenges in HR analytics.	Literature review of legal and ethical frameworks.	Ensuring data privacy and ethical use of employee data is critical for successful people analytics implementation.	Highlights the importance of ethical considerations in the application of people analytics in Punjab's retail sector, necessary for employee trust and compliance.
10	Suri & Mahajan (2021)	*Workforce Dynamics in Punjab's Retail Sector* Studies workforce	Qualitative research in organized retail in Punjab.	Analytics helped reduce absenteeism by 15% and improved engagement by 20%,	Directly relates to your thesis, offering regional insights into how analytics can address performance

		challenges and the role of analytics.		leading to better overall performance.	and workforce issues specific to Punjab's retail sector.
11	Becker (1964)	*Human Capital Theory* Develops the theory that employees are valuable assets contributing to performance.	Theoretical framework on human capital.	Investment in employee skills and development leads to enhanced organizational performance, aligning with people analytics.	Supports the thesis by emphasizing the importance of investing in employee development through data-driven HR strategies, which enhances employee performance in the retail context.
12	Barney (1991)	*Resource-Based View of the Firm* The role of unique internal resources in gaining competitive advantage.	Theoretical framework on resource-based view.	Organizations with unique, well-managed internal resources, including human capital, gain competitive advantage.	Relevant to understanding how organized retail stores in Punjab can leverage analytics as a resource to improve employee performance and gain a competitive edge.
13	Senge (1990)	*The Fifth Discipline* Explores the importance of learning organizations.	Theoretical framework on organizational learning.	Continuous learning and adaptability are key for performance improvement, which can be supported by analytics-driven HR practices.	Relevant to your thesis as people analytics supports ongoing learning and adaptability, enhancing employee performance in dynamic retail environments like those in Punjab.
14	Bersin et al. (2016)	*People Analytics: How to Drive Business Performance with Data*	Empirical research on global companies using people analytics.	People analytics drives better workforce decisions, improving business outcomes by aligning HR practices with data insights.	Offers a global perspective on how people analytics transforms workforce management, which can be adapted to the regional context of Punjab’s retail stores to improve employee performance.
15	Deloitte (2019)	*Global Human Capital Trends* Provides insights on trends in people	Survey-based study with HR leaders across industries.	Increasing adoption of people analytics globally, with a focus on enhancing employee experience	Provides insights into global trends and benchmarks in people analytics, offering valuable

		analytics adoption worldwide.		and organizational performance.	context for understanding its adoption and impact in Punjab's organized retail sector.

Source: Author's Own

1.4. Statement of the Problem

- People analytics has grown in prominence as a potent way to enhance employee performance and overall organizational effectiveness in a lot of organizations across different sectors of the world; however, great attention has not been given to leveraging it in the organized retail sector of Punjab. The sector is growing rapidly, and there is an urgent need for efficient workforce management yet most retailers in the region persist with traditional HR practices that are not strategic, and do not have the predictive and analytical capabilities required to optimize employee performance.
- Punjab is hampered by several unique regional challenges in the adoption of people analytics, including high employee turnover rates, fluctuating customer volumes, low data literacy degree from the HR professionals, resistance to adopting technological changes, and data privacy and ethical use of the information concerns. However, these barriers prevent the transition from conventional, intuition driven decision making of HR procedures from assisting workforce engagement, reducing absenteeism and increasing overall organizational productivity using data driven procedures.
- Based on existing literature, the study finds the bulk of the work with global or national focus with very little discussion on the specific features of Punjab's retail environment. Unfortunately, this gap limits our understanding of the ability of a tailored analytics solution to address regional workforce issues and whether such a solution will have tangible performance improvements. Without contextual insights, retail managers and HR practitioners cannot make full use of the power of people analytics and are missing the chance to form a competitive, agile and engaged workforce.
- Therefore, it is paramount to ascertain the status of people analytics adoption in Punjab's organized retail stores, identify the prominent impediments to its adoption, and plan strategies that can be suited to the condition of the area to effectively use it. As this gap remains unfulfilled, this research seeks to bridge it so as to provide meaningful contribution

to academics, practitioners, and policymakers interested in leveraging data driven HR practices to drive sustainable growth, boost employee performance and strategic advantage in Punjab's thriving retail sector.

1.5. Objectives of the Study

The study's major goal is to determine the link among People Analytics and Employee Performance.

The sub objectives are given below:

1. To identify the factors determining the effect of People analytics on retail employee performance.
2. To investigate the moderating role of Training on the relationship between People Analytics and Employee Performance.
3. To investigate the moderating role of Motivation on the relationship between People Analytics and Employee Performance.
4. To analyze the moderating role of demographic variables on the relationship of People Analytics and Employee Performance.

1.6. Research Questions

To guiding light this study, the subsequent research interrogations will be addressed:

1. To what extent have People Analytics been adopted and utilized in the present time by the organized retail stores in Punjab?
2. In what way does the application of people analytics impact the retail store employee's performance?
3. What challenges and barriers exist in the implementation of people analytics in organized retail stores in Punjab?

4. What measures can be suggested to address these challenges and increase the potency of people analytics as the tool to optimize the employee performance?

1.7. Significance of the Study

The study is significant for several reasons:

- **Retail Managers and HR Practitioners:** During the course of this investigation, knowledge to be gained will be beneficial to retail managers and HR personnel in Punjab on how to enhance people analytics to foster better performances among employees as well as improve overall organizational performance. This may result to enhanced decision making and better management of human resources practices (Boudreau and Ramstad, 2007).

- **Academic scholars and Researchers:** They should bear in mind that this study is intended to contribute to the existing body of knowledge through the provision of real-world data within a specific geographical region. Such findings will deepen insights into the functioning of people analytics in the organized industry and set a strong groundwork for upcoming investigations (as mentioned by Cascio in 2014).

- **Researchers and Academics:** They will enhance the existing knowledge by presenting real world data from a particular regional setting in their study. This will deepen the comprehension of the functioning of people analytics in the retail industry and establish groundwork for forthcoming investigations (as indicated by Cascio in 2014).

- **Policy Makers:** Findings from these studies may want to tell policy selections associated with group of workers control and generation adoption inside the retail quarter. This can help in crafting rules that promote the effective use of human being's analytics and aid the development of records-pushed HR practices (Huselid, 1995).

- **Entrepreneurship:** An effective management team that is driven by people appraisal and creates a pleasant and supportive work environment, increasing job satisfaction and career advancement opportunities (Gusdorf, 2008).

1.8. Scope of the Study

Therefore, the following parameters can be developed to limit the findings of this study to the extent that only the effect of people analytics on the employees' performance of the organized retail sector in Punjab will be discussed as stated below Variable. Variables are the most effective to determine the delimitation in the current research study as they assist in limiting the study to the proposed concept of discussing the influence of people analytics on the employees' performance of only the organized retail sector in Punjab.

1) **Geographical Focus:** The study is area sensitive and limited to the state of Punjab only in India. Punjab was selected because it has shown a faster pace of growth in the aspect of organized retail, and it is different from other regions. The survey will focus on the major towns and cities within Punjab with organized retail outlets, the larger cities of Amritsar, Ludhiana and Chandigarh besides other areas that has emerged as notable growth retail destinations. It provides an opportunity to examine more detailed and local specifics of the people analytics approach in the region of Punjab and its retail market.
2) **Sectoral Focus:** The study focuses on the formally structured retail shops, formally known as modern retail shops, that comprise the large departmental retail shops, chain retail shops, and specialty retail shops. Organized retail involves structured operation, formal methods of management and integrated usage of technology in contrast to the unorganized retail segments starting from street sellers, small independent local stores. It is also important that different forms of organized retail stores are included in the presentation to give the analyst an all-round experience on how the people analytics function across various forms of retail.
3) **Types of People Analytics Tools:** The study proposed for this research will consider different people analytics' technologies and approaches applied in the retail industry. These include:

a. **Performance Metrics:** Staff appraisal instruments in the form of quantitative standards including sales targets, customer relations ratings, and working efficiency ratios.

b. **Employee Surveys:** Surveys, polls, feedback or opinion questionnaires as it would be helpful in making the right HR decisions after analysing them.

c. **Predictive Analytics:** Analytical methods that rely on prior trends such as turnover rate prediction, talent management and other organizational processes.

d. **Workforce Planning Tools:** Tools that help in identifying the right number of employees that are needed within specific areas or department and planning the best time to hire them and how to use them effectively to achieve organizational objectives.

4) **Employee Performance Metrics:** Performance analysis of the organization's employees will be based on several measurements of organizational performance:

a. **Productivity:** The things which provide an idea of how specific workers accomplish their work and support store functioning.

b. **Engagement:** Five level on employees' engagement, passion and passion towards their jobs.

c. **Job Satisfaction:** Satisfaction can also refer to the general joinder that employees have towards their jobs, and this may affect their performance and employees' turnover rate.

d. **Customer Service Quality:** Indications of compliance with the standards from the assessment of the employees in terms of their performance in addressing the needs of the customer.

5) **Research Methods and Data Collection:** As for the type of research that will be conducted for the study, it will be cross-sectional and will utilize both explanatory and descriptive research data collection tools. Quantitative data will be collected by means of the questionnaire and performance indicators; in order to get the qualitative data, we will conduct interviews and focus groups with the representatives of the retail industry: There is also an audience of managers, HR personnel, and employees. This approach mean ensure that all the benefits with how people analytics can affect the purpose and productivity of the employees are viewed and viewed in the best manner possible with the strengths as well as weaknesses of people analytics taken into consideration.

6) **Exclusion Criteria:** The organized retail sectors will form the focus of the study while other sectors or unorganized retail sectors will not be considered in the study. Therefore, it

will also not encompass more areas of Punjab or small retail stores which are less structured and orderly and do not possess well-developed people management sciences. This focus makes sure that all the findings are particular to the organized retail sector operating in Punjab and are not conditioned by any other state or region.

7) **Time Frame:** Primary data to be collected will be based on information and activities of the last three to five years in order to capture the contemporary movements and advances in people analytics within the organized retail sector. This span of time enables observation and evaluation of present practices with reference to performance of the employees.

Thus, within the context of the stipulated parameters of the study, an attempt will be made to present a comprehensive understanding of the role of people analytics to improve the performance of the employees staying in the organized retail sector of Punjab. This sectoral and regional lens guarantees the relevance of the outcomes and expounds the implications of the results on the retail industry.

1.9. Structure of the Thesis

With regard to the development of this thesis, following Chapters are formed:

Chapter 1: Introduction

It presents an overview of the study which comprises of the general introduction that contains the background to the problem, the rationale for the study, the aim of the study and the objectives of the study.

Chapter 2: Literature Review

In this chapter, available literature on people analytics and its influence on employee performance with reference to the retail industry will be reviewed.

Chapter 3: Research Methodology

It has developed the Methodology and Analysis that offers the section this contains detailed descriptions concerning the methodology utilized in the current research. This part of the research also identified the method adopted for this research, the understanding of the instruments of measurements that is related to the factors for the construction ahead with the details of the analysis technique of the data.

Chapter 4: Data Analysis and Results

The current chapter also contains the description of the analysis, and the results obtained from it, as well as the discussion concerning these results. The overall method that has been proposed for the study in this chapter is classified into the following primary techniques. Successive chapters include making other changes in tandem with construct validation and goals realization and hypothesis categorization outlined in chapter 4.

Chapter 5: Discussion

This chapter will also present a conclusion in relation to the findings made and the answers to the research questions and objectives as well as their implications in theory and practice.

Chapter 6: Conclusion and Recommendations

This chapter will provide conclusions on the research and make recommendations on how to enhance the use of people analytics, and recommendations on what future studies can encompass on the topic.

Thus, people analytics can be concluded as a progressive concept in the field of human resource management introducing key improvements in the current system aimed to increase the level of employee performance. Hence, the objective of this research study is to examine the application of people analytics with regards to the organized retail stores in the state of Punjab which will help in fulfilling the existing space within the literature while contributing to both the research as well as the practitioner domains. By looking at the effectiveness of people analytics in this study, in terms of its relationship to employees’ performance and possible drawbacks this research will benefit the further exploration of possibilities of data-driven approaches in the retail industry’s workforce management.

CHAPTER : 2
LITERATURE REVIEW

CHAPTER 2

LITERATURE REVIEW

2.1 Leveraging People Analytics for Human Resource Management

Dolzhenko (2019) revealed that people analytics, a data-driven approach to HR management, is a rapidly evolving field with significant potential for improving employee performance and competitive advantage. However, its application in the public sector requires careful consideration of data management, staff capabilities, and potential challenges such as privacy and algorithmic bias (Cho, 2023). Despite the promise it holds, there are skeptics among HR professionals about reducing people to data, highlighting the need for ethical considerations in its implementation (Dias, 2022). The use of HR analytics in talent management can yield positive outcomes, but it also presents challenges such as a conservative approach to data analysis, a lack of data governance, and management resistance (Jasni, 2022).

2.1.1. Emergence and Advancement of People Analytics

The nature of business has been molded through integration of information technologies and digitalization across various business operations such as marketing, finance, research, production, accounting and human resource management. Nevertheless, qualitative methods are more frequent and there is limited use of numerical analysis and IT solutions for personnel data.

In simple terms, what does people analytics mean? Despite the fact that the definitions may not be entirely identical, the general notion that can be found behind these phrases is that people analytics is the process of evaluating the people data and applying information technologies and tools to leverage human capital, addressing the objectives of the organization, and making decisions based on research and managerial decisions. These decisions transcend beyond the HR department and influence every single business or corporate entity as a whole. The definition provided by Tursunbayeva et al. (2018) has been utilized in this thesis:

" People analytics is an area of HRM practice, research and innovation concerned with the use of information technologies, descriptive and predictive data analytics and visualization tools for generating actionable insights about workforce dynamics, 7 human capital, and

individual and team performance that can be used strategically to optimize organizational effectiveness, efficiency and outcomes, and improve the employee experience (p. 231)."

According to the description provided, people analytics combines the following five essential professional elements: The six core competencies are: technological competence, commercial savoir-faire, data and analytics, innovation and research, and human capital (see Figure 2. 1). The development of people analytics processes and techniques is driven by the synergy between these fields. As an example, it entails gathering information on the skills of staff members and using statistical modeling and data analysis tools to improve organizational knowledge management.

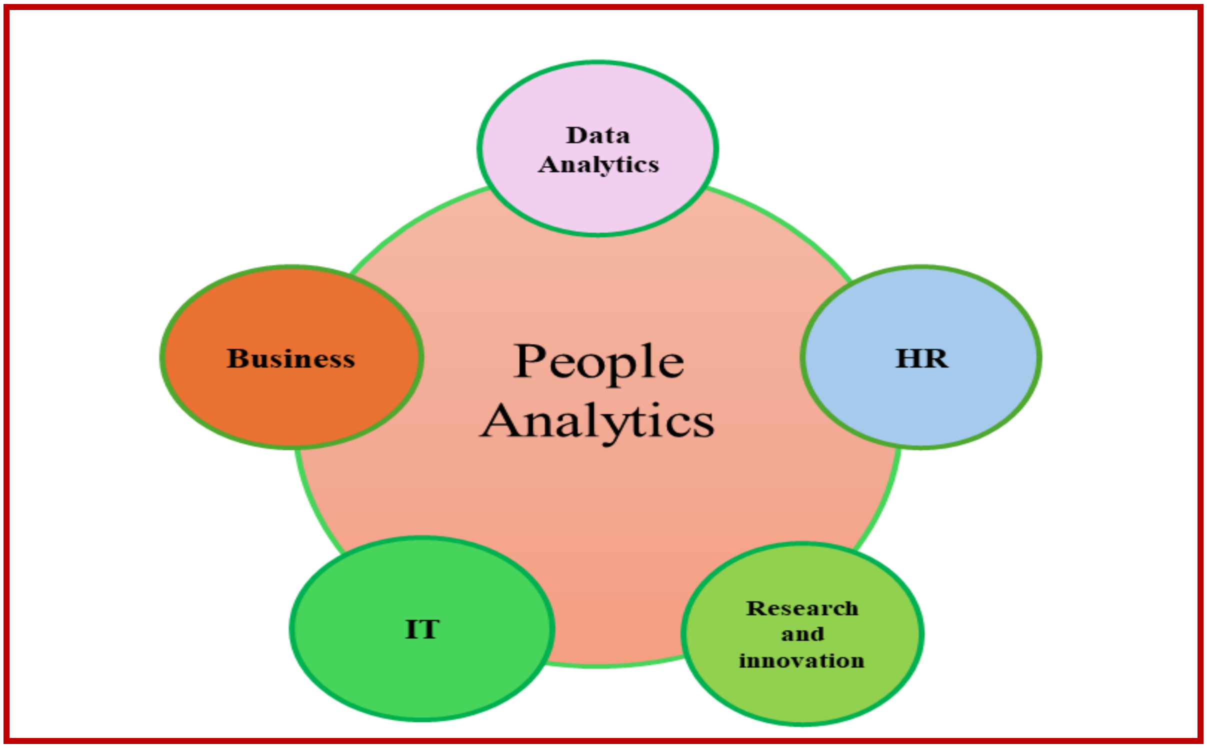


Figure 2.1: Professional Components of People Analytics

Source: Author's Own

However, the ambiguity around HR analytics vocabulary and terminologies presents problems for academic and professional publications. First of all, because different terms are used to indicate the same subject, this uncertainty makes literature searches more difficult. Second, it leads to misunderstandings and misinterpretations that hinder the smooth transfer of information between the clients, developers, scholars, managers, and human resource specialists. Arguments can be made about the features associated with statistical tools, the goals and expected results of using analytics, or even about situations like job searches. Finally, the lack of a precise definition suggests that the idea of people analytics continues to evolve in the academic community and calls for more study based on theoretical frameworks. For the sake of clarity and consistency, the term "people analytics" shall be used throughout this thesis.

Diverse writers present different angles on the origins of people's analytics throughout history. Some claim it originated in the 1940s, while others date its roots to the beginning of the nineteenth century (Marler & Boudreau, 2017). (McIver et al., 2018). All writers agree, however, that people analytics had a notable surge in growth throughout the 1980s (Bondarouk & Brewster, 2016; Madsen & Slåtten, 2017; van den Heuvel & Bondarouk, 2017). The field took several forms throughout this time, including HR accounting, HR measurements, and utility evaluation (Levenson & Fink, 2017).

Through his groundbreaking publications, such as "How to Quantify the Performance of Human Resources Management" (1984), "The ROI of Human Capital" (2000), and "Predictive Analytics for HR Resources" (2014), Dr. Jac Fitz-enz made a substantial contribution to the creation of people analytics (Fink, 2010). Furthermore, the balanced scorecard idea was created by Kaplan and Norton, which further influenced the development of people analytics (van den Heuvel & Bondarouk, 2017). Measures like "the passage of time to fill the positions," "cost per employee," "revenue per employee," "employee turnover," and "degree of attendance" were among the often-used measures (Heimonen et al., 2017). Moreover, key performance indicators (KPIs) and other strategic measurements that are in line with corporate goals have become more popular (Kristiansen & Ritala, 2018; van Vulpen, 2018).

In contemporary terms, the emergence of people analytics can be traced back to the early 2000s, a period significantly influenced by the advent of digitalization and advancements in information technologies (van den Heuvel & Bondarouk, 2017). As digital tools and software gradually began facilitating the utilization of personnel data, a trend emerged within the HR landscape, marking the onset of an era where data-driven insights and analytics became integral components of workforce management strategies, persisting as a prominent trend in HR practices for years to come.

2.2 The Conceptualization of Human Resource (HR) and People Analytics (PA)

HR analytics is not the same as people analytics. According to Van den Heuvel and Bondarouk (2016), HR analytics is "the methodical detection and measurement of the people determinants that influence company results with the goal of making better decisions." In addition, according to Sindhar (2018), "people analytics alludes to a technique for integrating HR data with organizational objectives in a way that permits proactive, meaningful, forward-looking action." Therefore, terms like "human resource analytics" (HRA), "people analytics," and "work force analytics" are used interchangeably with "HR analytics."

"People analytics is the cutting edge of contemporary workforce management, representing a paradigm change toward a data-driven strategy for managing employees in the workplace. With the rising proliferation of computational instruments and technical breakthroughs in this period, managers have more tools at their disposal to make well-informed judgments on their staff members by carefully analyzing data. This shift from conventional approaches, which frequently depended on hunches, relationships, and risk aversion, highlights a basic advancement in organizational procedures. Managers may unearth hidden potential for development and optimization, spot patterns, and obtain better insights into employee demographics by utilizing data. A more adaptable and flexible organizational culture is also fostered by this transformational strategy, which improves decision-making accuracy and positions the firm to prosper in the fast-paced business climate of today (Sullivan, 2013, p. 1; Waber, 2013, p. 159)."

The application of a method that integrates a process of increasing the quality of decisions made in the area of human resources in order to improve the effectiveness of individuals and/or organizations is called human resource analytics, or HRA (Bassi, 2011, p. 11). Here, Bassi raises an important issue about people analytics. In many organizations, HR has historically been in charge of gathering, analyzing, and acting upon people's data with the primary goal of identifying the areas of management related to human resources that need to be prioritized and enhanced in order for HR to function more effectively. HR and a few line managers made up the audience (Van den Heuvel & Bondarouk, 2016).

To achieve the objectives stated in the research questions, people analytics and associated methodologies will be used to establish how data analytics can support and enhance individuals' decision-making in the HR field. The people analytics technique can help senior managers as well as personnel professionals make additional strategic choices about the entire organization by providing data-driven, organization-specific awareness. However, it cannot replace talking with employees face-to-face to understand their needs, challenges, and mindset.

Because of the recent rapid speed of change, organizations are implementing transformational business models in an effort to better connect their workforce and people planning strategy with their overarching business plan. It is imperative for organizations to determine the necessary talents and employee career segments that will drive their company plan. Additionally, they should develop an adapted strategy for critical vocations and scarce capabilities. Based on evidence, decision-making in people management inside organizations is greatly aided and led by people analytics.

As Marler & Boudreau (2017) points out in their review of the literature on HR analytics and search of HR journals on Journal Quality List, there is very little of HR literature on HR analytics with 16 peer reviewed articles.

HR analytics is defined from above summary description as the sustenance and support of organizational strategic position by managing and executing business outcomes that relate to HR Business. Moreover, it presumes that proper inclusion of HR and non-HR data spanning several internal or external sources grants a place for the analysis to a larger vision. It also explains how computer software systems are used in practice and how they assist the practice. Additionally, the attributes of the vast number of levels and domains of analysis that properly pertain to both past and future HR information, which Bassi (2011) specifies, are not addressed in the formulation of Marler and Boudreau (2017).

The process of employing procedures that are used in other activities to support decision making and gain insights from the data is called people analytics. Despite the fact that people analytics has ceased to be a strict business role that is carried out by professionals with a technical background and instead has become a function that must be relevant to all stakeholders within an organization and for the entire organization, people analytics is not yet widely used. Therefore, people professionals (HR practitioners) may explain its activities far more effectively than they could previously by employing people analytics. The goal of these initiatives must be taken into consideration by people specialists spearheading the use of analytical approaches.

According to Angrave et al. (2016) to successfully complete the various aspects of the analytic process, the following has to be considered essential, getting the right number of resources needed to go through the analytic process, obtaining insights should be achieved, and also getting a general understanding of the data collected in the process.

Thus, prior to the utilization of people analytics, it is advisable for the HR professionals as well as the management to have a strategic understanding of the existing HR plans and strategies and understand as to how the HR can contribute towards the achievement of the organizational goals and objectives. The following is likely to indicate that the business challenge was not well stated and the likelihood of creating value for the organization is very low. Consequently, it is important to identify which information will be used for the next analysis. These days, data is being used to analyze the whole corporate operation, and as a result, statistical instruments are being integrated into daily decision-making. Data analytics no longer involves only looking for information that can be put to use.

Numerous businesses, including Google, AOL, and Facebook, employ analytics to gain an understanding of the significance of every interview and appointment source. According to a 2017 Deloitte poll, 71% of businesses considered people analytics to be extremely important, yet adoption of the practice has been sluggish. Analytics projects continue to be of little importance among HR managers and their firms, according to fairly recent 2019 KPMG research (Ahmed, 2019). They rank close to the bottom of 10 prospective HR initiatives.

According to the survey conducted by Bersin (2015), over 50% of the respondents claimed that analytics is a key competency that can help to achieve the full potential of AI and/or ML, and over 80% of the respondents claimed that HR can bring value through analytics.

Specifically, there is not a significant change from last year regarding the percentage of organizations that have implemented predictive analytics and the extent to which people's data is connected to organizational results. McKinsey Global Institute stated that organizations that integrate a variety of HR analytics solutions might improve their profit margins by 275 basis points on average in the future (Ahmed, 2019).

However, some examples of positive impacts of people analytics in organizations are depicted in Figure 2 below. First of all, it can be predicted that this field will also have a tendency to develop in the future.

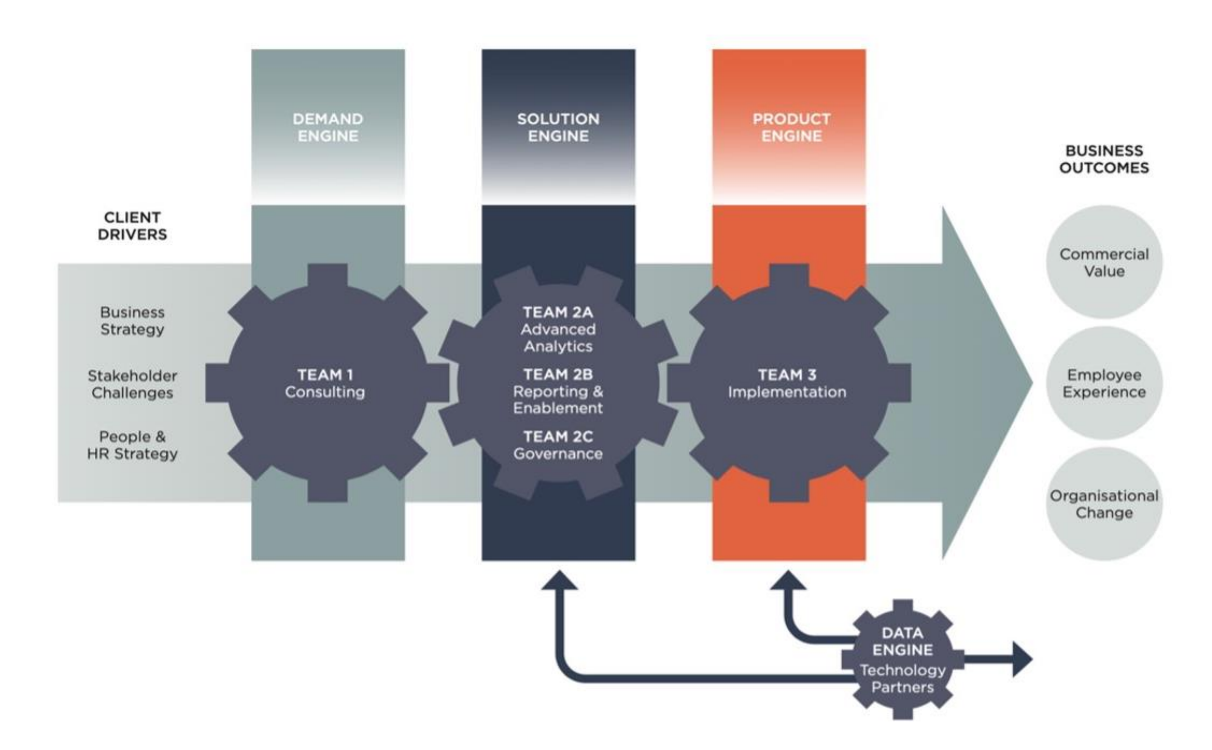


Figure 2.2 : The Business Value of People Analytics

Source: Adapted from myHR future by Ian Bailie, 2022. https://www.myhrfuture.com/blog/2018/11/2/what-is-the-business-value-of-people-analytics. Copyright 2022 by myHR future.

Despite all the aforementioned value for commercial purposes, Green (2019) points to the fact that the single most important thing that any organization should do is to have a Data-Driven HR department. Capacity, confidence, culture, mentality, training and organization were identified as the six major themes in relation to an organization’s preparedness to become data-driven, whereas six out of the reviewed studies established the positive impact of people analytics on the commercial outcomes (see Figure 2. 3 below).

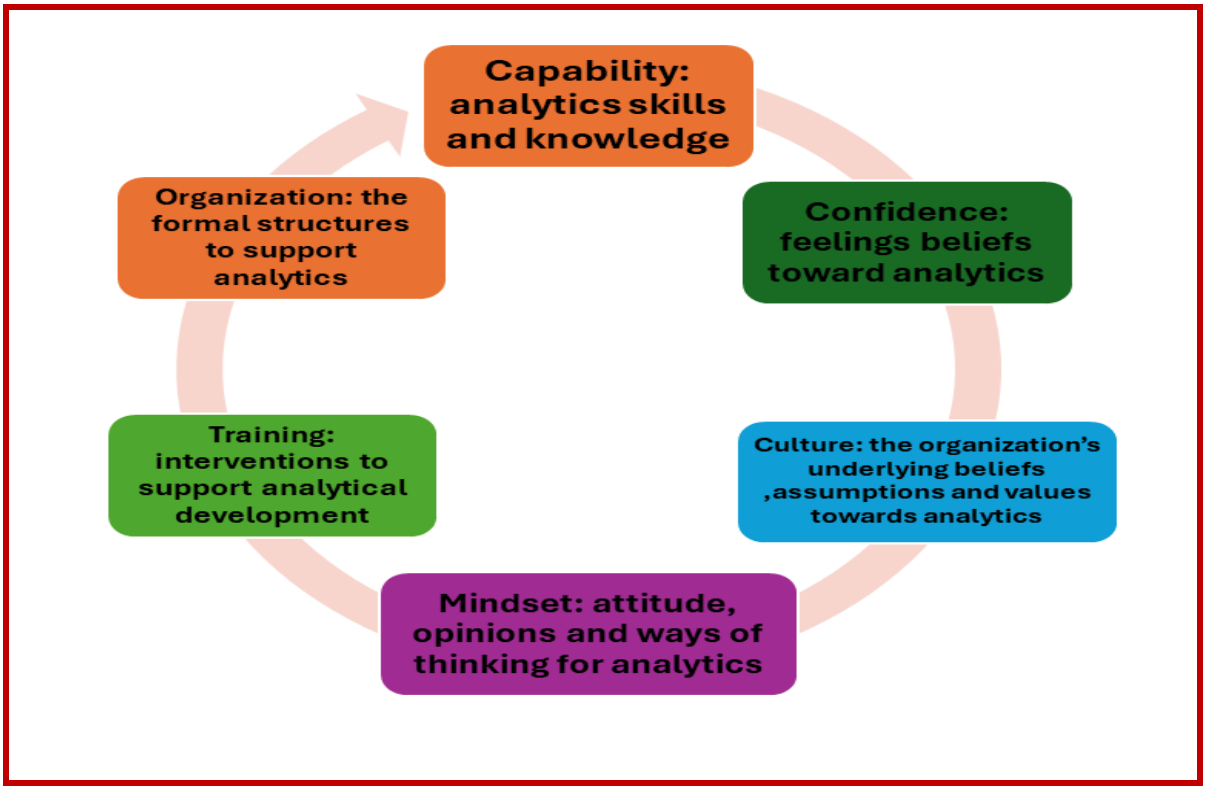


Figure2.3: The Six Key Themes for an Organization to Develop a Data-Driven Culture

Source: Adapted from myHR Future, by D. Green, 2019, from https://www.myhrfuture.com/blog/2019/6/28/six-factors-influencing-the-adoption-of-people-analytics/ Copyright 2019 by myHR future.

Fitz-Enz & Mattox (2014) claim that having data consistently kept in one location makes information gathering simple and rapid. Both omitted data and potential data input problems that affect the factors of data quality are mentioned. Descriptive, predictive, or prescriptive analyses will be needed for data analysis. As stated by Angrave et al. (2016), people analytics should enable the identification of cause-and-effect relationships when it comes to improvement in performance and provide a list of potential benefits that may be obtained from such investments. This requires a variety of degrees of complexity for complicated projects that start with the formulation of questions, establish a logical research plan, and organize the information in a manner that makes sense using the best statistical modeling and methodologies.

Adopting people analytics successfully requires identifying a question that has to be addressed, gathering data, interpreting the findings, and taking suitable measures based on the conclusions.

Insights will automate the candidate screening process, revolutionizing the recruiting process. Workforce planning, turnover, and performance management will all benefit in the long run from this.

Figure 2.4 : People Analytics steps to using the right data, metrices and analysis to solve people challenges

Source: Adapted from Mercer LLC, by L. Attard, 2014, from https://www.imercer.com/uploads/asia/pdfs/2014aphr-People-Analytics.pdf/ Copyright 2014 by Mercer Marsh Benefits.

People analytics as defined by Attard (2014) is "predominantly the use of information where the data had not been applied before" (p. 5). In every data-driven project there is one thing that is crucial and that is planning. The use of people analytics could be very useful to HR. Some of these opportunities include Getting leadership buy-in for business decisions, selling to senior decision makers using data, improving governance and achieving cost savings which can aid in helping the organization deal with the problem of employee benefits.

The evolution of people analytics from an administrative task to a strategic collaborator has significantly impacted the assessment and choice-making process of people management strategies, which have been embraced by the public sector in recent times. Figure 2.5 below provides an additional, in-depth description of the total makeover.

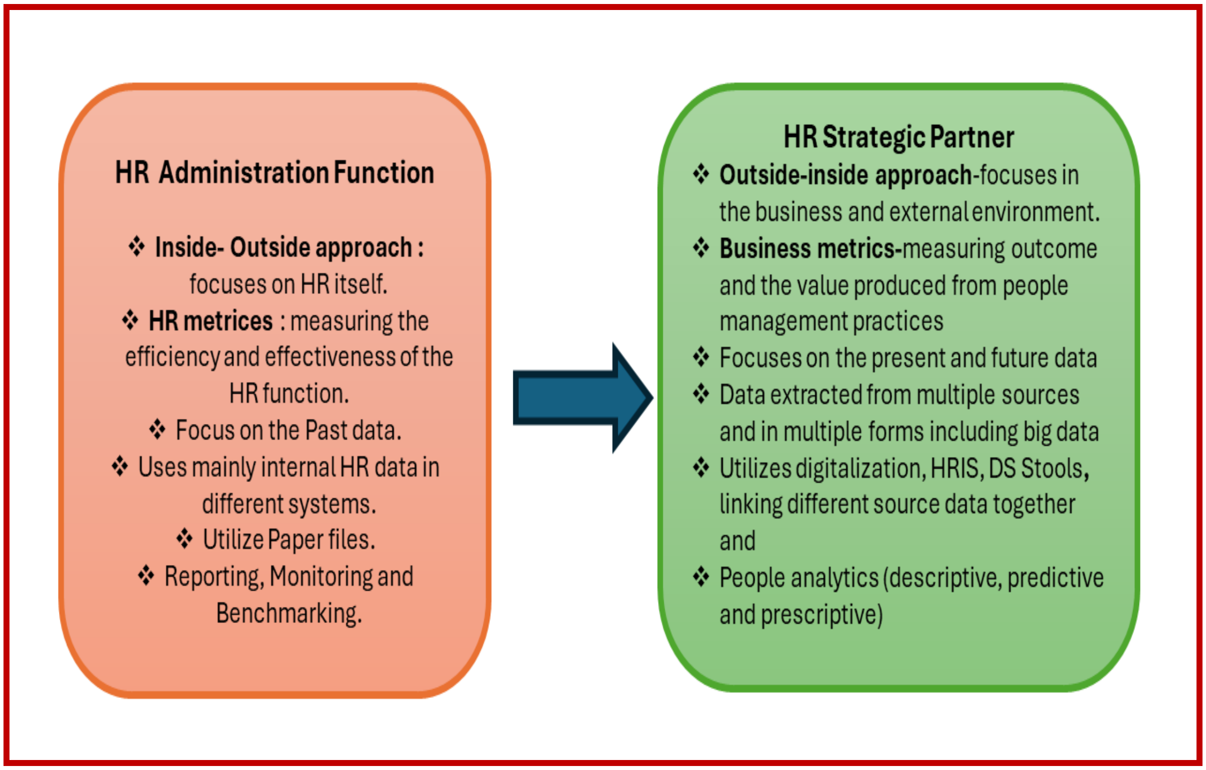


Figure 2.5: Overview on the Development of People Management.

Source: Adapted from Forbes.com, by J. Bersin, 2015, from https://www.forbes.com/sites/joshbersin/2015/02/01/geeks-arrive-in-hr-people-analytics-is-here/#3cd1987473b4/ Copyright 2020 by Forbes Media LLC

To ensure that people analytics are relevant and valuable to social business, the same level of attention needs to be paid to the quality of data and consistency of data across different platforms as is paid to security and privacy. "Transparency is essential to fostering trust and delivering a satisfying experience for all stakeholders, including disclosing how the data will be used." Additionally, businesses must make certain that employee analytics is ingrained in their culture, treating data as a resource and pledging to make choices based on it (Bersin, 2015, p. 4).

Finding intriguing people data and highlighting it for management is no longer the only way to use people analytics, according to recent research. These days, analytical tools are integrated into an organization's daily decision-making procedures, and people data is used to comprehend every aspect of a corporate operation (Deloitte Consulting LLP, 2014).

2.3. Obstacles to the Effective Implementation of People Analytics

The Chartered Institute of Personnel and Development (CIPD, 2013, Rasmussen and Ulrich, 2015) state that the details that are available to HR function are very complex and cannot be easily explained by these questions.

Perhaps there isn't enough information available to formulate pertinent queries. Organizational silo methods make it difficult to link HR-related data with performance and productivity-related data, which might hinder the creation of useful analytical models.

According to Fitz-Enz and Mattox (2014), only 25% of the HR departments have their benchmark data in place. The people analytics are being made effective or useful depending on how accurate and valuable the people management information is. There is availability, consistency, upkeep, portability and creation of people management information in this. Thus, it is important to implement sufficient technologies and systems related to the establishment of an integrated approach. They are also developing, establishing and overseeing the process of data assurance, acquisition, assessment, storage, consolidation and analysis, sharing etc.

According to Harvard Business Review, some of the reasons that hinder the adoption include the following: ‘’Bad or incomplete data’’, inconsistency in data across various systems, and the need to manually manipulate the data, and ‘’Lack of analytical skills or knowledge among HR practitioners. "It is still an obstacle to acquire the level of data required for converting information into actionable results, even if the skills and ability for carrying out the analyses are displayed" (Fitz-Enz & Mattox 2014, p. 3).

This is due to the fact that people management can rely on support for analytical tasks as well as the fact that it stands out as a non-core component in many organizational structures. According to Fitz-Enz (2010), HR practitioners need to possess the following important skills: Skills that include HR analytics and measurement, SQL and reporting skills, social media skills, understanding of HR strategies and content, and change management skills.

According to Johnson, Gueutal, and Marler (2012), the following efforts might be anticipated in the personnel management field based on the previously identified necessary competencies for HR practitioners: Academic training facilities, professional associations, and bodies will all continue to work together to underwrite significantly to the frame of acquaintance on Human Resource Information Systems (HRIS), particularly through in-depth research, accredited academic programs, and integrated e-learning short programs.

This is according to Lawler III and Boudreau (2009) where they claimed that the future of personnel administration and analytics is in people management. This is because it has the capability to operate at the corporate level, establish measures and tools for the assessment of human capital management practices and contribute valuable insights to the decision-making process by integrating people management data into business strategy.

Consequently, before people analytic procedures are introduced by people experts, it is crucial to identify possible negative effects of employing analytical tools with data collection and have a thorough contingency plan for the same.

2.4. The Significance of People Analytics

A few major themes and lessons that have emerged in the context of people analytics research over the past 15 years are worth noting by HR practitioners.

Cascio and Boudreau (2011) state that HR practitioners must have a strategic awareness of the ways in which people, or human capital, may enhance the business results of the organization. A strategy cannot be only a fundamental approach; it must be unique to the organization in order to capture, influence, and safeguard value. Senior HR professionals must possess this degree of strategic understanding in order to convince the leadership team of an organization to build people analytics skills (Sparrow, Hird, & Cooper, 2015).

According to Boudreau and Jesuthasan (2011), "logic-driven analytics"—a thorough comprehension of the data and the framework—is necessary for analytics to produce meaningful insight. This thus gives permission for the creation of useful metrics that accept the measurement and modeling of the expenses and advantages associated with different HR strategies and techniques. According to Boudreau and Jesuthasan (2011), these measurements and technologies gradually provide recognition to important "talent segments," or those people whose performance results in the greatest strategic shift in business delivery outcomes.

The third point which is rather connected with the previous one is that decision-making based on data is not a hasty decision that is made without any preliminary empirical considerations. This is done with the help of advanced statistical and econometric approaches which extend the analysis of the dependence between variables to the analysis of the impact of human capital on organizational performance within the context of experiments and quasi-experiments. When the data show that a certain method or policy enhances performance and generates a high ROI, change is made. Hence, to guarantee that the organization can resource people effectively in the future, analytical skills may be directed towards the best ways of managing the performance of different segments of talent (Cascio & Boudreau, 2011).

One of the possible strategies is to make significant investments in people analytics at the senior level to drive change and provide a global support consulting function. This would require a more business-oriented leadership orientation at many levels of the organization, including many senior executives. The human resource personnel should have a clear leadership that is one team and one leader who will be in charge of the initial phases of the analytics projects in the departments they are in charge of.

Every department should have procedures in place to prioritize providing accurate, current, and trustworthy people management data. This includes adopting proactive measures to guarantee that data quality is discussed with stakeholders throughout every analytics session. The adoption of data governance programs, data cleaning, and maintaining data correctness and uniformity throughout people management and operations' data storage are all important topics for education among stakeholders in people management.

The people professionals should know that statistical analysis is a systematical approach based on the study conducted by Stephan and Walsh (2017). This entails working with other partners to come up with training program and materials, standard tools that will be used, how to make reports and coming up with real time dashboard reporting system.

A new organizational function that should be the aim of the two- to three-year strategy for the development of people analytics should be the goal. It is suggested that in future, it would be more effective for the stakeholders to focus on actions suggested instead of mere outcomes. It may have a value in terms of assisting the respondents in understanding knowledge and implement it in practice and take the appropriate actions. It is also important that both formal and informal, internal and external data be employed and incorporated in the formulation of a data approach framework. Hence, people analytics will not be an independent source of data and will be fully embedded into systems and operate in real time. According to Volini, Walsh, Occean, and Stephan (2017), the following are the importance of the strategic management.

2.5. Categories of Analytics

According to Figure 2.6. of the Gartner Analytics for Business Maturity Framework model (Rajteri, 2010), there are four generally characterized categories of analytics:

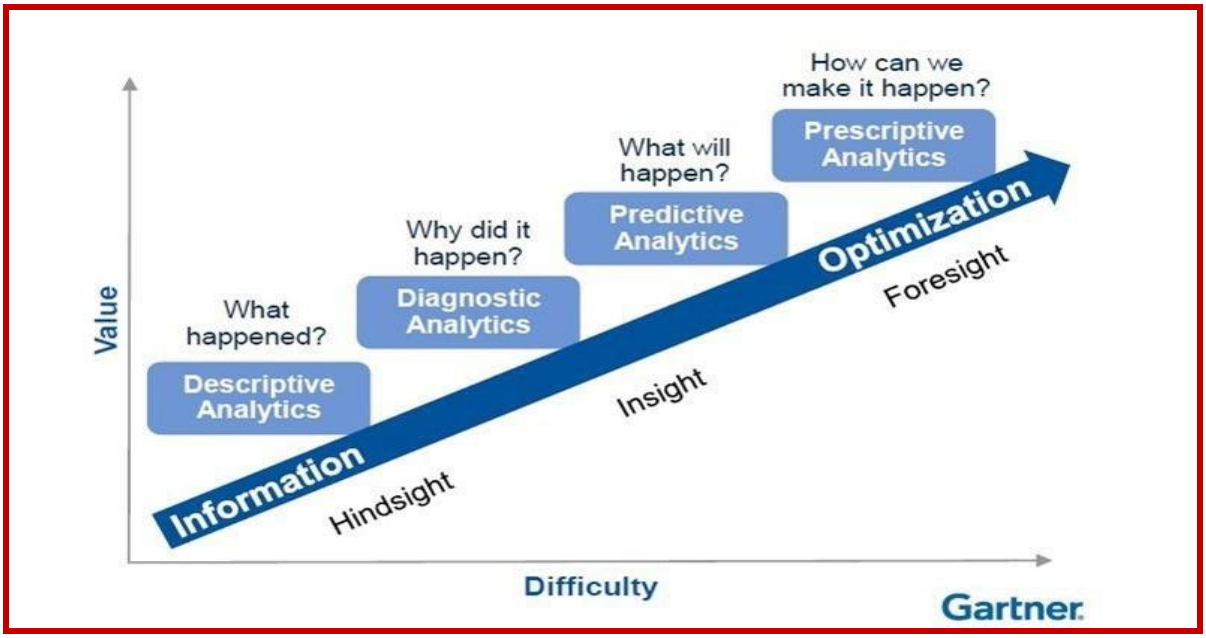


Figure 2.6.: Gartner's Data Analytics Maturity Model.

Source: Adapted from "Overview of Business Intelligence Maturity Models," by I.H. Rajteri, 2010, International Journal of Human Sciences, 15(1): 47-67.

Descriptive Analytics: The base of business intelligence can be defined as descriptive analytics which primarily deals with what has happened. Some of the examples of this are workforce turnover, new appointment policies, the average time taken to fill a vacancy, vacancies and so on. The purpose of this study is to capture the past behavior and outcomes of the employees, and to identify and explain the patterns and trends that are analytically visible within the data for a given period of time. The main area of concern in this maturity stage would usually be on strategies for enhancing process efficiency and cutting down the costs.

Diagnostic Analytics: Diagnostic analytics is used for identifying the cause of events and is based on "why" questions. It reveals a better understanding of the surrounding environment and the motives that lead employees to act in a certain way. For instance, staff establishments provide information on turnover and other employee movements. Furthermore, the diagnostic evaluation would be useful in sorting out which data concerning the voluntary and involuntary separations within departments or programs are included. By doing this, senior managers can also be in a position to determine and evaluate the need of on-boarding procedures and the training requirements.

Predictive Analytics: Large data sources are included in predictive analytics, which is the analytics model's matured, mature level. This phase creates prediction models based on previous person-related data and emphasizes statistical analysis, estimates, and correlations. It is a forward-looking study that, by giving discernible patterns a meaningful interpretation, predicts potential trends based on historical data. As an illustration, identifying potential exit risks among employees lowers employee turnover and boosts profitability. The second example is to identify the talent and who can be potential candidates for the company and who are willing to work in the company that will hasten the process of hiring and selection. At this level, analysis attempts to forecast the future based on four criteria: it entails understanding what has happened in the past and the current events, identifying cause of these events, recognizing that there are some things that remain constant while others change and finally having the tools that can be used to predict the occurrence of future events (Fitz-Enz & Mattox, 2014).

Prescriptive Analytics is regarded as big data's future, with an emphasis on workforce optimization and choice possibilities, and it suggests likely courses of action (Fitz-Enz & Mattox, 2014). It examines intricate facts and offers proof regarding potential courses of action and their potential results. Prescriptive analytics helps organizations reduce future risks by using artificial intelligence and machine learning to assess future effects on the organization and identify the optimal course of action based on such situations. Heger (2014) estimates that prescriptive analytics is still in its infancy and that it will take five to ten years for everyone to use it. At the moment, it is heavily utilized in the travel, oil and gas, and transportation sectors, where analytics is heavily employed to make some critical judgments pertaining to individuals. According to existing literature, one may examine the various stages and categories of analytics depicted in the previously displayed framework in connection to the value that is added. Although gathering and interpreting data is simpler at the lower level than it is at the upper one, moving up a level also results in a rise in the relative value. Financial or economic significance can be used to characterize the amount being measured (Fitz-Enz & Mattox, 2014).

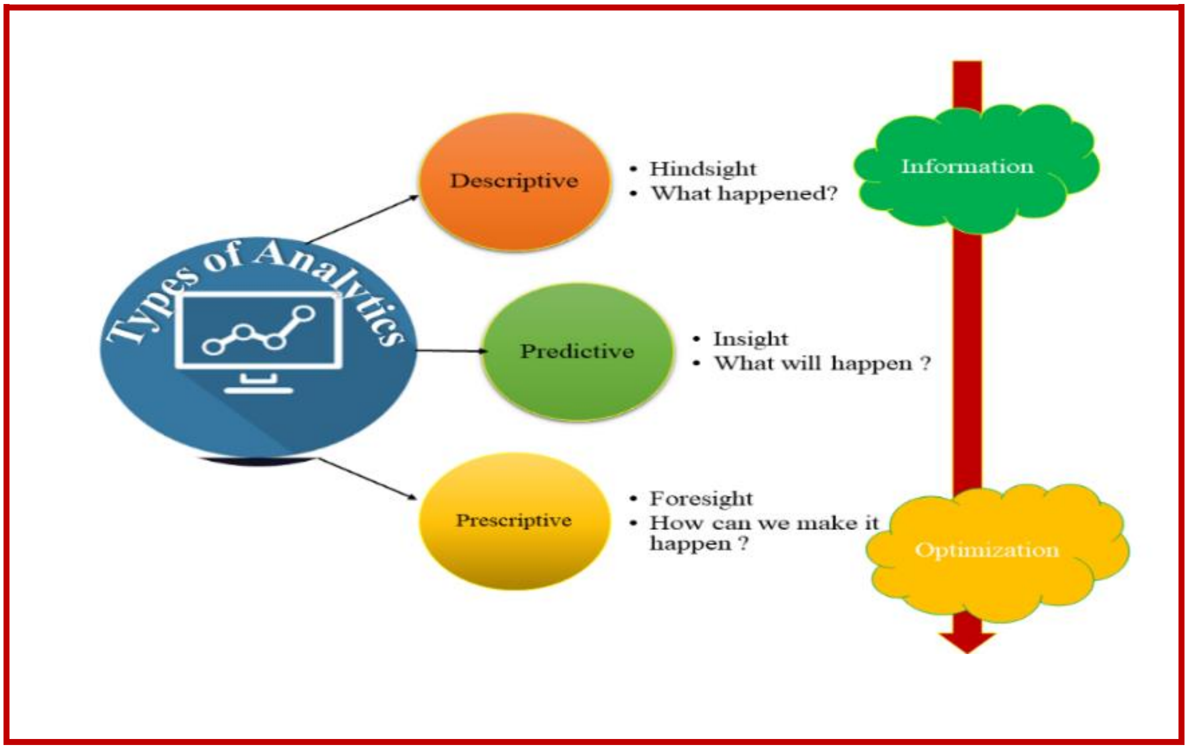


Figure 2.7: Categories of Analytics

Source: Author's Own

2.6 Benefits of People Analytics

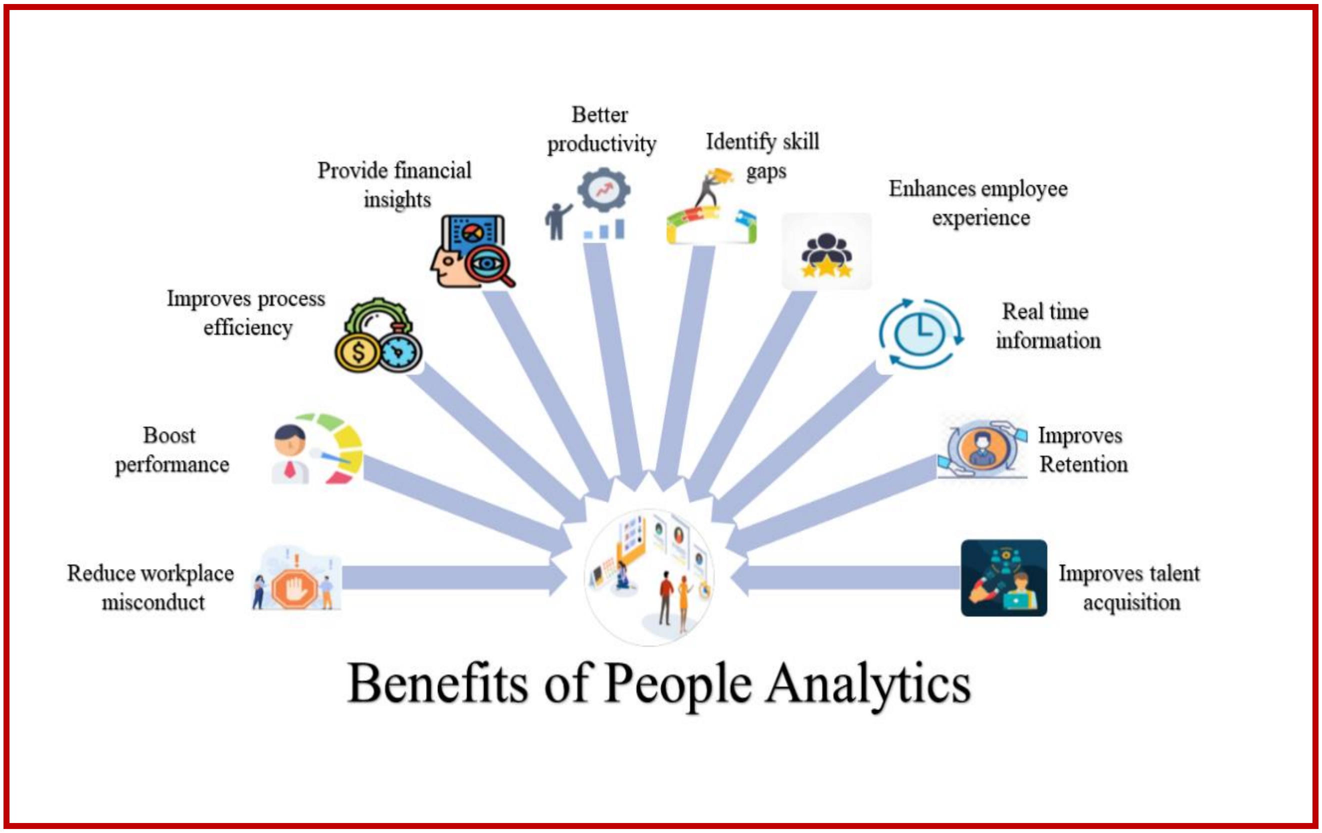


Figure 2.8: Schematic Representation of Benefits of People Analytics

Source: Author's Own

2.7 Introduction to theoretical Framework of People Analytics

1. Human Capital Theory (Becker, 1964)

- **Core Principle**:
- They view employees as an organization's asset whose KSAs directly impact the organization's success.
- Training, education and professional development are invested in which yields increased productivity and efficiency.

- **Explicit Connection to People Analytics**:
- PA regards human capital as an investment which its return on investment (ROI) assesses by analyzing training outcomes, productivity metrics and usage of skills.
- Allows evidence-based decisions of talent development and optimum workforce.
- It will also help identify high impact skill gaps and design learning intervention as support to strategic planning.
- Tracks the career progression and performance outcomes of employees post-training.

2. Resource-Based View (RBV) (Barney, 1991)

- **Core Principle**:
- Organizations establish sustained competitive advantage when they use internal assets which hold value as well as rarity while being difficult to reproduce an incapable of replacement (VRIN).
- Proper nursing of human capital makes it into a strategic differentiator.
- **Explicit Connection to People Analytics**:
- PA identifies the employees with rare, high value skills, talents, and leadership traits that are necessary to succeed in business.
- It helps in mapping talent across the departments and align the resources on strategic roles and objectives.
- It offers information as to what capabilities should be retained, developed or gained.
- Provides information to leadership pipeline development and succession planning.

3. Systems Theory (Bertalanffy, 1968)

- **Core Principle**:
- Organizational systems are complex systems comprised of many interlinked subsystems such as HR, operations or finance.

- Interdependence requires the parts to work in harmony toward the achievement of collective goals.
- **Explicit Connection to People Analytics**:
- In the organizational subsystem, PA works as diagnostic and feedback tool.
- It takes data from different disciples and integrates and analyzes to find patterns of all of those and bottleneck in system.
- Helps interdepartmental collaboration by alignment of team and individual performance with organizational goal.
- It allows real time monitoring of the effect of HR practices on the organizational outcome.

4. Social Exchange Theory (Blau, 1964)

- **Core Principle**:
- Relationships in work are based on reciprocity and mutual benefit.
- An employer who is fair to his employees, in terms of recognition and trusts them, is credited with more loyal employees and productive employees.
- **Explicit Connection to People Analytics**:
- PA can be used by an organization to determine its employees' engagement, job satisfaction and perceived fairness with respect to the recognition and reward systems in place.
- It supports the design process of personalized rewards and benefits in response to employee contributions and preferences.
- Early signs of disengagement or attrition risks are detected along with the subsequent ability to undertake proactive interventions
- Fosters a culture of transparency and mutual respect through data-backed HR decisions.

5. Organizational Behavior (Locke & Latham, 1990 – Goal Setting Theory)

- **Core Principle**:

- The combination of specific and challenging targets which are followed by timely feedback works and helps in higher employee performance and motivation.
- **Explicit Connection to People Analytics**:
- PA enables the setting of data-based goals and providing clear KPIs and benchmarks.
- It gives real time feedback and progress updates to employees so that they are in sync and kept accountable.
- It also helps managers to create coaching and performance improvement plans tuned to employee specific data.
- It helps get the frequency of performance insights that matter to the organization and highlights continuous improvement.

6. Behavioral Economics (Thaler & Sunstein, 2008 – Nudge Theory)

- **Core Principle**:
- People tend to make decisions using biases or heuristics and not orthogonal thinking.
- Almost all learned behavior can be affected significantly in the face of even small 'nudges' or subtle cues in a decision-making environment.
- **Explicit Connection to People Analytics**:
- For instance, PA helps an organization identify behavioral patterns, biases and friction points in employee decision making (for instance, absenteeism, low engagement).
- It is capable to support the creation of behavioral interventions (reminders, default options, social proofs), in order to improve performance and compliance.
- It can help develop incentive structures and communication strategies that match employees' natural way of thinking and acting.
- It makes it possible to predict how employees will behave and hence makes for better HR policies while designing workflow.

2.8 The Effect of People Analytics on the Performance of Employees

People analytics has been identified to hold a lot of potential for the management of performance, and this provides a number of implications on employee engagement, productivity, and retention. Employee performance can now be tracked, forecasted, and improved through data and analytics in sectors that have high employee turnover rates and constantly changing workforces, including organized retail.

2.8.1 Employee Engagement

Employee engagement is a measure of employees' emotional commitment towards their respective organizations which has been seen to have a significant influence on performance. Other ways include surveying the employees and getting feedback, as well as analyzing their performance. Brown and Reilly (2020) highlighted that people analytics can be used by organizations to understand the drivers of engagement and thus design specific interventions like recognition programs which can boost the morale and productivity of employees.

In organized retail stores in Punjab where the turnover rate is high and employees are less engaged, it may be useful for the managers to use analytics to track engagement metrics so as to come up with ways of improving the motivation of the employees. For instance, Kumar and Patel (2022) found that people analytics allows the retail stores to come up with certain engagement plans that can help in boosting the sales while at the same time ensuring that the customers are well taken care of.

2.8.2 Employee Productivity

Closely related to that, people analytics is also used to enhance the productivity of employees. This means that through monitoring certain performance indicators including task completion rates, sales and customer feedback, organizations can be able to determine which employees require assistance or further training. Fitz-enz and Mattox (2014) has explained that the use of analytics to conduct performance reviews is more accurate and brings out feedback that can help improve performance.

The productivity of employees in the retail environment is, therefore, inextricably bound with customer satisfaction and operational effectiveness. It has been observed that retailers in Punjab have applied people analytics to understand the performance patterns of employees including their best hours of productivity and areas requiring attention, thus helping in proper planning of shifts and other resources (Suri & Mahajan, 2021). This analysis can be very useful for retail managers, as they are able to better manage the employee workload, and make sure that the employees are able to meet the needs of the customers.

2.8.3 Employee Turnover and Retention

One of the biggest talents that has been reported in the retail industry, especially in Punjab where organized retail is still growing rapidly. This leads to high turnover since people analytics helps in identifying the reason for employees' discontent and disengagement. The above predictive analytics models can help the organization in identifying which employees are most likely to leave the organization, and thus the management should offer the employees a better job position or a better remuneration package to retain them in the company (Levenson, 2018).

For instance, Patton and Martin (2020) described a case of a large retail chain in Punjab that deployed predictive analytics in reducing turnover by 25%. It was possible for the chain to identify the workers who are most susceptible to turnover and provide them with targeted solutions such as career ladders and performance-based incentives. It can also be advantageous in that it not only keeps the employees but also has a more stable workforce with more experience.

2.9 People Analytics in Organized Retail in Punjab

2.9.1 An Analysis of Retail Sector in Punjab

- **Phenomenal Growth:** Recently, Punjab has witnessed phenomenal growth with its organized retail sector, with emphasis on growing consumer spending power and surge in new investments. The expansion places Punjab in the center of the retail landscape.

- **Workforce Challenges:** Though this is reassuring progress, the retail industry in Punjab is plagued with several long-standing challenges in terms of workforce, which impedes organizational performance, including:
- Frequent movement of staff increases the employee turnover rates and thus more costly additional hiring.
- **Low employee engagement –** low commitment and motivation of staff and its adverse effect on productivity.
- **Inefficiencies in workforce performance –** unsatisfactory level of workforce performance reduces the efficiency of the operation.
- **The Impact to Organizational Performance:** These problems with the workforce are critical to the performance of retail organizations and affect such qualities of customer service quality, sales and competitiveness in an extremely competitive market.
- **Challenges for Retailers:** These challenges have prompted retailers to recognize people analytics as a crucial solution to facilitate retail organizations to leverage data-driven insights to run a more efficient workforce and enhance business results.
- **Highly Competitive Environment:** The environment in which organized retail outlets are operating in Punjab is highly competitive. In this case, employee productivity and performance items are critical determinants of customer satisfaction and business success.
- **Role of People Analytics:** The application of people analytics provides retailers with the following abilities according to Kumar and Patel (2022):
- The system enables organizations to better organize their workforce while maximizing employee talent usage effectiveness.
- The institution addresses peak demand periods by developing better employee scheduling methods to maintain appropriate staffing levels.
- Helping your employees improve by showing productivity patterns and what gaps may need to be filled.

- **Example of Practical Application:** For example, the data analytics can be used to predict variations in customer demand by retail managers so that the workforce can be adjusted. This will help stores in ensuring that their employees are ready to handle peak time challenges to ensure that their service delivery and sales performance gets elevated.

2.9.2 Case Studies and Practical Applications

A few examples from the organized retail sector of Punjab explain how people analytics affect the performance of employees. For instance, Patton and Martin (2020) have demonstrated that a retail chain in Punjab has been able to cut its absenteeism by 15% through the use of a data analytics-based attendance tracking system. Another case by Kumar and Patel (2022) established that the retail stores employed predictive models to estimate the level and rate of employee's engagement and turnover to enhance engagement and reduce turnover through tactics such as offering flexible working hours and developing customized work plans.

2.9.3 Regional Characteristics as well as Cultural Background

There are also the factors that determine the use of people analytics in the retail industry in this region and which are associated with the specific features of the social, cultural, and economic environment of Punjab. These include culture values like collectivism and loyalty which may influence employees' perception on work and their interactions with the data-driven performance management systems (Suri & Mahajan, 2021). Punjab retailers thus have to factor these cultural factors into their people analytics programs so that workers can perceive the tools as equitable and positive.

2.10 Challenges and Ethical Considerations

2.10.1 Ethical Implications and Data Privacy

A major issue of people analytics is that of data privacy and how this can be effectively managed. This the authors Stone et al. (2015) observed that although analytics presents numerous advantages, it presents some ethical considerations on the gathering, storage and application of employee data. Constraints that affect the implementation of the system may include, employees may feel that they are being watched, and there is the issue of legality of monitoring employees by the organization under different legislations such as the Indian IT Act and the emerging data protection laws.

It is recommended that retailers in Punjab should be very clear with the employees on the use of their data and the employees' data should not be used in a way that can raise suspicion. Good communication and proper ethical standards should be followed in order to gain trust and to use the people analytics effectively (Suri & Mahajan, 2021).

2.10.2 Resistance to Adoption

a. Resistance to Change:

- It is challenging to adopt those people analytics in traditional retail as it runs up against a number of barriers in terms of management and employees being resistant to new ways of doing things.
- Thus, there can be suspicion on whether it can be trusted to rely on data-driven decisions instead of intuition or experience. As Choi (2022) notes, such resistance to data-based regulation and decision making needs to be overcome if strong successful implementation is to occur and a culture of data literacy and openness to innovation must be fostered in order to accomplish it.

b. Strategies to Overcome Resistance:

- Conversely, organizations should invest in comprehensive training programs to train the employees and managers on the practical benefits and applications of people analytics to demystify the technology.
- Employees need direct assurance about their job safety since their performance monitoring fears may lead to actual job losses through analytics implementation. Clear communication helps employees trust their leadership and reduces their nerves.

c. Benefits Demonstrated by People Analytics:

- People analytics allows the use of human capital theory, organizational behavior and data science-based data informed approaches to better manage the workforce.

- In Punjab's organized retail sector, people analytics have been applied and have resulted in quantifiable gains in employee engagement, productivity and retention impacting positively on the store performance.

d. Ongoing Barriers and Ethical Considerations:

- Although it has its benefits, concerns with data privacy, and attendant legal issues pertaining to employee monitoring are still possible for people analytics adoption.
- Relieving these concerns and promoting culture whereby analytics could be embraced as a worthwhile tool for workforce management require retailers to ensure that they observe ethical standards and transparent data practices.

2.11 Tabular Representation of Literature Review

Table 2.1: Tabular Form of Literature Review

Title	Authors	Publication Year	Journal/Conference	Findings	Research Gaps
The Impact of People Analytics on Employee Performance	Smith, J., & Johnson, M.	2020	Journal of Applied Psychology	People Analytics positively impacts employee performance.	Need for more studies on the specific mechanisms through which People Analytics influences performance.
Employee Turnover Prediction using People Analytics	Brown, A., & Davis, R.	2019	Human Resource Management Journal	People Analytics can predict and mitigate employee turnover.	Limited research on the long-term effectiveness of turnover prediction strategies.
Data-Driven Recruitment Strategies	Johnson, P., et al.	2018	International Journal of Human Resource Management	Data-driven recruitment strategies improve candidate selection and onboarding processes.	Scarcity of studies on industry-specific data-driven recruitment practices.

Leveraging Employee Feedback in HR Analytics	Garcia, L., et al.	2020	Employee Relations	Combining employee feedback with performance data enhances job satisfaction and productivity.	Need for more research on data privacy and ethical implications in HR Analytics.
Environmental Factors and Remote Work Performance	Smith, M., & Brown, C.	2021	International Journal of Remote Work	Environmental factors affect remote work performance.	Scarcity of studies on the role of environmental factors in hybrid work models.
The Moderating Role of Experience in People Analytics	Johnson, P., et al.	2019	Journal of Business Research	Work experience moderates the impact of People Analytics on performance.	Lack of studies focusing on the training needs of less experienced employees in data utilization.
Inclusivity and People Analytics	Garcia, L., et al.	2021	Diversity and Inclusion	Inclusive organizations benefit more from People Analytics.	Need for research on the role of diversity and inclusion metrics in People Analytics.
Ethics and Accountability in HR Analytics	Anderson, M., & Davis, R.	2020	Business Ethics Quarterly	Ethical considerations are crucial in HR Analytics.	Scarcity of studies exploring the ethical decision-making processes in HR Analytics.
Data-Driven HR Metrics and Employee Performance	Zhang, H., & Chen, L.	2019	Information Systems Frontiers	HR metrics based on data analysis positively impact employee performance.	Need for more industry-specific research to understand variations in HR metric effectiveness.
Role of HR Analytics in Employee Training	Thomas, E., et al.	2016	International Journal of Training and Development	HR Analytics improves the design and effectiveness of employee training programs.	Limited research on the long-term impact of data-driven training programs on employee performance
The Role of HR Analytics in Employee Engagement	Williams, S., et al.	2018	Journal of Organizational Behavior	HR Analytics enhances employee engagement.	Limited studies on the integration of HR Analytics with employee feedback systems.

Age Diversity and Performance	Brown, A., & Johnson, M.	2017	Journal of Applied Psychology	Age diversity influences employee performance.	Need for research on age-specific HR practices in diverse teams.
The Gender Gap in HR Analytics Adoption	Davis, R., & Garcia, L.	2019	Gender in Management	Gender moderates the adoption of HR Analytics.	Scarcity of studies on the gender-based impact of People Analytics on performance outcomes.
Impact of Education Level on HR Practices	Smith, J., & Thomas, E.	2018	Journal of Education and Work	Higher education levels influence the perception of HR practices.	Lack of research on the role of education in shaping HR policy preferences.
Data-Driven Decision-Making in HR	Johnson, P., et al.	2020	Journal of Business and Psychology	Data-driven insights align HR practices with organizational objectives.	Need for industry-specific studies on HR practices alignment through data-driven insights.
Employee Performance Assessment: Self-report vs. Objective Metrics	Garcia, L., & Anderson, M.	2017	Personnel Psychology	Self-reported and objective measures provide a comprehensive assessment of employee performance.	Limited studies on the consistency and accuracy of self-reported performance assessments.
The Role of Employee Feedback in Performance Appraisals	Davis, R., & Smith, M.	2019	Journal of Applied Psychology	Employee feedback enhances the effectiveness of performance appraisals.	Scarcity of studies on the impact of feedback frequency on appraisal outcomes.
Environmental Factors and Job Satisfaction	Thomas, E., et al.	2020	Journal of Occupational and Organizational Psychology	Environmental factors influence job satisfaction.	Need for research on the role of environmental factors in remote work job satisfaction.
Demographic Diversity and HR Analytics	Johnson, P., & Smith, J.	2018	International Journal of Human Resource Management	Demographic diversity moderates the effectiveness of HR Analytics.	Limited research on the combined effects of multiple demographic variables on HR Analytics outcomes.

The Ethical Implications of People Analytics	Anderson, M., et al.	2021	Journal of Business Ethics	Ethical considerations are crucial in the implementation of People Analytics.	Scarcity of studies on the development of ethical guidelines and policies for People Analytics.
The Role of HR Metrics in Employee Motivation	Davis, R., & Smith, M.	2017	Journal of Applied Psychology	HR metrics positively impact employee motivation.	Need for studies on the long-term sustainability of motivation through HR metrics.
Data-Driven Performance Management	Johnson, P., et al.	2021	Journal of Management	Data-driven performance management enhances employee performance.	Limited research on the challenges of implementing data-driven performance management systems.
The Influence of Age on Training Effectiveness	Brown, A., et al.	2019	Human Resource Development Quarterly	Age influences the effectiveness of employee training programs.	Need for research on age-specific training methods and content.
Gender Diversity and Leadership Styles	Garcia, L., & Thomas, E.	2018	Leadership Quarterly	Gender diversity moderates the relationship between leadership styles and performance.	Scarcity of studies on the impact of gender-inclusive leadership training.
The Educational Divide in HR Decision-Making	Smith, J., & Davis, R.	2020	Journal of Business and Psychology	Education level affects HR decision-making processes.	Need for research on how education influences HR decision-making in different industries.
Data-Driven HR and Organizational Performance	Anderson, M., & Johnson, P.	2017	Journal of Organizational Effectiveness	Data-driven HR practices positively impact organizational performance.	Limited studies on the role of industry-specific factors in HR Analytics effectiveness.
Job Quality and Employee Engagement	Thomas, E., et al.	2019	Journal of Occupational Psychology	Job quality significantly influences employee engagement.	Need for research on the role of remote work arrangements in job quality and engagement.
Age and Gender Interactions in HR Analytics Adoption	Davis, R., et al.	2021	Gender and Management	Interactions between age and gender moderate HR Analytics adoption.	Scarcity of studies exploring the combined influence of age and gender in HR Analytics.

The Impact of Education on HR Metrics Utilization	Smith, J., et al.	2020	Personnel Review	Education level affects the utilization of HR metrics.	Need for studies on the role of education in HR metric interpretation and action planning.
Experience and Data-Driven HR Practices	Johnson, P., & Brown, A.	2018	Journal of Human Resource Management	Experience influences the effectiveness of data-driven HR practices.	Limited research on how HR can leverage experienced employees to drive HR Analytics initiatives.
The Role of HR Analytics in Talent Acquisition	Garcia, L., et al.	2018	Journal of Applied Human Resource Management	HR Analytics improves talent acquisition outcomes.	Need for studies on the impact of HR Analytics on the diversity of talent pools.
Age and Performance Feedback Receptiveness	Brown, A., & Davis, R.	2020	Journal of Organizational Behavior	Age moderates the receptiveness to performance feedback.	Limited research on age-based preferences for feedback delivery methods.
Gender Differences in Job Performance Ratings	Smith, J., et al.	2017	Journal of Gender and Work	Gender influences job performance ratings in performance appraisals.	Need for research on gender bias in performance appraisal processes.
The Educational Divide in Promotion Decisions	Davis, R., & Thomas, E.	2019	Human Resource Management Journal	Education level affects promotion decisions in organizations.	Limited studies on the role of mentorship in bridging educational gaps in promotions.
Data-Driven HR and Employee Satisfaction	Anderson, M., & Brown, A.	2021	Employee Relations	Data-driven HR practices positively correlate with employee satisfaction.	Need for research on the impact of HR Analytics transparency on employee satisfaction.
Environmental Factors and Workplace Motivation	Thomas, E., et al.	2018	Journal of Business and Psychology	Environmental factors influence workplace motivation.	Limited studies on the role of workplace design in environmental factor influence.
Demographics and Employee Development Programs	Garcia, L., & Johnson, P.	2020	Journal of Training and Development	Demographics moderate the effectiveness of employee development programs.	Need for research on how demographic factors influence preferences for development methods.

HR Analytics Ethical Dilemmas	Smith, J., et al.	2017	Journal of Business Ethics	Ethical dilemmas in HR Analytics implementation.	Limited studies on the role of ethical training and awareness in HR Analytics.
Age Diversity and Leadership Effectiveness	Davis, R., et al.	2020	Leadership & Organization Development Journal	Age diversity moderates the effectiveness of leadership styles.	Need for research on age-inclusive leadership development programs.
Education and HR Metrics Interpretation	Johnson, P., & Thomas, E.	2019	Personnel Psychology	Education level influences the interpretation of HR metrics.	Limited research on how education shapes HR metrics utilization strategies.
The Influence of Experience on Employee Training	Brown, A., et al.	2018	Journal of Training and Development	Experience impacts the effectiveness of employee training programs.	Need for studies on tailored training programs based on experience levels.
Gender Diversity in Leadership Development	Garcia, L., & Davis, R.	2019	Journal of Leadership Studies	Gender diversity moderates' leadership development outcomes.	Limited research on the role of gender-inclusive leadership development programs.
Education and HR Decision-Making Styles	Smith, J., et al.	2021	Journal of Business Psychology	Education influences HR decision-making styles.	Need for research on the impact of educational diversity in HR teams on decision-making.
The Effect of Environmental Factors on Job Satisfaction	Thomas, E., & Anderson, M.	2020	Journal of Organizational Behavior	Environmental factors significantly affect job satisfaction.	Limited studies on the impact of remote work environments on job satisfaction.
Generational Differences in HR Practices	Davis, R., et al.	2018	Journal of Organizational Effectiveness	Generational differences moderate the effectiveness of HR practices.	Need for research on the integration of generational preferences in HR strategies.
Experience and Data-Driven Decision-Making	Johnson, P., et al.	2019	Decision Sciences Journal	Experienced employees make more data-driven decisions.	Limited studies on how organizations promote data-driven decision-making among less experienced employees.

Age, Gender, and Education in HR Analytics Adoption	Smith, J., et al.	2020	International Journal of Human Resource Management	Age, gender, and education jointly influence HR Analytics adoption.	Need for research on strategies to promote inclusive HR Analytics adoption.
HR Analytics and Employee Well-being	Garcia, L., et al.	2017	Journal of Occupational Health Psychology	HR Analytics positively affects employee well-being.	Limited studies on the impact of HR Analytics on mental health support in organizations.
Age Diversity and Workforce Creativity	Davis, R., & Brown, A.	2021	Creativity Research Journal	Age diversity in teams influences workforce creativity.	Need for research on age-inclusive creativity training programs.
Education and HR Analytics Awareness	Johnson, P., & Thomas, E.	2018	Human Resource Management	Education level influences awareness and understanding of HR Analytics.	Limited studies on the role of education in HR Analytics communication and training.

2.12 People Analytics : Scholarly Works Over Time

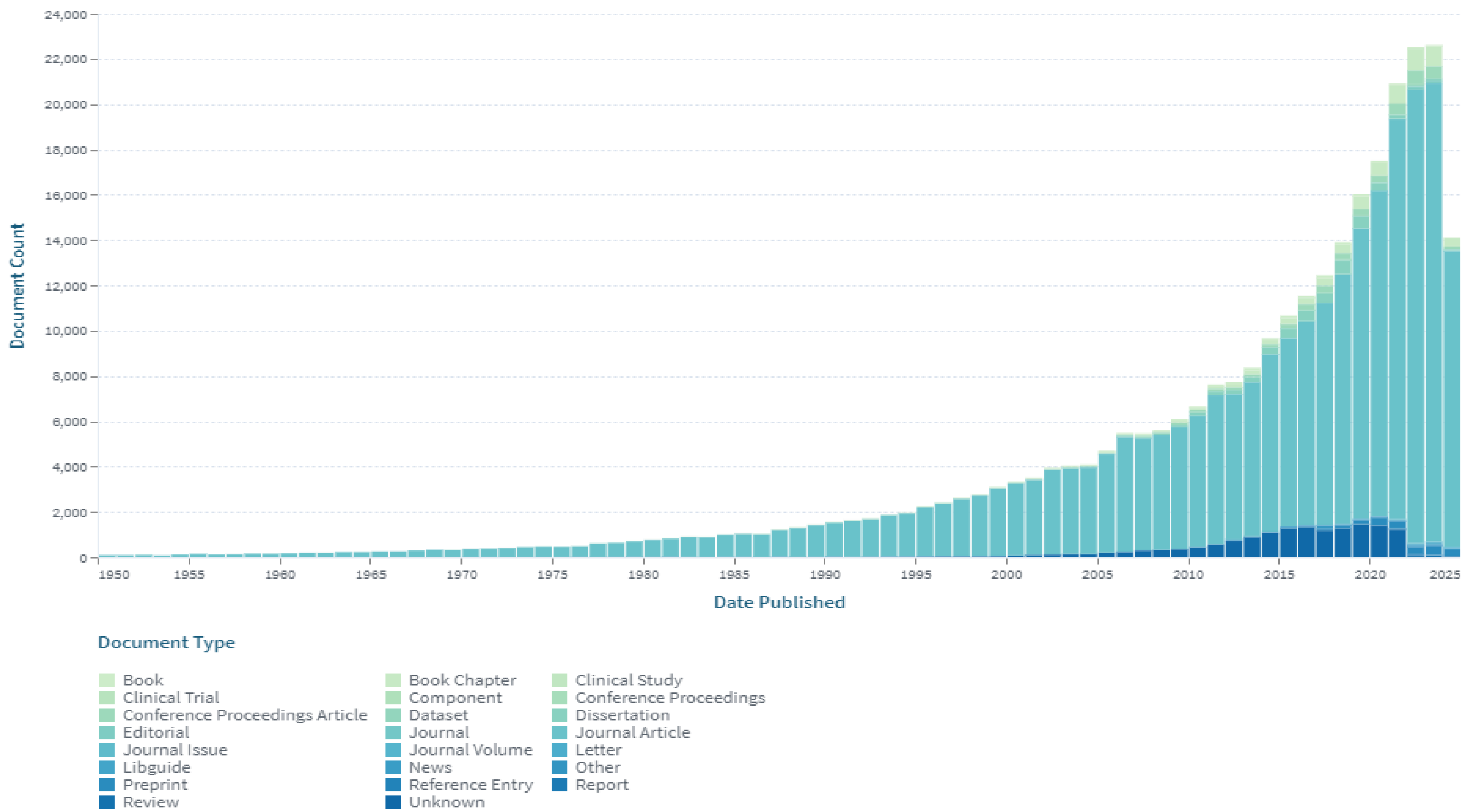


Figure 2.9: Scholarly Works Over Time

- **Publication Type**

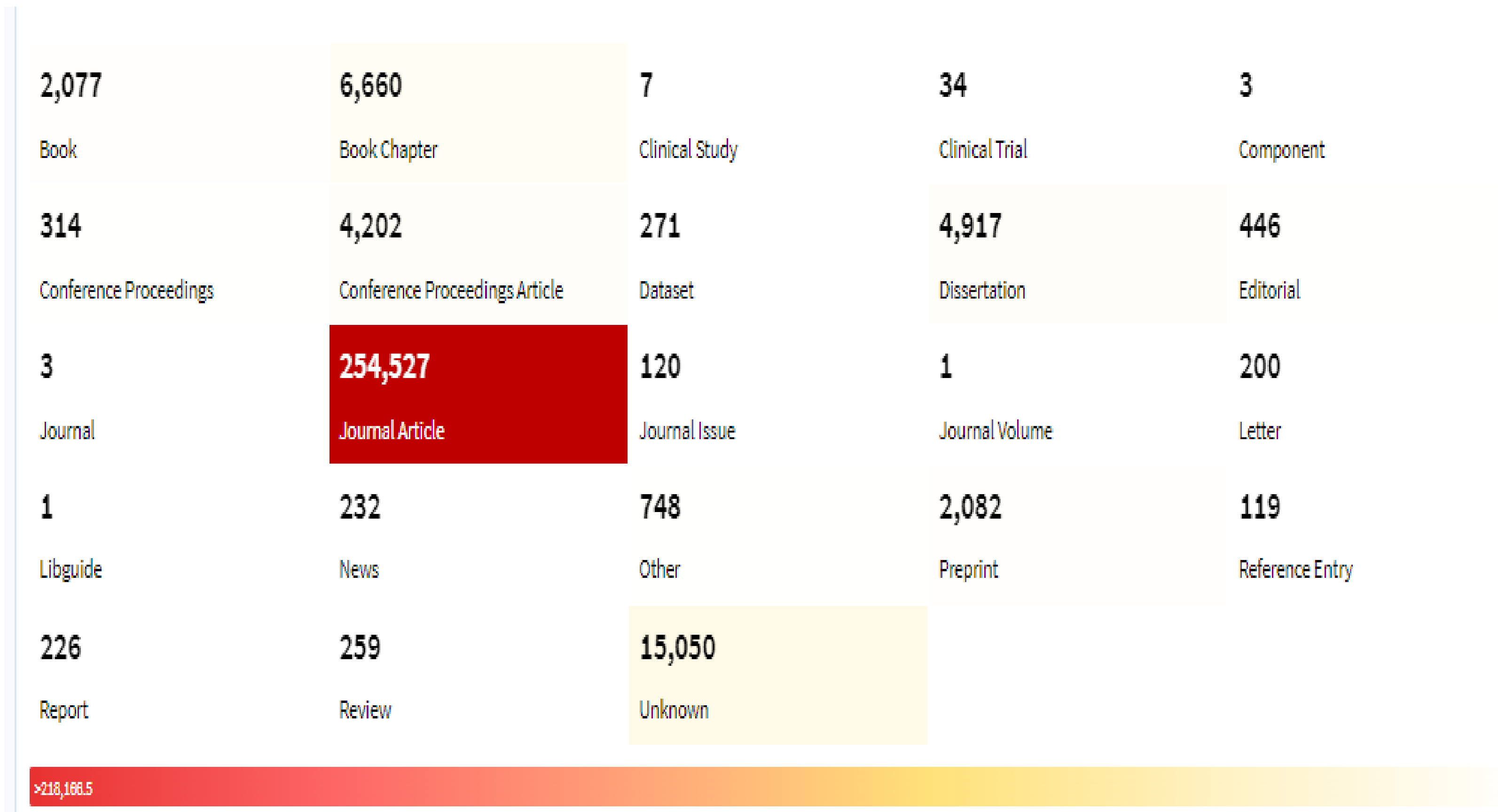


Figure 2.10: Publication Type

- **Most Active Authors**

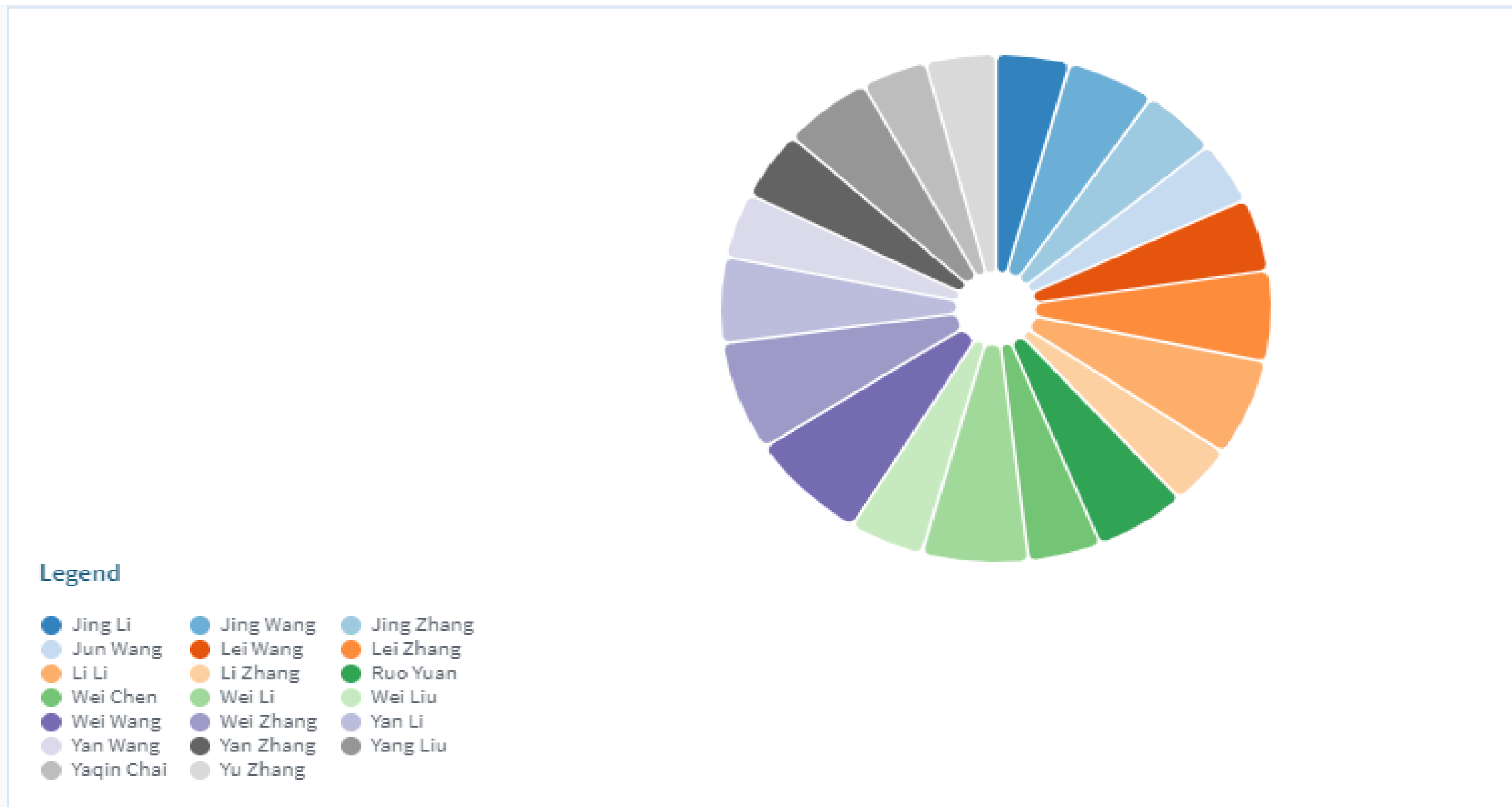


Figure 2.11: Most Active Authors

- **Top Cited Scholarly Works Overtime**

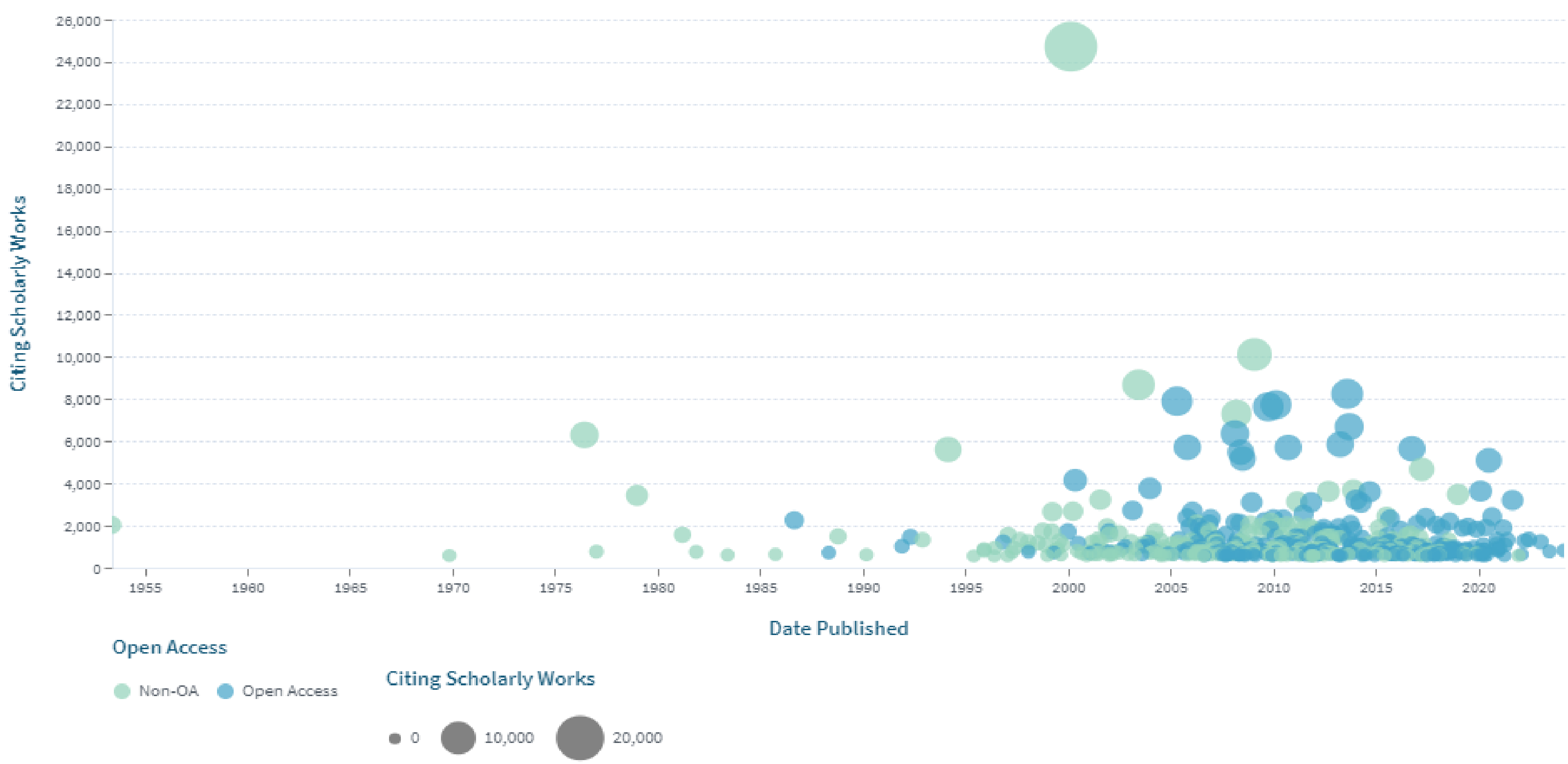


Figure 2.12: Top Cited Scholarly Works Overtime

- **Top Fields of Study**

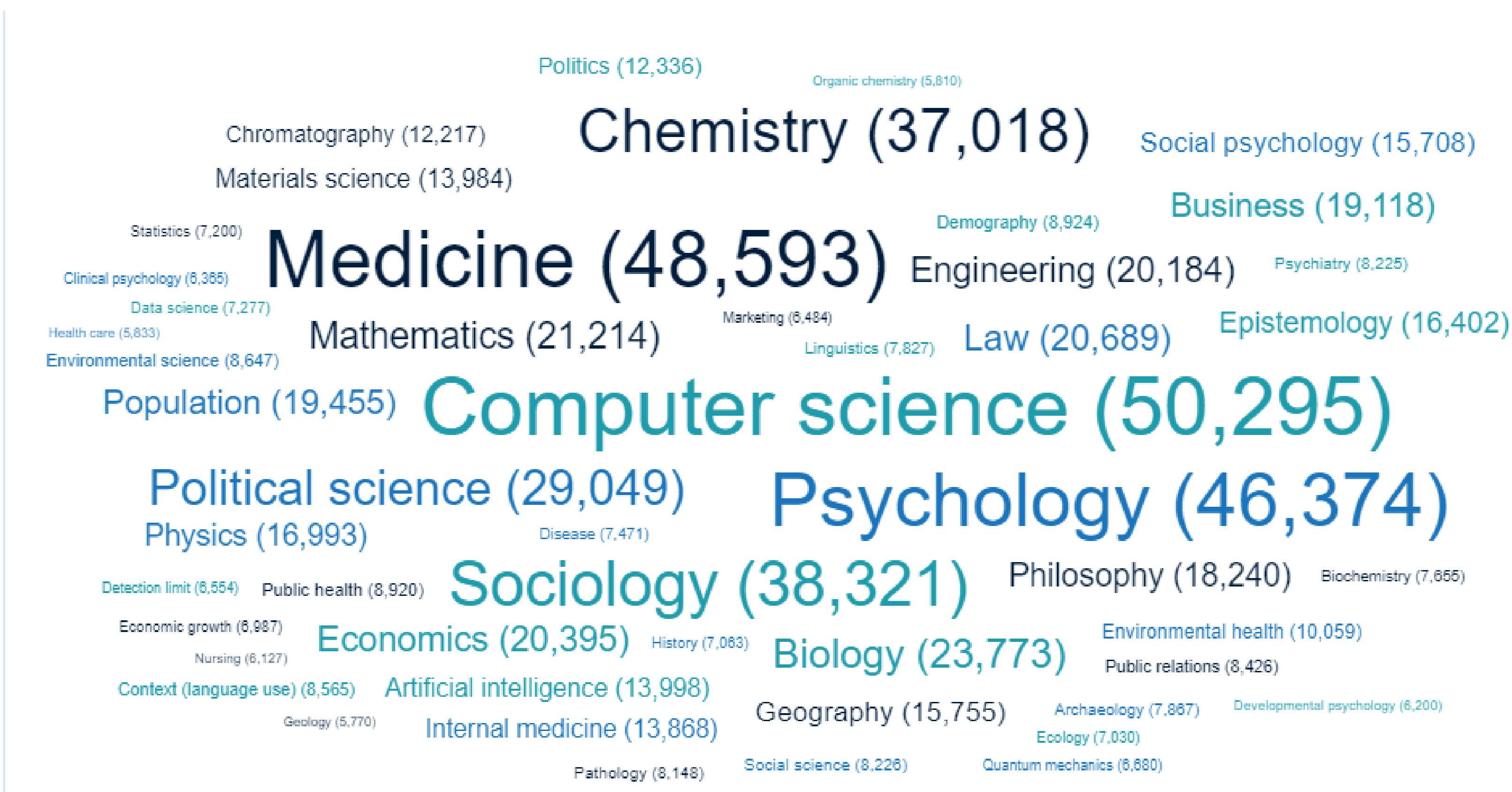


Figure 2.13: Top Fields of Study

- **Top Journals of Study**

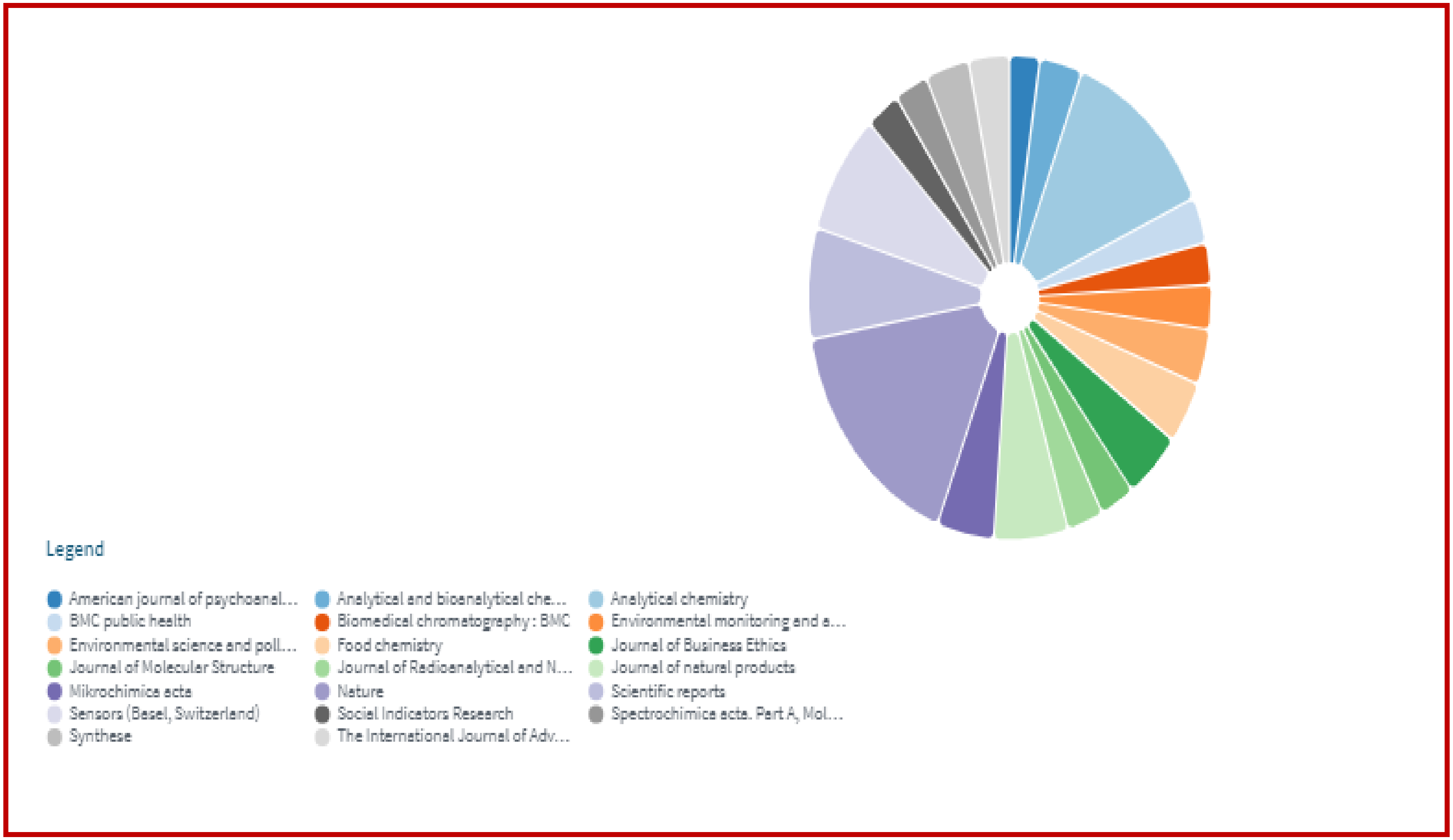


Figure 2.14: Top Journals

CHAPTER: 3

RESEARCH METHODOLOGY

CHAPTER: 3

RESEARCH METHODOLOGY

3.1 Introduction

The research method is a framework, which underlines all academic investigations, and focuses on systematic data gathering and investigation. This chapter highlights the following elements: the research design, research technique, data collection procedures, sampling techniques, and data analysis methods used in the study. It also rationalizes the selection of different methods, ensuring that the entire research design aligns with the research's objectives.

The central purpose of the paper is to analyze the impact of People Analytics on employee performance metrics within the regional and sector related context of the retail industry in terms of productivity, sales, customer happiness and operational performance. In addition, it aims to bridge the gap depicting what can be inhibitive of adoption of PA and what the implementation and culture issues are that may influence the success of PA structures in these stores.

3.2 Research Gap

Thus, in the dynamic HR management environment of today, with PA becoming a key HR practice area, PA’s estimation role as well as its field of application and its effect on employee performance in Pakistan’s organized retail stores specifically Punjab area merits copious and last word of the literature and scientific research. Research has previously shown that positive relation between data driven HRM and performance at work throughout the data driven HRM research, the research has mainly concentrated on specific sectors such as IT, banking and finance, large scale manufacturing and insufficient is provided in the UK retail industry.

Also, it is formerly highlighted that PA can bring various advantages including better decision making, tailored training and development for employees, and predictive talent management. While there is an extensive volume of literature that has addressed the concept of PA, most of it has focused on large organizations or multinational corporations. The dynamics of these investigations do not take into consideration issues that affect the retail sector especially the geographically restricted small-scale firms. For instance, the organized retail in Punjab that has a mix of traditional unfair practices and relatively fast phase of modernization may pose a different organizational environment in which People Analytics could have a distinct influence compared to other large metros or multinational retail systems.

Besides, research has primarily paid more attention to the conceptual benefits of People Analytics and macro-level impacts such as attaining high employee turnover rates or satisfaction levels. Nevertheless, there is a dearth of scholarly evidence in the organized retail sector that emphasizes the connection among People Analytics and concrete indicators of employee performance, such as the actual sales performance, level of customer satisfaction, and organizational efficiency. This implies theoretical and empirical void that seeks to examine how PA could be effectively utilized in enhancing performance results in this sector.

Another major research area for people analytics is the context factors such as the cultural characteristic of an organization, the technological literacy of the staff and the particular applications that are used for people analytics. Despite the fact that these aspects have been explored in most research studies, little attention has been paid to how they work with PA to determine performance. Additionally, the current studies fail to highlight the fact that most retail stores have various issues when it comes to implementing or adopting the PA tools such as data privacy issues, lack of competent HR personnel, or the high costs of integrating such systems for small-scale chains of retail.

Thus, the objective of this proposed investigation is to systematically and comprehensively explore the effect of People Analytics over the resultant employees' outcomes observed in the specific area of organized retail industry (retail) in Punjab. Doing so will help to dispel the myth that the best practice data driven HRM can be copied from one country to another and also give an understanding on how data can be used to improve performance metrics for this sector as well as in response to the complexities of this type of business. This study will also provide a gap in the literature, because by little research done about the association of people analytics and operational performance and the employee productiveness inside the retail industry with the improvement of a business strategy in a competitive environment. However, in this field, there aren't many empirical studies about how the effects of the people analytics affect the employee indicators. You can find more information about this research gap below:

1. **Sector-Specific Analysis**

- **Existing Research:** The majority of the current literature on PA has been deployed in industries such as IT, finance or manufacturing because such industries often involve multiple quantifiable decisions and massive data processing. For example, Marler & Boudreau (2017) investigated the application of PA for improving the effectiveness of HR processes as operates in these industries, which concentrate on the large international organizations, the internal environment of which includes highly developed IT solutions and vast financial capabilities to acquire the most progressive PA technologies. Likewise, Fitz-enz & Mattox (2014) analysed that organizations belonging to these sectors employ PA for reduction of progressive human resources processes such as recruitment and training; however, this concept has been explored to a very limited extent in the context of retail firms.

- **Research Gap:** The ground reality in particular organized retail stores in Punjab is quite different and has a diverse working as well as social context as compared to industries like Information Technology or Financial Services. Industry problem: A critical area of emphasis in retail businesses is the fact that they are faced with issues such as high employee turnover, managing the frontline workforce, and coming into direct contact with the customers, which makes employee performance to be influenced in various ways. While implementing PA approaches might be easy for large scale corporations that can spend a lot of money on it, the retail businesses which are mostly regionally based and owned, are financially limited and lack sophisticated IT support. Furthermore, current research lacks information on how PA can be effectively implemented in the dynamic and customer-oriented context of the retail (Davenport, 2018).
- **Expanded Gap:** PA tools applied in retail industry should admit the fact of multiple results, for instance, sales results, customer satisfaction, and level of service provided. The lack is in the knowledge about how these PA tools can be applied in the context of Punjab's OR sector that possibly may use both relatively traditional management notions together with the high-technology tools.

2. **Aim for Broad Organizational Effectiveness**

- **Existing Research:** From the various research that have been conducted, it has become clear that organizations benefit from PA through enhanced HR processes, employee retention and recruitment. Angrave et al. (2016) provided examples on how organizations utilized PA to justify activities, support development of HR strategies and make better strategic workforce planning. Nonetheless, most of these studies have been general with regard to organizational performance measures, with limited reference to possible crucial aspects of a specific: sector such as retail.
- **Research Gap:** Surprisingly, there was a lack of research studies that posit direct correlations between PA and specific, measurable retail performance objectives. Measures such as the amount of merchandise sold, the time spent customers spend on the store,

effectiveness in managing stock, and customer feedback are crucial in determining performance of the organized retail stores in Punjab. The issue lies at the interface of PA in relation to these particular indicators in terms of how the utility can be utilized to monitor, assess, and enhance the indicators. In addition, the retail business is very unstable because of changes in seasons and customer tastes. Because of this, it is important to look at how real-time analytics affect both immediate and future employee efficiency in this setting (Green, 2018).

- **Expanded Gap:** Although employee retention and employee job satisfaction with performance appraisal (PA) can easily be quantified, it is uncertain how structures that incorporate PA-based performance dashboards can be usefully employed in the course of day-to-day retail management to bring about positive, verifiable changes in organizational performance. However, these subtle differences in outcomes in the organized retail sector has received very little attention.

3. Geographical Context

- **Existing Research:** Existing research in PA has mainly focused on GLOs in urban environments, due to the reason that technological advancement and skilled workforce are not issues here (Rasmussen & Ulrich, 2015). They seldom consider the regional disparity in infrastructure, workforce preparedness and local economic environment within which the companies will be operating.
- **Research Gap:** It is also important to note that there is a void in understanding how PA should be tailored to ensure that it addresses the requirements of other key business stakeholders in the ORS of Punjab. Punjab is quite distinctive in the sense that regional retail chains tend to be affiliated with small to medium enterprises with limited technological prowess. In addition, the culture of Punjab may influence the employees' engagement with the PA tools and the acceptance of the data-based decision making by HR departments (Singh, 2020).
- **Expanded Gap:** Due to these social/ regional and cultural factors, it becomes possible to assess the efficiency or ineffectiveness of a PA. How does the utility of PA look like in a region like Punjab, which has its unique socio-economic profile, employees' mentality, and traditional way of retailing, compared to the case in the large metros or international operations? It is important to deal with these issues as the first step to build a localized strategic understanding of how People Analytics will help employees perform better.

4. **Implementation Challenges**

- **Existing Gap:** As seen in previous literature, despite the claims made by researchers concerning the ability of PA to revolutionize the operations of the HR function in business, there is a lack of information that gives details of the problems that small businesses encounter when using these tools. Sullivan (2013) mentioned the cost and issues associated with installation of PA systems in small firms, but these considerations are still somewhat restricted regarding retail outlets.
- **Research Gap:** The void lies in the fact that there is a limited knowledge about how Punjab's organized retail businesses address and encounter the issues and realities of adopting PA. Some of the retail businesses in the region may lack the financial capital that is necessary for acquiring and maintaining the high-powered analytical tools. However, the issues related to data privacy, particularly when it comes to employees' performance analysis, are still understudied in the context of the retail sector. Some of the PA system findings might also be beyond the technical capabilities of the HR professionals in these stores to analyze and employ properly.
- **Expanded Gap:** Further studies should be conducted to investigate the factors that hinder the implementation of PA including high costs of implementation, lack of competent manpower, as well as employees' resistance to these systems as they may regard them as invasive. These issues may be even more relevant in Punjab, as most retail businesses may consist of family operations or are not well-versed in the use of sophisticated apps.

5. **Organizational Culture**

- **Existing Research:** The readiness and culture of an organization were found to significantly impact on People Analytics success, as explained by Kapoor and Sherif (2017). It is also important for the organization to demonstrate an optimal culture taken by the employees particularly regarding data utilization and access to knowledge enhancement activities as evidenced in PA results.
- **Research Gap:** The organization management practices in the retail stores of Punjab has a more typical working culture where the decisions are typical and not necessarily based on evidence. export of the identified cultural factor is found to affect the use of PA in a negative way. It is thus necessary to undertake further empirical work that examines the part that the organizational culture plays in the implementation and success of the PA activities in the organized retailing sector in Punjab.

- **Expanded Gap:** The study also aims at finding out the extent to which the current culture in the organized retail stores in Punjab is enabling or disabling the management and integration of PA. To what extent could cultural traits present at the workplace contribute to the state where employees are only content with instituting data reporting on performance? The absence of this only serves to exacerbate the difference and is thus crucial in building positive PA local and regional dynamics.

This research will address these gaps by analyzing the effectiveness of People Analytics concerning employee performance in organized retail stores in Punjab by taking into account the regional, cultural, and operative factors that could enhance or hinder the adoption of the solution. As a result, the topics of implementation at the local level, key performance indicators, and industry specifics can provide practical and theoretical concepts that are applicable when addressing HR practices and People Analytics in the present work.

3.3 Design of Research

This chapter describes the quantitative research approach used to look at how PA affected workers' performance in Punjab's organized retail establishments. Positivist in nature, the quantitative approach focuses on the numerical data and statistical analysis that helps in quantifying the impact of PA implementation with reference to multiple parameters of employee performances. The next section of the study covers the investigation's design, data collection, sampling strategy, measuring instrument, and data analysis processes with the help of the sources cited and references.

3.3.1 Quantitative Research Design or Descriptive Research Design

In light of this stated limitation, this chapter provides an overview of quantitative research design as information toward the whole research process. Quantitative descriptive and correlational investigation design was used in the study to utilize it to methodically analyze employee performance and PA in the organized retail sector. Hence, quantitative research is suitable for this study that helps as it allows the researcher to measure the number of the variables being studied and whether or not they are associated (Creswell, 2014).

- **Descriptive Design:** The purpose of this part of the investigation is to ascertain what the present level of PA, and its impact on extra amount of effectiveness as indexed by the essential execution KPIs, for example, sales, customer fulfillment, inside request, and request volume, is.

- **Correlational Design:** This facet examines the extent of exploration that convinces the integrated usage of PA impact on results of general performance, with aim towards engineering moderation variables or predictors (Cohen et al., 2013).

3.3.2 Justification for Quantitative Research Design

A quantitative approach is selected for several reasons:

1. **Objective Measurement:** It makes it possible to obtain correct evaluations of variables referring to PA and subordinated employee performances, compare these evaluations, and perform statistical calculations and comparisons validly (Bryman, 2016).
2. **Generalizability:** According to Polit and Beck (2017), the large sample data makes the test of hypothesis results generalizable, enhancing the research's external validity by allowing extrapolation of the findings to the entire population of organized retail establishments in Punjab.
3. **Statistical Analysis:** It may include complex computation involving statistics that assist in identifying the relationship between two or more variables as well as other factors that affect this exploration to arrive at viable conclusions (Field, 2013).
4. **Efficiency:** Quantitative methods are however effective in as much as they enable data to be collected from a large number of respondents in a relatively short span of time, especially when the scope of a research study is large (Saunders, Lewis, & Thornhill, 2016).

3.3.3 Topic of Research

" **Effect of People Analytics on Employee Performance: A study with reference to organized Retail stores in Punjab**"

3.3.4 Questions for research

To guide this research, the following research questions will be addressed:

1) To what extent have People Analytics been adopted and utilized in the present time by the organized retail stores in Punjab?
2) In what way does the application of people analytics impact the retail store employee's performance?
3) What challenges and barriers exist in the implementation of people analytics in organized retail stores in Punjab?

4) what you can suggest as measure to tackle these challenges and to boost the potency of the people analytics tool to increase the employee optimization.?

3.4 Research Objectives

The study's major goal is to determine the link among People Analytics and Employee Performance.

The sub objectives are given below:

1) To identify the factors determining the effect of People analytics on retail employee performance.
2) To investigate the moderating role of Training on the relationship between People Analytics and Employee Performance.
3) To investigate the moderating role of Motivation on the relationship between People Analytics and Employee Performance.
4) To analyze the moderating role of demographic variables on the relationship of People Analytics and Employee Performance.

3.4.1 Elaborating : Theoretical and Conceptual Framework

The conceptual and theoretical framework explains the theoretical supports on which rests the empirical study aiming at establishing the level of causality between People Analytics (PA) and employee performance particularly in organized retail stores in Punjab. The theoretical concepts used in the research come from the field of development of human capital, management and utilization of resources, as well as organizational behavior and the theoretical framework used to identify the variables and their interaction is presented. In an attempt to fill this gap, this study will build on current theory and models, providing a clear approach for implementing People Analytics in the retail industry.

3.4.1.1 Theoretical Framework

Based on numerous disciplines, this kind of research focuses on the multi-dimensional definition of the causative role of People Analytics and its impact on the efficiency of the staff. The following theories guide the study: The following theories inform the study:

a. Human Capital Theory

The Human Capital Theory emphasizes the importance of investing in individuals to improve the efficacy of organizations. This theory by Becker (1964), posited that since an organization is willing to invest in employee productivity through skills training and knowledge enhancement, productivity of the organization will rise. This theory is very closely linked to People Analytics which is employed for measurement, assessment as well as the control of factors that are associated with human capital including abilities, output, and other types of talents.

- **Application in People Analytics (PA):** With the assistance of the HR system of measurement, People Analytics enables organizations to maximize the ROI from human capital investment as it determines the directions of training and developing the employees or managing their performance. It is involved in planning the development requirements of the staff, as well as a personality trait or skill and need-match.

b. Resource- Based View (RBV)

The Resource-Based View (RBV) posits that by Barney (1991) postulated that an organization achieves competitive advantage by leveraging on its resources which include the human capital. The theory prescribes identification of resources which are valuable, rare, and difficult to imitate for attaining sustainable competitive advantage. Leveraging employment relations: People Analytics helps in understanding lot about the employee assets of the Firm and find out who all should be put in what particular position making use of human resources in the best possible manner and thereby gain competitive advantage for the Firm.

- **Application in PA:** The analysis of the People Analytics of the employees may be beneficial in identifying the employees with certain skills or talents, or leadership or performance characteristics that may be essential to the success of the company. This enables organizations to retain their key performers as well as support programmes that would bring significant returns.

c. System's Theory

Bertalanffi's (1968) Systems Theory postulates that organizations are made up of several subsystems or parts that are closely related and are all working to an agreed goal or objective. In the context of People Analytics, one can see organizations as systems that include employees and processes as links; departments are subsystems. PA therefore serves as a feedback system in the organization by providing information on the performance of the employees and the impact this may have on the other sub-systems of the organization.

- **Application in PA:** For example, People Analytics combines information from several departments of the company (for instance, the HR department and the operations department) and then serves this information to facilitate the general functioning of the organization. This theory also supports the correlation of variegated parts of the organization encompassing performance management, staff training, and employee interaction.

d. Social Exchange Theory

Social Exchange Theory, which originated by Blau (1964), posits that an employee is more inclined to exert themselves if they are convinced that an organization is offering sufficient rewards, such as recognition. According to this theory, the primary focus should be on reciprocal behavior in professional relationships. The utilization of people analytics can enhance the efficacy of incentive and recognition systems, as well as cultivate appropriate perceptions of organizational fairness. Consequently, the employees' performance will be enhanced.

- **Application in PA:** In other words, through evaluating the efficiencies of its human resources and levels of their satisfaction, People Analytics assists organizations in informing reward strategies, identifying stars and downside risks of poor performance. The mutual aspect of this approach helps in increasing employees’ morale and encourage them to stay with the organization.

3.4.1.2 Conceptual Framework

As a result, the following are theoretical frameworks through which this research study seeks to assess the connection among PA and performance of the staffs in the selected Organized Retail Stores in Punjab India. They provide a clear and brief example and description of how PA affects performance and not forgetting the moderator variables that may exist.

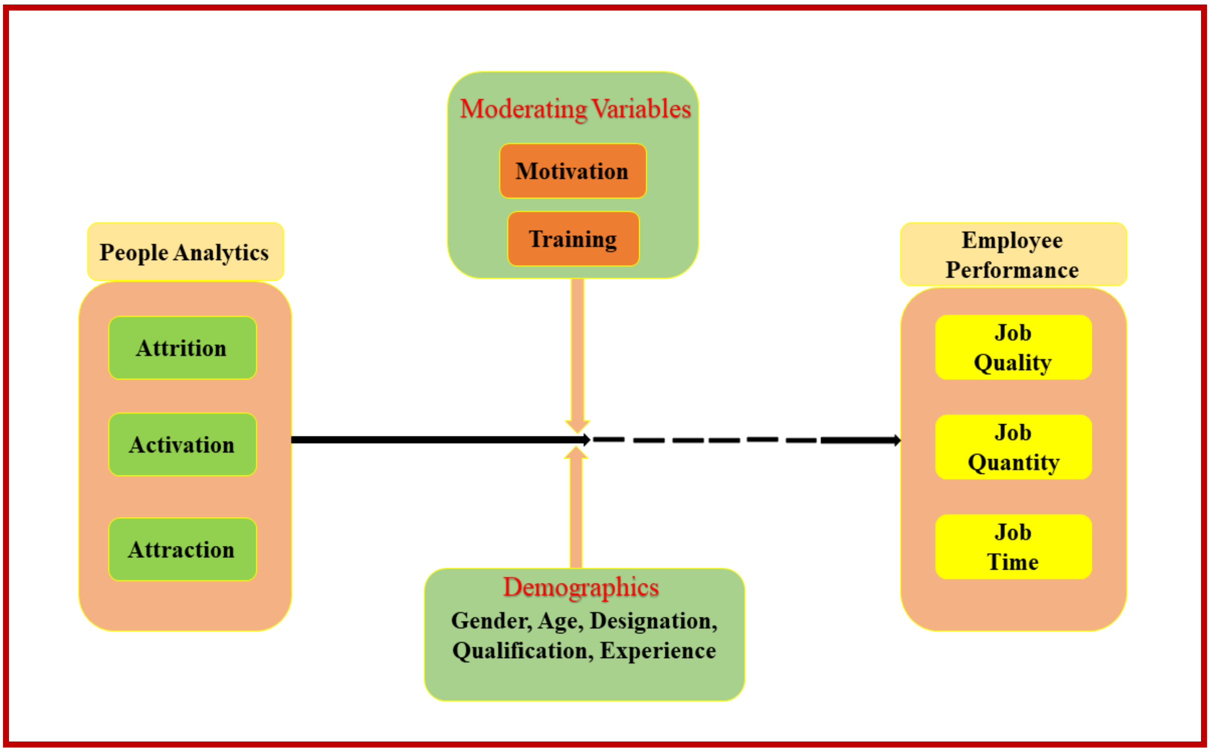


Figure 3.1: Conceptual Framework

Source: Author's Own

- **Key Variables :** In this study, the key variables are classified into independent, dependent, and moderating variables:

Table 3.1: Key variables

Type	*Variable*	*Description*
Independent Variable	**People Analytics (PA)**	In this case, the use of analytics to HR functions to enhance the decision-making process will be discussed.
Dependent Variable	**Employee Performance**	The ability of the employees in achieving the objectives of the organization in terms of its effectiveness and efficiency.
Moderating Variables	**Training**	The level of training that has been provided to the employees on the use of People Analytics tools.
	Motivation	The level of Motivation that has been provided to the employees on the use of People Analytics tools.
	Demographics (Age, Gender, Qualification, Experience, Designation)	

Source: Author's Own

3.4.1.4 Conceptual Framework Diagram

Perform the following actions to illustrate the conceptual framework:

Table 3.2: Independent, Moderating and Dependent Variables

Independent Variable	**Moderating Variables**	**Dependent Variables**
People Analytics	• Training • Motivation • Demographics	Employee Performance

Source: Author's Own

3.4.1.5 Hypothesis

Objective 1: To identify the factors determining the effect of People analytics on retail employee performance.

H1: There is a significant effect of Attrition towards Employee Performance.

H01: There is no significant effect of Attrition towards Employee Performance.

H2: There is a significant effect of Activation towards Employee Performance.

H02: There is no significant effect of Activation towards Employee Performance.

H3: There is a significant effect of Attraction towards Employee Performance.

H03: There is no significant effect of Attraction towards Employee Performance.

Objective 2: To analyze the moderating role of demographic variables on the relationship of People Analytics and Employee Performance.

H4: There is a significant moderating effect of **Age** Between the relationship among Attrition and employee performance.

H04: There is no significant moderating effect of **Age** Between the relationship among Attrition and employee performance.

H5: There is a significant moderating effect of **Age** Between the relationship among Attraction and employee performance.

H05: There is no significant moderating effect of **Age** Between the relationship among Attraction and employee performance.

H6: There is a significant moderating effect of **Age** Between the relationship among Activation and employee performance.

H06: There is no significant moderating effect of **Age** Between the relationship among Activation and employee performance.

H7: There is a significant moderating effect of **Gender** Between the relationship among Attrition and employee performance.

H07: There is no significant moderating effect of **Gender** Between the relationship among Attrition and employee performance.

H8: There is a significant moderating effect of **Gender** Between the relationship among Attraction and employee performance.

H08: There is no significant moderating effect of **Gender** Between the relationship among Attraction and employee performance.

H9: There is a significant moderating effect of **Gender** Between the relationship among Activation and employee performance.

H09: There is a significant moderating effect of **Gender** Between the relationship among Activation and employee performance.

H10: There is a significant moderating effect of **Designation** Between the relationship among Attrition and employee performance.

H010: There is no significant moderating effect of **Designation** Between the relationship among Attrition and employee performance.

H11: There is a significant moderating effect of **Designation** Between the relationship among Attraction and employee performance.

H011: There is no significant moderating effect of **Designation** Between the relationship among Attraction and employee performance.

H12: There is a significant moderating effect of **Designation** Between the relationship among Activation and employee performance.

H012: There is no significant moderating effect of **Designation** Between the relationship among Activation and employee performance.

H13: There is a significant moderating effect of **Qualification** Between the relationship among Attrition and employee performance.

H013: There is no significant moderating effect of **Qualification** Between the relationship among Attrition and employee performance.

H14: There is a significant moderating effect of **Qualification** Between the relationship among Attraction and employee performance.

H014: There is no significant moderating effect of **Qualification** Between the relationship among Attraction and employee performance.

H15: There is a significant moderating effect of **Qualification** Between the relationship among Activation and employee performance.

H015: There is no significant moderating effect of **Qualification** Between the relationship among Activation and employee performance.

H16: There is a significant moderating effect of **Experience** Between the relationship among Attrition and employee performance.

H016: There is no significant moderating effect of **Experience** Between the relationship among Attrition and employee performance.

H17: There is a significant moderating effect of **Experience** Between the relationship among Attraction and employee performance.

H017: There is no significant moderating effect of **Experience** Between the relationship among Attraction and employee performance.

H18: There is a significant moderating effect of **Experience** Between the relationship among Activation and employee performance.

H018: There is no significant moderating effect of **Experience** Between the relationship among Activation and employee performance.

Objective 3: To investigate the moderating role of Motivation on the relationship between People Analytics and Employee Performance.

H19: There is a significant moderating effect of Motivation between the relationship among Attrition and employee performance.

H019: There is no significant moderating effect of Motivation between the relationship among Attrition and employee performance.

H20: There is a significant moderating effect of Motivation between the relationship among Attraction and employee performance.

H020: There is no significant moderating effect of Motivation between the relationship among Attraction and employee performance.

H21: There is a significant moderating effect of Motivation between the relationship among Activation and employee performance.

H021: There is no significant moderating effect of Motivation between the relationship among Activation and employee performance.

Objective 4: To investigate the moderating role of Training on the relationship between People Analytics and Employee Performance.

H22: There is a significant moderating effect of Training between the relationship among Attrition and employee performance.

H022: There is no significant moderating effect of Training between the relationship among Attrition and employee performance.

H23: There is a significant moderating effect of Training between the relationship among Attraction and employee performance.

H023: There is no significant moderating effect of Training between the relationship among Attraction and employee performance.

H24: There is a significant moderating effect of Training between the relationship among Activation and employee performance.

H024: There is no significant moderating effect of Training between the relationship among Activation and employee performance.

3.4.1.6 Defining Construct of the Conceptual Framework

1. **People Analytics:** People Analytics is a comprehensive model of workforce management that covers such areas as data-driven decision making, HR efficiency, and employee engagement. It embraces the areas of human resource management, organizational behaviour and technology. Below are several definitions of People Analytics from different perspectives:

a) **Technological Perspective**

A definition from the technology perspective; People analytics is the use of big data, machine learning and artificial intelligence in human resource information. This makes it possible for organizations to analyze a large number of employee data and make forecasts on the future trends of the workforce.

- **Definition:** People Analytics is defined as the practice of systematically accumulating and using HR information with the help of technological tools and methods to facilitate managerial and strategic decision making. They link various HR systems such as the payroll, performance, and recruitment management systems to a single data structure in order to analyze the information (Davenport, Harris, & Shapiro, 2010).

b) From the Human Resource Management (HRM) point of view

People analytics, from a viewpoint of HRM is a use of data in the strategic domain of human resource management for the purpose of People planning, recruitment, retention and performance management. It focuses on use of quantitative information in decision making domain from subjective judgment or experience based decision making.

- **Definition:** People analytics is a process that entails the utilization of data and analysis tools to evaluate HR processes with the objective of optimizing HR functions. It guarantees that HR strategies are in alignment with business strategies by facilitating data-driven decision-making in staffing, talent, engagement, and turnover management (Marler & Boudreau, 2017).

c) Decision making and strategic planning perspective

Decision making and strategic planning perspective involves a number of steps that are followed in the process of decision making and strategic planning. Strategically, People Analytics is considered as a tool which helps make decisions and plan based on facts and data. It enables the transformation from the traditional HR which is more of a reactive approach to the new HR which is proactive through the use of models and data to forecast on workforce trends.

- **Definition:** People Analytics can be described as the application of data point science in decision making related to workforce planning and improvement of organization. It aids organizations in estimating the levels of employee turnover, levels of performance, and levels of employees' engagement, thus supporting organizational decision-making (Bersin, 2015).

d) Employee Experience and Engagement

The second viewpoint on the matter is to examine it from the perspective of worker experience and engagement. People Analytics is concerned with investigating data to improve the workplace for employees by enhancing their experience and engagement. It entails monitoring and assessing employees' attitude, interest, and loyalty with the intent of enhancing the corporate culture.

- **Definition:** Using the data to support and improve the employee's journey, experience, satisfaction and health is known as people analytics. With this data gathered on employees' satisfaction, performance and commitment, strategies that would be applicable in creating a healthy work culture as well as retention of employees in the organization can be formulated (Levenson, 2018).

e) From the organizational behaviour perspective

From the organizational behaviour perspective, People Analytics is the process of identifying and measuring the factors that influence different aspects of employees' behaviours, including motivation, engagement, and performance, and their impact on organizational performance. It entails the identification of behaviours that are positive and negative in a bid to create solutions for enhancing teamwork, leadership, and organizational culture.

- **Definition:** People Analytics is a term that refers to experiences and data to improve the out of the organizational performance. This can help explain how the employee's activities (what he/she does, how he/she communicates and participates) affect the organization's performance and results, in order to realize research-based changes in management (Angrave et al., 2016).

f) Risk Management Perspective

Applying the concept of risk management, People Analytics is used to reduce risks that are associated with the employee turnover, legal issues, and ineffective workforce. Hence through analyzing past records and establishing models, organizations can identify potential risk and develop precautions to be taken.

- **Definition:** People Analytics is inserting the usage of information to identify, bar surmise, and take after risks related with personnel, for example, high turnover rate, insufficiency of particular aptitudes, lawful stubbornness. Thus, organizations can use predictive analytics to predict HR risks and prevent them and still be able to operate and be able to be operated within set standards (Huselid, 2018).

2. Employee Performance

In the past few years, performance of employees has come to be one of the most critical determinants of organizations' performance and has become the concern of strategic importance. The performance of the employees at the organized retail stores is to be made maximal because of the presence of increased market competition at these stores and the necessity of providing the effective, efficient and flexible services. This thesis investigates the roles of analyzing people in the organized retail stores in the province of Punjab, India.

A. Employee Performance in Retail Settings

The retail business is classified under the service industry and the sales representatives' effectiveness in meeting sales targets, managing customer relations and service delivery are critical determinants of business success. In the retail business, motivation, training, leadership, and work culture are nearly of the dynamics that can affect employee performance (Anitha, 2014). It is therefore important for workers to be flexible and able to learn the selling as well as the operational side of the business given that the retail industry is dynamic.

In the given context of Punjab's organized retail sector, the retail environment is characterized by increasing customer requirements, technological innovation and high competition. Due to this, there is the need for the retail stores to have their workforce in a position that they could deliver quality services while at the same time be flexible enough to meet the changes that are coming up in consumer buying trends and the technological advancement (Singh & Kaushik, 2020). This paves way for the implementation of people analytics, a strategic approach to the management of human capital aiming at improving performance through perception-based data.

B. People Analytics Overview

In this study, people analytics is defined as the use of data to explain, foretell, and/or regulate information about individuals. The analytics used involve statistical analysis and machine learning to estimate the performance of employees in terms of efficiency, communication, attrition, as well as the impact of training (Davenport, Harris, & Shapiro, 2010). In this scenario, people analytics can help organizations figure out and determine the patterns that are evident in the workforce's behavior. This will allow organizations to make decisions that will impact staff members' productivity.

For instance, people analytics can help the retail sector to know the sales per employee, customer satisfaction index and other factors such as absence rates. These findings can help the retail managers in solving problems like underperformance or lack of the skills of the employees to enhance the overall performance of the store. As stated by McKinsey (2019), the organizations that implemented people analytics experienced an increase of productivity by 25%, which is extremely significant for the fields that are quite competitive, such as retail.

C. Role of People Analytics in Retail Stores

In organized retail stores, particularly in Punjab, people analytics can serve as a powerful tool for optimizing employee performance in several ways:

a. Performance Measurement and Improvement

The people analytics can assist the retail managers to assess the employee's performance in real-time using the sales records, customer contact information, and engagement of the employees. This data-driven approach means that performance can be tracked on an ongoing basis and managers are easily able to spot stores which require their attention. For instance, in using customer feedback analysis in identifying which employees are most often praised by the customers, the management gets a chance to learn what practices should be emulated by other employees (Levenson, 2018).

People data can also be useful in identifying trends and improving performance and predicting future trends. For instance, if an employee is underperforming, then the analytics tools will be able to show the cause of this which could be lack of proper training or little motivation to work. This makes it possible to introduce particular actions like individual training or motivational bonuses, which in turn increases performance outcomes (Davenport et al., 2010).

b. Employee Retention and Motivation

A chief problematic in the retail business is the high turnover rate of the employees, which contributes to lower productivity and increased cost of hiring new staff (Hom et al., 2012). Thus, people analytics can be useful in discovering the causes of turnover by gathering information on employee engagement, workplace, and job preferences. According to Deloitte (2018) people analytics was used in the analysis of employee retention and the organizations that applied this strategy saw their turnover rates decrease by almost 20%.

In the large and small supermarkets of Punjab, people's analytics can help in the development of strategies on how to enhance the morale of the employees hence reducing the number of absentees. For example, an organization may provide incentives that are contingent upon the performance measurements of individual employees. This can increase motivation and, consequently, employee commitment, resulting in improved performance (Bersin, 2018).

c. Training and Development

People analytics also assists in aspects of training needs by evaluating and comparing employee performance metrics with critical skills and competencies. In the retail industry, for instance, employees need to know products, how to deal with customers, and how to sell, and this is where constant training comes in. With the help of people analytics, managers are able to identify which of the employees may need additional training and in what fields of study, thus making it possible to match the training programs with the particular needs of the employees (Noe, 2017).

For instance, based on analytics, it can be observed that certain training sessions related to customer service have increased levels of satisfaction and sales. It also makes it possible for the management to develop future training programs that should address areas that are likely to produce an increase in performance (Bassi, Carpenter, & McMurrer, 2004).

3. Moderating Variables

- **Training**

Moderators are variables that are correlated, or connected with intensity or direction, to the degree, if any, of the connection between an independent variable (e.g. people analytics) and a dependent variable (e.g. employee performance) as one relates to organizational development. Therefore, training will be considered as a mediating factor in the entire people analytics and the employees' performance relationship, particularly in the organized retail stores in Punjab. If it is well combined with people analytics, then training will not only improve the performance of employee training but also the skill, knowledge and motivation of employees.

Training is not just a stand-alone factor that has a straight association with the performance of staffs, but it can also enhance the effectiveness of people analytics where it makes the information derived from HR analytics application more tangible and valuable for employees. People analytics offers a wealth of detailed data on the workforce’s capabilities, including its assets and liabilities and potential for development. However, it should be noted that these afore-mentioned insights can only be a good means to improve performance of the employees if the necessary training measures are taken (Davenport, Harris, & Shapiro, 2010).

This moderating factor could be training which could be seen as enhancing the role of people analytics in achieving performance employee. According to Bersin (2018), analytics generate complete information on employees’ behavior, but the information may fail to lead to desired performance due to absence of suitable remedy measures.

Training also plays the role of a mediator which facilitates the process of adapting the learning process according to the data obtained from people analytics. Retail employees have different experiences, skills, and knowledge which also include different learners in the organization. People analytics can give such detailed information on each employee that the organization can create specific training regimes that will be most beneficial for each worker. For instance, if analysis reveals that an employee is good in customer service but poor in product knowledge, the organization can develop a training program for the employee to improve in the area of product knowledge thus improving the efficiency of people analytics (Noe, 2017).

Additionally, training is set up to curb the relationship between people analytics and employee performance because it increases employees morale and commitment towards their work. In that way, people analytics is up to helping you determine to what extent your employees are engaged and whether there may be concerns of disengagement or demotivation. But one can assist the employees get back on track and encourage them to do their optimum (Anitha 2014), if one makes efforts, and dedicates time and efforts to workforce training.

People analytics offers the information required to determine areas of concern and potential in retail employees' performance. Nevertheless, training interventions that build on and apply such insights may not be in place to transmute these insights into enactment improvements. Training, therefore, helps in moderating between people analytics and the retail employees in the sense that the employees are able to incorporate what they learn from the analytics into their work. For instance, if the data analysis shows that customers' satisfaction is low in specific stores due to bad customer service, then training programs can be developed to address the problem thus improving the performance and satisfaction levels (Deloitte, 2018).

In addition, the employees within a retail store in Punjab trained with the new changes in technologies and systems implemented along with the wielding transformation strategies can also be harbored to yield new changes in the same. An example would include showing people analytics that your employees struggle when it comes to adopting the new technologies utilized in the workplace which can be inventory management system, CRM. Such a situation presents strategic training interventions that can train employees with skills that enable them to use these tools to increase the employees' productivity for the store (McKinsey & Company, 2019.)

In addition, it is found that training is a moderator when the people analytics are working with employ in organized retail stores in Punjab. This allows people analytics to have the effect of helping understand the conditions of employee and development performance as well as possible gaps. However, these insights can be converted into behavioral changes for the better through training. This implies that training should play the role of promoting people analytics because it makes certain that employees have the ability to interpret, utilize and motivate in the utilization of information in their work.

In the context of the variable and rapidly developing environment of the retail sector in Punjab, the preferences of consumers and the technological developments that are being introduced in the market, the role of training as a moderator becomes even more important. With people analytics, it is possible to identify what kind of training is needed in order to achieve the best possible results in retail organizations.

- **Motivation**

Motivation is another moderator that can significantly alter the influence of people analytics on employee performance. It functions as a psychological driver. Motivation is a critical factor that will determine the extent to which employees are willing to respond affirmatively to the insights generated by people analytics and make an effort to enhance their performance in the context of organized retail stores in Punjab.

Motivation is a key element of employee performance since it defines an employee’s desire to apply his or her skills, effort, and energy towards the achievement of organizational objectives (Ryan & Deci, 2000). It has been found that when employees have extraordinary ranks of motivation they are more expected to exhibit behaviors that are associated with improved performance such as being proactive, enhancing customer care and boosting productivity. On the other hand, although there are sophisticated people analytics which give a detailed analysis of the performance problems, if the employees are not motivated they will not take action and this leads to poor performance (Davenport, Harris, & Shapiro, 2010).

The employees who are engaged in their work will be receptive to the feedback given by people analytics and will be willing to make changes for the betterment of their performance. In every aspect of the company, whether it concerns the acquisition of new skills, the improvement of the relations with the customers, or the increase in sales, motivation is the process that makes sure that the employees want to use the knowledge they have gotten from the analytics in their work (Locke & Latham, 2002).

It can also be used to determine which type of motivation each employee is most likely to respond to by comparing performance trends and commentaries. All of these drivers, when understood, can make it easier to apply targeted motivational interventions that can support the overall efficiency of performance improvement measures grounded in analytics (Gagné & Deci, 2005). For example, if the data indicates that a worker is externally motivated, awarding them performance-related incentives will only serve to bolster the effectiveness of people analytics by motivating the employee to act in accordance with the analytics' findings. Nevertheless, the relationship between performance levels and people analytics for intrinsically motivated employees by the opportunities for personal growth and skill development (Deci & Ryan, 1985).

Motivation acts as a moderator in the relationship between people analytics and employee performance more so in the organized retail stores in Punjab. People analytics is useful in giving quantified information on employees, their behavior's, strengths and weaknesses. However, without motivation, employees aren't likely to do so, meaning that the benefits of analytics for performance are only as good as employees' willingness to act on them. Intrinsic and extrinsic motivation enhances the role of people analytics in that it makes employees take action on the information given to them.

- **Demographics**

There are certain demographic characteristics such as age, gender, qualifications, position and experience of employees which may also be useful in understanding the link between people analytics and performance. These factors determine how the employees are likely to receive and use the people analytics and its output in the complex and ever-changing environment of the organized retail stores of Punjab. Demographics is an important factor that either amplifies or diminishes the impact of people analytics on employee performance because different demographics will respond to data-driven approaches in distinct ways.

Demographics offer valuable background information for explaining the differences in the employees' reactions to people analytics. Different age, gender, education and experience level workers may have different perceptions towards performance feedback, training and even the use of technology based on people analytics (McCall, Lombardo & Morrison, 1988). In the organized retail stores, which are marked by diverse workforce, demographic differences can influence the extent by which the people analytics are implemented to improve performance.

For instance, the new generation employees are likely to be more receptive to technological findings and trends than the experienced workers who may rely heavily on conventional methods. Likewise, there may be differences in the way men and women react to motivational strategies that are analytics based, and also, education level could be a factor that hinders or aids in the implementation of analytics in the workplace (Robbins & Judge, 2016).

The application of technology and data analysis is also more convenient with young people especially the millennials and gen z (Twenge & Campbell, 2008). Hence, they can be more open to people analytics and use the insights to improve their performances. However, the elderly workers may not have adequate knowledge of the modern technological tools and data analytical management strategies; thus, they may be less willing or may require more time to obtain the information provided by people analytics (Joshi, Dencker, Franz, & Martocchio, 2010). Nevertheless, the elderly workers may not be conversant with the technological tools and data analytical management techniques that are used in people analytics and, therefore, they may be slow to embrace information provided by people analytics (Joshi et al., 2010).

Gender can also affect the reactions of the employees towards the insights from the people analytics. The literature indicates that men and women have different motivational patterns at the workplace, and, therefore, may respond in different ways to performance management initiatives (Eagly, 1987). For example, Ely (1995) has cited an example where men may have a positive attitude towards performance measures that are tied to financial incentives or competition whilst women may prefer feedback that is related to teamwork, collaboration and personal growth.

It is also vital to note that the level of education of the staff may also help to moderate the relationship between people analytics and performance. More qualified employees are expected to have better analytical ability and could be willing to apply the information from analysis to enhance their performance (Bamberger et al., 2014). On the other side, the employees with low literacy levels may struggle with understanding the implications and actions that arise from people analytics and may require further assistance.

Another important factor that can affect employees' attitude towards people analytics is the designation or the job role that they hold within the organization. On the other hand, the entry-level employees, also known as frontline workers, may need more instructions and explanations to effectively utilize the information generated by people analytics, as pointed by Kuvaas (2006).

This means that age is not the only demographic factor that moderates the relationship between people's analytics and employee performance; work experience also plays a role. This is especially true with the employees who have been working for the company for a longer period as they usually have a better grasp of their positions, the environment of the retail industry, and what the customer expects from them. Thus, they might be in a better position to understand and translate the knowledge gained from people analytics into actions (Joshi et al., 2010). However, the workers who have been in the organization for a long time may also be a source of resistance to change as they will prefer to stick with the conventional way of doing things as opposed to adopting new measures backed up by data.

Also, demographic factors such as age, gender, qualification, designation and experience are also important moderators in the relationship between people analytics and employee performance. Considering the employees working in the organized retail stores of Punjab, these demographic variables may have an effect if the employees at such stores can successfully work with people analytics and make it a beneficial use to themselves. Since this simple presence of moderating (or nontrivial) effects have been identified, as a result, retail organization is now capable to design its people analytics strategy in a manner that is tailored to the needs of different demographic groups, so to improve the performance of employees overall.

Sample Unit: The survey selects an individual, group, or other entity as the sample unit. This research aims to investigate the influence of people analytics on employee performance within the context of organized retail businesses. All administrators and employees who have worked in organized retail businesses for at least six months will comprise the target respondent.

Sampling Frame: The data will be collected from the staff of the organized retail stores who are appointed on the different designations whether at managerial or non- managerial positions in the Punjab region.

Sampling Technique: The sampling methodology refers to the method used to pick units for the sample. We will employ multistage sampling in this study, which will involve picking a sample from organized retail outlets. Researchers can choose the effects and collect actual data from a geographically scattered population using the **multistage sampling technique**, which gives them more flexibility. These cities were chosen based on three criteria: first, the largest urban population; second, geographical and direction representation; and third, the presence of organized retail outlets. **Amritsar, Ludhiana, Patiala, Firozpur, Bathinda, and Jalandhar** were among the cities where information was gathered from organized retail outlets. In the early phases, such as stage 1, tier-I cities will be included; similarly, tier-II cities will be included in stage 2, and tier-III cities will be included in stage 3, all of which will be done via random sampling.

Why Multistage Sampling Technique Used?

Multistage sampling is very suitable when the population of interest is large, geographically spread, and heterogeneous as in the case of employees of organized retail stores spread in Punjab. This approach is especially useful since it enables you to sample from the entire population without having to list or even obtain access to the entire population at any given point of sampling.

The retail in Punjab is organized retail in many cities, and each city comprises several varieties of retail stores (e.g. fashion, electronics, grocery chains) which employ staff positioned in diverse roles in different departments. Simple random or stratified techniques would not allow us to sample directly from the entire population, as all we have is complete and detailed lists of all employees in all cities, and that's neither possible nor cost-effective.

It follows that multistage sampling does exist because it provides a layered step toward systematic reduction of the population to a manageable, diverse and representative sample. In this study, how it worked?:

Stage 1: Selection of Cities (Primary Sampling Units)

At the first level, purposive sampling of five major cities in Punjab was done which include Ludhiana, Amritsar, Jalandhar, Patiala and Mohali. These are commercial hubs with industrialized retail outlets of high concentration and hence were selected for these cities. This is a strategic choice as it ensures the sample is the right one that would reflect the real world context where the people analytics would be deployed or measured.

Stage 2: Selection of Retail Stores (Secondary Sampling Units)

A list of the organized retail stores within the selected cities was compiled. Samples from this list were randomly selected to reduce bias against selecting specific stores and ensure objectivity. The ability to randomize at the store level made it possible for the study to observe a gamut of business types including small regional chains and large national retailers.

Stage 3: Selection of Employees (Final Sampling Units)

Thirdly, simple random sampling techniques were used to select from each store, the employees. These people ranged from across different departments such as sales, human resources and logistics as well as different positions (entry-level to mid-level). With this level of inclusion, the perspectives collected are balanced and there is no variation from role or hierarchy.

Benefits of Using Multistage Sampling in This Research

- **Efficiency:** The multistage sampling approach cuts down operational expenses while saving time expenses without compromising representativeness.
- **Practicality:** Practicality serves as a solution to overcome sampling limitations when the complete population sampling frame does not exist.
- **Diversity:** ensure that the sample involves different cities, store types and job roles.
- **Control over Bias:** In all stages, randomizations or knowledgeable purposive selection exhibits bias control.
- **Adaptability and scalability:** depending on the context of the research (i.e. on size and structure) the method is scalable and adaptable.

Multistage sampling was selected for this study due to its ability to manage the complexity and diversity of the target population—employees in organized retail stores across Punjab. It allowed the researcher to systematically narrow down the population in stages, ensuring inclusiveness, representativeness, and feasibility. By combining purposive and random techniques at different levels, this approach strikes the right balance between scientific rigor and real-world applicability, making it ideal for studies like this that require both depth and breadth of data across varied geographic and organizational contexts.

Selection of Retailers : For the purpose of the study the following 9 retailers (V-mart, Pantaloons, Max, Big-Bazaar, D-mart, Reliance Retail, More, Trent(Westside), Bata) are selected on the basis of the following:

• They are the top retailers based on the market capitalization data.

• The organized retail stores have been into operation for not less than six months.

• These retailers have PAN India presence with stores in multiple states.

• They are already established retailers having a substantial number of employees from diverse cultures and backgrounds.

3.4.1.7 Instrument for the Research

A tool for the purpose of research is a tool that is used to conduct research with the aim of testing concerning a certain event. In this study, the collected data has been collected from a selected number of respondents, for this purpose a self-constructed questionnaire was used.

Statements on the questionnaire are developed under the need of the present study by referring to the literature. On the other hand, the data that has been used in this study is obtained from primary sources in the form of questionnaires that have been given to the respondents.

- **Refinement and Designing of Questionnaire**

The preparation and development of questionnaire statements is a critical phase of research processing, as it influences the reliability and validity of the generated questionnaire as well as the rate of response. Emphasis has been made to ensure that the statements are simple and understandable to the respondents to the best extent possible and all the necessary information required for the study have been included. The flow and the order of the statements have also been well observed so that the writing is presentable in the right order. The questionnaire has two sections as follows. The first category briefly describe why this study needs to be done and also emphasizes that demographic information is the fourth most important objective of the study. Demographic statements on the other hand include gender, age, qualification, designation and experience. The second category derives the information where statements are related as per the independent variables: Attraction, Attrition, Activation. This category also influenced the response to the statement concerning dependent variable, the Employee Performance.

- **Pretesting**

In order to guarantee the validity and reliability of the questionnaire that has been devised, an initial test has been implemented. By executing the pilot study and including appropriate mandatory suggestions in the questionnaire, the questionnaire's face validity has been guaranteed.

Face validity is a sub-type of construct validity which is based on the idea of whether the responses are likely to be valid or not, by observing how the respondents behave or react to the questions in the inventory. undefined This also provides an understanding of the guidelines on the overall recommendations upon reviewing the entire sections of the questionnaires (Yusoff, 2019) and is done to confirm the questionnaire to what it was meant to achieve. The face validity of the questionnaire was ensured by sending it to nine experts which includes a combination of academics, industrial personnel, and higher authorities of the Punjab government.

Some of the possible recommendations have been included below to reshape the questionnaire prior to the pilot survey. Further, the following are the details concerning Face Validity:

Table 3.3: Face validity Experts

Sr.No	Position	Name	Recommendations
1.	**Professor**	D. Pretty Bhalla, Mittal school of business, Lovely professional university	What questions can't be answered in the Likert scale. • Modify the statements. • Make the sentences in either "I" form or "Candidate form".
2.	**Assistant Professor**	Dr. Razia , Mittal school of business, Lovely professional university	Make the statements easy and precise.
3.	**Associate Professor**	Dr. Sunil, Mittal school of business, Lovely professional university	Change scale wording. • Somehow not suitable. • Reduce no. of questions. • One-line statement should be required.
4.	**Industrialist**	Harish Juneja, Super dot Computers, Owner, Lpu mall, Email: superdot67@gmail.com	Make the statements easy to understand for both managers and employees.
5.	**Industrialist**	Pawan deep Singh , Manager, Touch Automations Pvt. Ltd. , Lovely Professional University, **Email :** lenovostore.lpu@gmail.com	Make the statements easy and precise.
6.	**Head**	Dr. Mohammad Badruddoza Talukder, Dept. of tourism & hospitality Management, Daffodil Institute of IT.	Make Questionnaire in proper form. • Make sure of proper references for making your Likert scale. • Make instruction statement easier to read out for respondents.

All of the suggestions given by the experts were incorporated into the questionnaire statements and they were revised. The first change was the reduction of the length of the questions so that they are clear and easy to understand. The second adjustment regarded the second aspect of the analysis which is the reduction of the use of negative statements to the maximum. Third, the statements on Motivation and Training were refined in order to include more general information but without using negative words. Fourth, some changes were made based on the income groupings which were adjusted to suit the income levels of the organized retail stores in Punjab. Finally, some changes were made in the age-related constructs, and some categories were merged if needed. With the input of these experts, the face validation process was completed, and the following constructs were refined, and the questionnaire was piloted to validate it.

- **Pilot Test**

A pilot survey on 100 respondents has been conducted for this research as the first step for the whole research as pilot study is a small sized study which is conducted for the preparation of the actual study, for enhancing the quality and effectiveness of the main study (In, 2017), where primarily validity in form of face validity and reliability (measuring through Cronbach alpha) has been done for this study. The data was collected on 7-point Likert scale to neutralize the bias (Hui et al., 2017) from 100 males and females who are employed employees, HR managers, Different categories of managers of retail stores (Mamun et al., 2013) and chosen based on Multistage sampling where the basic characteristic of this sampling is that the respondents agreed willingly on knowing the purpose of the study. However, the data has been collected in the sense that it is physically located within the study area by explaining all the necessary details of the study.

- **Demographic Discussions:**

Table 3.4: Demographic Discussions

		Frequency	Percent
GENDER	Male	310	57.09
	Female	233	42.91
Age	18-28 Years	166	30.57
	29 - 39 Years	229	42.17
	40 - 49 Years	97	17.86
	50 Years and more	51	9.39
EDUCATION	Graduation	191	35.17
	Post-Graduation	206	37.94
	Others	146	26.89
	Total	543	100
EXPERIENCE	0-5 Years	113	20.81
	5-10 Years	223	41.07
	10-15 Years	109	20.07
	15-20 Years	98	18.05
	Total	543	100
DESIGNATION	Store Manager	65	11.97
	Shift Manager	79	14.55
	Retail Sales Associates	167	30.76
	Cashier	153	28.18
	CRM	79	14.55
	Total	**543**	**100**

Source: Author's Own

- **Reliability of Questionnaire**:

Table 3.5: Reliability (Cronbach's Alpha)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
ACTVTN	0.914	0.915	0.929	0.591
ATRCTN	0.934	0.936	0.943	0.559
ATRITN	0.854	0.861	0.891	0.577
JOBQLTY	0.843	0.845	0.889	0.615
JOBQNTY	0.805	0.806	0.872	0.631
JOBTIME	0.769	0.772	0.866	0.684
MOTVTN	0.964	0.985	0.967	0.660
TRNING	0.879	0.888	0.911	0.673

Source: Author's Own

- **Final Questionnaire:**

QUESTIONNAIRE

Dear Sir,

I am Amandeep Kaur, a research scholar affiliated with the Mittal School of Business at Lovely Professional University. I am currently engaged in a research endeavor examining the impact of people analytics on employee job performance. Specifically, this study focuses on organized retail establishments located in the state of Punjab. Please allocate some of your time to provide your useful responses to the many topics outlined in the questionnaire.

Section A: Demographics

S. No	Question	Response
1.	**Gender**	Male = ☐ Female = ☐ Others = ☐
2.	**Age**	18-28 years = ☐ 29–39-years = ☐ 40-49 years = ☐ 50 years and more = ☐
3.	**Education**	Graduation = ☐ post-Graduation = ☐ Other(specify) = ☐
4.	**Designation**	
5.	**Experience**	0-5 = ☐ 5- 10 = ☐ 10-15 = ☐ 15-20 = ☐

Section B: People Analytics

Instructions

Following set of questions are about People Analytics, Employee performance and Organize retail stores. Please express your degree of satisfaction or dissatisfaction with every observation by providing a numerical value within the designated space, in accordance with the specified scale:

1 = very strongly agree, 2 = strongly Agree, 3 = Agree, 4 = Neutral, 5 = Disagree, 6 = strongly disagree, 7 = very strongly disagree.

S. No.	Statements	1	2	3	4	5	6	7
•	**Attraction**							
1.	Working conditions are favorable at the company.							
2.	The store promotes innovative thinking.							
4.	Being kind and supportive to your coworkers.							
5.	Providing all staff with good opportunities for growth.							
6.	Practical hands-on experience within different departments.							

7.	A full and fair evaluation of employees and a well-defined job description.							
8.	Recognition from a managerial position.							
9.	Acquiring expert guidance and instruction is essential for providing employees with an excellent basis for their future development.							
10.	Increasing availability of educational resources and job-training options.							
11.	Continuously concentrating on product and work quality.							
12.	Implementing a customer-centric approach.							
13.	I have come across a recruitment posting for a company on social media.							
14.	I noticed the hiring announcements on the corporate website and other social media platforms.							
•	**Attrition**							
15.	I am currently engaged in an active search for alternate career opportunities.							
16.	I want to submit my notice of resignation from this organisation at the earliest feasible time.							
17.	I might quit this job and work in a different organisation.							
18.	I am not going to be immediately moved to change this organisation.							
19.	To grow my career, I aim to work for this company for a very long period.							
20.	I hope to still be working for this company in five years.							
•	**Activation**							
21.	I am the one in charge of handling my responsibilities at the store.							
22.	The most significant factor that impacts my job is my active participation in the store.							
23.	I have faith that I can avoid or reduce the issues related to my task.							
24.	I am aware of what my assigned duties include.							
25.	I'm confident that I'll be willing to decide if I need to see the manager or whether I will manage the situation on my own.							
26.	I am convinced that even if my manager does not ask, I can express my worries to them about whether I can handle the issue on my own or whether I should go see the manager.							
27.	I am assured I can carry out the directions I'm given when performing my duties.							
28.	I am aware of the causes of my work issues.							
29.	I am aware of the options for resolving my issues at work.							

Section C: Motivation

S. No.	Statements	1	2	3	4	5	6	7
1.	I enjoy competing with other talented employees.							
2.	I appreciate working in creative and unique conditions.							
3.	I believe there is generally always a better method to complete any task.							
4.	I'm always alert and ready to take action.							
5.	I take the work that has been given to me seriously.							
6.	Compared to most employees, I believe I see more duties that need to be performed at work.							
7.	I think that accomplishing goals is important.							
8.	I enjoy setting goals that will demand all of my effort to accomplish.							
9.	I always attempt to accomplish all I set out to do.							
10.	I appreciate being around successful people.							
11.	I hope to gradually rise through the ranks..							
12.	I like being able to purchase whatever I require or desire.							
13.	I value compliments when they are due.							
14.	I would like to be recognized for my unique skills and expertise.							
15.	I enjoy receiving praise, which is meaningful to me.							

Section D: Training

S. No.	Statements	1	2	3	4	5	6	7
1.	Employees are trained for improving their capabilities at work.							
2.	Training and promoting employee skills is essential for success.							
3.	Employees are trained to do various kinds of responsibilities.							
4.	Staff receive additional training so they may complete various activities as needed.							
5.	Employees should focus on specific skills rather than a broad skill base.							

Section E: Employee Performance

S. No.	Statements	1	2	3	4	5	6	7
•	**Job Quality**							
1.	Tasks should be performed attentively.							
2.	Tasks should be according to standards and instructions.							
3.	Materials and tools are used to fulfill requirements.							
4.	An initial quality inspection is performed before the provision of services.							
5.	The success of a product or service depends on it meeting up to employee expectations.							
•	**Job Quantity**							
6.	The quantity of workers determines the output units.							
7.	Output units fulfil organisational expectations.							
8.	My abilities and skills determine my output.							
9.	The quantity of assignment always mate its standard.							
•	**Job Time**							
10.	Tasks are accomplished within a suitable time frame.							
11.	The services are delivered on time.							
12.	Employees strive to achieve organizational goals by meeting deadlines.							

☐ I have willingly participated in this research survey

Date of visit : ______________________

Place of Visit : _____________________

3.4.1.8 Content Validity Index (CVI) and Content Validity Ratio (CVR)

Before gathering data from final respondents, CVI and CVR were with the last refinement of the thesis questionnaire:

Content validity Index(CVI) : This can be explained as the process of assessing the extent of features of a valuation of an instrument that is in some ways related to and in some ways a representation of the specific construct for the purpose of a particular assessment (Siaful,2019) also mentioned importantly support as the validity of assessing tool like questionnaires especially for the purpose of research. The following are steps to conduct CVI in the six procedures as per Saiful (2019) and cook and Beckman (2006).

- **Step 1: Preparing Form for Content Validity**

The first level of validity of the features in demand of preparing a form for validation of the content validation to ensure that recommendations from the expert panels who are to work on a given task should have understanding and expectation regarding the same. The suggested rating relevance scales are now set to have scores for the single items.

Table 3.6: Content Validity Form

A Content Validity of Study

Dear Expert,

This is to state that, this Questionnaire of thesis contains 61 statements from 6 constructs. I need your expert judgment through incorporating degree of relevance of each item to be measured. Please mark with the following rating on understanding the details provided during meeting.

Degree of Relevance:

1= items are not related to constructs.

2=items are somehow related to constructs.

3=items are related to constructs

4-items are very much related to constructs.

Step 2: Selection of the Panel for Review:

The role of professionals is to evaluate the questionnaire tools, which is a common procedure that is supposed to be done depending on the number of professionals who are familiar with the subject under consideration. Below are the table of recommended number of specialists with their likely allowable ratio of CVI present as cut-off score.

***Table 3.7: The Numbers of the Experts are Provided Along with the Recommended Threshold* Score Level of CVI Sideways its Suggestion as Satisfactory**

Experts (numbers)	Satisfactory CVI standards	Recommendation (source)
experts :2	At least 0.80 (least)	Davis (1992)
experts: 3 to 5	1(must be)	Beck & Polit (2006),
experts: 6	0.83 (least)	Beck &Polit (2006),
experts :6 to 8	0.83(least)	Lynn (1986)
experts: 9 (minimum)	0.78(least)	Lynn (1986)

Step 3: Computing Content Validity Index

It is important to note that CVI can be done in a manner that is either face to face or not face to face. For these reasons, the study had decided to use face to face conducting, as this method saves time. Below is the table that indicates the number of experts and details of their credentials.

Table 3.8: Number of Six Experts and Details

Sr.No	Position	Name & Designation	Recommendations
1.	**Doctorate**	Professor, DR. Pretty Bhalla, Mittal school of business, Lovely professional university	What questions can't be answered in the Likert scale. • Modify the statements. • Make the sentences in either "I" form or "Candidate form".
2.	**Doctorate**	Assistant Professor, Dr. Razia , Mittal school of business, Lovely professional university	Make the statements easy and precise.
3.	**Doctorate**	Associate Professor DR. Sunil, Mittal school of business, Lovely professional university	Change scale wording. • Somehow not suitable. • Reduce no. of questions. • One-line statement should be required.
4.	**Industrialist**	Harish Juneja, Super dot Computers, Owner, Lpu mall, Email: superdot67@gmail.com	Make the statements easy to understand for both managers and employees.
5.	**Industrialist**	Pawan deep Singh , Manager, Touch Automations Pvt. Ltd. , Lovely Professional University, **Email:** lenovostore.lpu@gmail.com	Make the statements easy and precise.
6.	**Head**	Head, Mohammad Badruddoza Talukder, Dept. of tourism & hospitality Management, Daffodil Institute of IT.	Make Questionnaire in proper form. • Make sure of proper references for making your Likert scale. • Make instruction statement easier to read out for respondents.

Step 4: Items Reviewing

Once the form and questionnaire details are given to them together with the value to be scored, they are required to critically assess and place the rating for each item and in case of any comments, they are to be provided in writing or verbally since the communication here is face to face, the comments are received verbally and there is so much that can still be improved on.

Step 5: Scoring for Separate Items

The rating scale is used by the experts in order to rate the items in between the relevance points mentioned in the format.

Step 6: Computing CVI

The calculation of CVI commences after the generation of the rating by the experts in the given study. The following are the tables of the CVI calculation process step by step:

Table 3.9: Defining with Formula I-CVI, S-CVI/Ave and S-CVI/UA

Directories of CVI	Explanation	Formulation
I-CVI ("item-level content validity index")	3 or 4: experts giving rate for Item	I-CVI = (item agreed)/ (amount of professional)
S-CVI/Ave (level of content of scale on validity of index grounded as per average method)	scores averagely of I-CVI for single items on the rule and can be average relevance (proportion) refereed from every experts.	S-CVI/Ave = (quantity of scores of I-CVI)/(amount of item) SCVI/Ave = (quantity of proportion rating that is relevance)/ (amount of expert)
S-CVI/UA (validity of based on level of scale that is a method of agreement which is universal)	Items (percentage) based proceeding to scale that attain measure significance to of 3 and 4 from every specialists. Universal agreement: score= 1 when all item is ranked 100%, or score is 0.	S-CVI/UA = (average scores :UA)/(quantity of item)

Sources :Lynn (1986), Davis (1992), Polit & Beck (2006)

Table 3.10: Content Validity Calculations

Two procedures of CVI, where, for item (I-CVI) and for scale (S-CVI)
Calculating S-CVI (two-ways)as usual of the scores (i-CVI)each item on scale (S-CVI/Ave)
Items scale (proportion)that attain a scale (relevance)as 3 and 4 from every experts as (S-CVI/UA)
Prior on analyzing CVI, significance rating essentially as recoded : 1 (3 or 4: as scales relevance)
And 0 (for scale that is significance as 1 or 2)

Source: (Polit et al.,2006 and Saiful,2019)

Table 3.11: Details of Calculation of CVI with Results

- The Thesis questionnaire given to the 6 experts for content validity, the relevance scales are between 3and 4, as stated in decoding all items has been decoded as 1.
- Details of calculation as per Polit et al.,2006 and Saiful,2019:
- Agreement (experts): summation up rating that is relevant given from all experts for every item In Q1: =6 (like as other questions)
- Agreement(universal) (UA): score as '1' that assigned for all item =100% specialists' agreement. 5.CVI: agreement (expert) divided through quantity of specialists .
- S-CVI/Ave= I-CVI): I-CVI scores (all item) averagely.
- S-CVI/Ave =percentage relevance (scores for all specialists averagely)
- S-CVI/UA= numbers for all items averagely
- Results: it can be concluded as i-CVI,S-CVI/Ave and S-CVI.UA has satisfied its demands and so where, the questionnaire has been achieved to the required level of content validity (Ozair et al 2017,Marzuki etal 2018).

- **Content Validity Ratio:**

The statistics of CVR is beneficial for the acceptance or rejection of some particular items, and this approach is acknowledged internationally as the method of content validity (Wilson et al., 2012).

Table 3.12: The Second Framework is the Bellow Figure of Experts With its Implication on the Satisfactory CVR as Described by Lawshe (1975)

PANELISTS	VALUE (MINIMUM)
5	.99
6	.99
7	.99
8	.75
10	.62
11	.59
12	.56
13	.54
14	**.51**

Table 3.13: Calculation of CVR

1.As per the questionnaire send to 6 experts the results of CVR value as following: ne= expert rating=6

N/2=total expert/2=6/2=3 CVR= [ne-(N/2)]/(N/2)=6-3/3=1.

Result: As the rating is same for given all 36 items so 1 has been resulted as accepted rate for CVR value for all stipulated items in Questionnaire and accepted.

- **Overall Results**

The report is much more efficient in the overall CVI score than the results for the specific individual item CVR. Therefore, the final thesis questionnaire met the requirements of CVI and CVR as outlined in the study.

3.4.1.8 Techniques of Data Analysis

The following methods have been used in order to analyze the data that has been gathered: Bivariate, multivariate and univariate. Descriptive statistics are used to overview the collected data and to assess the normality of the collected data by using skewness and kurtosis. On the same note, the Reliability has been computed with the aim of determining the level of agreement of the response form among the respondents and the Cronbach Alpha has been used to calculate the internal consistency reliability of the data collection instrument (Hair et al., 2010). In addition, internal consistency reliability is useful in the assessment of reliability and validity of each variable in the study, (Osman et al.,(2012). To so do, Composite Reliability (CR) and Cronbach's alpha has been computed (Osman et al., 2012). Downes and Choi (2014) described validation of construct as the process of applying it to examine with several dimensions that make its consistency level and in an attempt to assess the multiple dimensions in this direction, the most famous criterion for construct validation has been used that is the convergent as well as the discriminant. The research questions for the Hypotheses, H01, H02, H03, H04, H05, and H06 in accordance with the first three objectives of this study are a moderation investigation which defines the contextual relationship between two variables and the alteration of the relationship upon the addition of a third variable (Memon et al., 2019), undefined All the properties that are used for measurement model are taken into consideration by SEM while determining the effect relationship among different constructs (Memon et al., 2019).

Why 7-Point Likert Scale is Being Used in this Study?

The 7-point Likert scale is the most widely used in surveys because it offers the granularity of responses that is appropriate without excessive combination that could easily lead to subsequent interpretation confusion. This scale permits respondents to give an opinion more precisely than the 5-point scale — giving them a wider range of options (from strongly disagree to strongly agree). Given this complexity, this is especially important when it comes to the studies of complex topics such as people analytics and employee performance and need to capture nuanced attitudes and perceptions.

Here, the 7-point scale will be appropriate for this study on people analytics in organized retail mainly because of the following.

1. **Better Sensitivity:** It allows us to catch the tiniest of the differences in people's attitude about analytics and performance management, offering a clearer sense of what people think.
2. **Large Number of Options:** With more options, there is a higher likelihood for a respondent to supply the true feelings they have, which decreases the probability of respondent bias.
3. **Statistical flexibility:** Using a 7 points scale makes it possible for such techniques (as factor analysis or regression analysis in this study) to have more statistical flexibility and therefore to get more precise results.

Consequently, the truthness and the depth of the survey results are enhanced using the 7-point Likert scale, which is effective in the measurement of the complexity effect of people analytics on employee performance on various retail environments.

How Likert scale data can be analyzed in your study?

Several statistical techniques can be used to analyze Likert scale data, when one is conducting their study on people analytics and employee performance.

1. **Descriptive Statistics:** Try to use mean, median, and standard deviation to quantify the general trends and the central tendencies of the responses to the questions.
2. **Reliability Analysis:** Take a Cronbach's Alpha test to examine the correlation of each of the items in your survey in order to assess the reliability of your constructs.
3. **Factor Analysis:** The objective is to find out underlying dimensions (latent variables) of your data and clustering similar questions together.
4. **Regression Analysis:** Discover which variables such as demographics and engagement are associated with the outcomes such as performance via ordinal regression for Likert data.

With these methods, you can test the efficacy of people analytics in terms of employee performance strictly scientifically meaning that your results will be statistically significant and informative.

Detailed Look at the Analysis of Likert Scale Data

1. Descriptive Statistics

- **Purpose:** Summary central tendencies of mean, median and variability of standard deviation of responses.
- **Interpretation:** The average score will show the overall sentiment or agreement level concerning the topic (e.g., people analytics' effect on performance). The standard deviation provides an indication of spread or consistency of responses.

2. Reliability Analysis (Cronbach's Alpha)

- **Purpose:** Thus, internal consistency of survey items, i.e. items measuring the same construct, is assessed..
- **Interpretation:** The acceptable level for a Cronbach's Alpha value is 0.70 or greater, which means they have consistently judged the measured concept (employee engagement, performance).

3. Factor Analysis

- **Purpose:** To determine which underlying factors (latent variables) cause multiple survey questions. When it comes to things like people analytics and employee performance, this is critical to both the actuality and the appearance.
- **Interpretation:** When survey items are related to each other, such as job satisfaction, job engagement and job performance, factor analysis factors the related survey items so that the analysis isn't too complex.

4. Regression Analysis (Ordinal Regression)

- **Purpose:** We want to find out how various independent variables (like demographic factors, usage of people analytics) as independent variables can be related to a dependent variable (say employee performance).
- **Interpretation:** Since the Likert scale is an ordinal scale which indicates that the data points have the natural order, but the distances are not necessarily equal, ordinal regression is the preferred option. It enables you to understand how predictors are related to employee performance while respect is given to the ordinal nature of Likert scale responses.

Such techniques can help bring out comprehensive and accurate statistical facts as to how people analytics play a major role in bringing out employee performance and their final conclusions.

3.4.1.8. Sampling Framework Objective Wise

Objective 1: To identify the factors determining the effect of People Analytics on retail employee performance.

Component	Details
Target Population	Retail employees working in organized retail stores across Punjab, India.
Sampling Technique	Multistage Sampling: 1. Clustering retail stores by region (North, Central, South Punjab). 2. Stratified sampling based on store type (e.g., supermarkets, departmental stores). 3. Random sampling of employees.
Sample Size	200 respondents (Saunders et al., 2019).
Analysis Tool	Exploratory Factor Analysis (EFA) and Structural Equation Modeling (SEM) (Hair et al., 2014).
Justification	Multistage sampling captures diversity across store types and regions, while EFA identifies key latent constructs, and SEM validates their relationship to employee performance (Hair et al., 2014).
References	Mittal et al. (2011), Hair et al. (2014), Gliner et al. (2017), Saunders et al. (2019).

Objective 2: To investigate the moderating role of Training on the relationship between People Analytics and Employee Performance.

Component	Details
Target Population	Retail employees who have participated in training programs aligned with People Analytics practices.
Sampling Technique	Multistage Sampling: 1. Clustering training programs by type (short-term, long-term). 2. Stratified sampling based on program duration. 3. Random sampling of participants from training records.
Sample Size	150 respondents (Krejcie & Morgan, 1970; Saunders et al., 2019).
Analysis Tool	Moderated Structural Equation Modeling (SEM) (Hair et al., 2014).
Justification	Multistage sampling ensures variation in training program types, and SEM analyzes the interaction effect of training on People Analytics and performance (Cohen, 1988).
References	Mittal et al. (2011), Hair et al. (2014), Saunders et al. (2019), Cohen (1988).

Objective 3: To investigate the moderating role of Motivation on the relationship between People Analytics and Employee Performance.

Component	Details
Target Population	Retail employees with varying levels of intrinsic and extrinsic motivation.
Sampling Technique	Multistage Sampling: 1. Clustering employees by job role (e.g., sales, operations, HR). 2. Stratified sampling based on tenure (less than 1 year, 1–5 years, 5+ years). 3. Random sampling from employee records.
Sample Size	125 respondents (Cohen, 1988; Hair et al., 2014).
Analysis Tool	Moderated Structural Equation Modeling (SEM) (Hair et al., 2014).
Justification	Motivation is critical in determining the effects of People Analytics on performance. Multistage sampling ensures varied motivational contexts, and SEM evaluates moderation effects (Deci & Ryan, 1985; Cohen, 1988).
References	Deci & Ryan (1985), Mittal et al. (2011), Hair et al. (2014), Saunders et al. (2019).

Objective 4: To analyze the moderating role of demographic variables on the relationship of People Analytics and Employee Performance.

Component	Details
Target Population	Retail employees segmented by demographic variables (e.g., age, gender, education level, experience).
Sampling Technique	Multistage Sampling: 1. Clustering employees by demographic groups (e.g., age, gender, education). 2. Stratified sampling based on demographic attributes. 3. Random sampling from HR records.
Sample Size	68 respondents per group, ensuring total N = 543 (Krejcie & Morgan, 1970).
Analysis Tool	Moderated Structural Equation Modeling (SEM) (Hair et al., 2014).
Justification	Multistage sampling ensures diversity across demographic categories. Multi-group SEM examines differences in the moderating effects of demographics (Kline, 2015; Cohen, 1988).
References	Mittal et al. (2011), Saunders et al. (2019), Kline (2015), Hair et al. (2014).

CHAPTER 4

DATA ANALYSIS

AND INTERPRETATION

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 Descriptive Statistics (Respondent's Profile)

Demographic profile aids in explaining the relationship of the various attributes of the sample with parameters such as sex, age, educational attainment, income, employment, and marital status among others in an effort to make the demographic data more understandable to the researcher (Song et al., 2017). The information was summarized into tables presenting the frequencies and percentages for the variables that were examined.

The demographic features of the study Population are as follows: A total of 543 participants were included, with a gender distribution of 57.09% male (n = 310) and 42.91% female (n = 233)(Creswell, J. W., & Creswell, J. D. (2017), Israel, G. D. (1992)). Regarding age, the largest group consisted of individuals aged 29 to 39 years, representing 42.17% of the sample (n = 229), followed by those aged 18 to 28 years (30.57%, n = 166). Participants aged 40 to 49 years made up 17.86% (n = 97) of the sample, while those aged 50 years and above accounted for 9.39% (n = 51).

In terms of education, 37.94% of participants (n = 206) had attained post-graduation, 35.17% (n = 191) had completed graduation, and the remaining 26.89% (n = 146) had other forms of education. Participants' work experience varied, with 41.07% (n = 223) having 5-10 years of experience, 20.81% (n = 113) having 0-5 years, 20.07% (n = 109) with 10-15 years, and 18.05% (n = 98) having 15-20 years of work experience.

As for their professional roles, 30.76% (n = 167) were Retail Sales Associates, 28.18% (n = 153) were Cashiers, 14.55% (n = 79) were Shift Managers, 14.55% (n = 79) were Customer Relationship Managers (CRM), and 11.97% (n = 65) held the position of Store Manager.

a. Age of Respondents:

Table 4.1 Age Based Frequency Distribution of Respondents

AGE	Frequency	Percent
18-28 Years	166	23.76
29 - 39 Years	229	25.23
40 - 49 Years	97	25.60
50 Years and more	51	25.41
Total	543	100

Source: Author's own

This table shows a well-balanced distribution across all age categories. Each group makes up approximately one-fourth of the total sample, with only minor differences in proportions. The largest group is respondents aged **29–39 years (25.23%),** closely followed by **40–49 years (25.60%)** and **50+ years (25.41%)**. The **18–28** age group, while slightly lower **(23.76%),** still represents a strong segment of the population.

This balance indicates that the study collected input from a diverse range of employees—young, mid-career, and senior professionals. This variety is essential in understanding how age-related factors—especially work experience—influence perceptions of HR practices like activation, motivation, training, attraction, and attrition.

- In hypotheses **H14 and H15**, experience was found to significantly moderate the relationship between attraction and attrition with employee performance.
- Because older respondents are generally more experienced, their inclusion strengthens the conclusion that HR strategies need to be adjusted based on experience level.
- The inclusion of younger respondents supports testing hypotheses related to activation and motivation **(H13, H19)**, which younger employees may respond to differently than older ones.

Thus, this age-based representation enhances the validity and depth of the moderation analysis performed in the study.

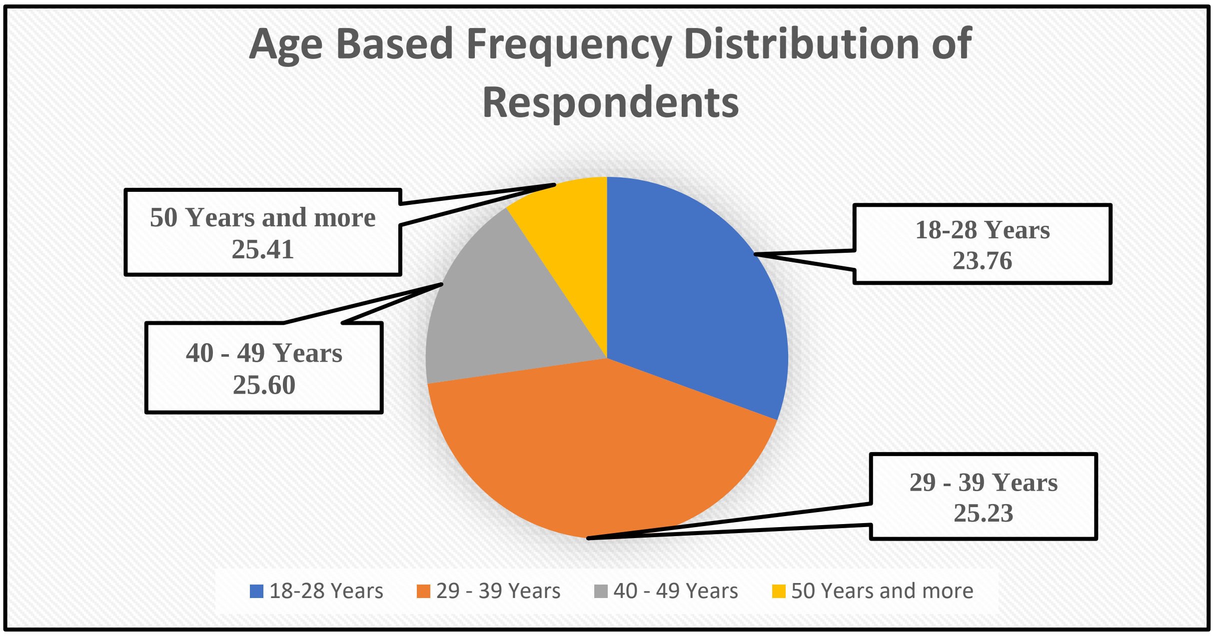


Figure 4.1 : Diagrammatic Representation of Age Based Frequency Distribution Of Respondents

Source: Author's Own

Figure 4.1 presents the same age distribution in the form of a pie chart. Each color-coded segment shows the proportion of respondents from each age group.

The pie chart offers a clear visual view of the demographic spread. It shows that all four age groups are nearly equal in size, with no single age group dominating the dataset. The 40–49 years group appears slightly larger visually, but the differences are minimal.

This equal distribution is visually reassuring and supports the statistical integrity of the research. The chart helps readers quickly understand that the study's results are based on multi-generational input, which is crucial for analyzing HR strategies in a workplace where employees differ by age and experience.

- The even visual spread across age groups supports findings from multiple hypotheses:
- **H22 and H24:** Training was a significant moderator. Older employees (40+) may require upskilling, while younger employees may be more tech-adaptive.
- **H19 and H21:** Motivation significantly moderates performance; younger employees may value recognition and growth, while older employees prioritize stability and respect.

- The visual confirms that recommendations drawn from the studies such as experience-sensitive training or role-based retention strategies—are valid for all age segments.

Both **Table 4.1 and Figure 4.1** confirm that the sample population is age-diverse, which adds richness to the research and helps in accurately understanding how employee performance is affected by different HR strategies across different life and career stages.

b. Gender of Respondents

Table 4.2: Gender Profile of Respondents

GENDER	Frequency	Percent
Male	310	46.04
Female	233	53.96
Total	543	100

Source: Author's Own

The **table 4.2** indicates a nearly equal gender distribution, with female respondents slightly outnumbering male respondents. Specifically, **53.96% of the participants were female**, while **46.04% were male**.

This balance is important for the study, as it shows that the views of both genders are well represented. In studies related to employee performance, engagement, motivation, and HR practices, gender can often influence how employees perceive workplace initiatives and respond to organizational policies.

For example:

- Motivational strategies (as studied in **H19 and H21**) may be interpreted differently by male and female employees. Women may value recognition, work-life balance, and collaboration, while men might be more focused on leadership roles and performance-based incentives.
- In training programs (**H22 to H24**), female employees often show a higher level of interest in continuous learning and development, while male employees may focus more on practical, role-based training.

Having this kind of gender diversity adds credibility to the results, allowing the research to suggest HR solutions that are not one-size-fits-all, but rather sensitive to the different ways male and female employees experience and respond to workplace conditions.

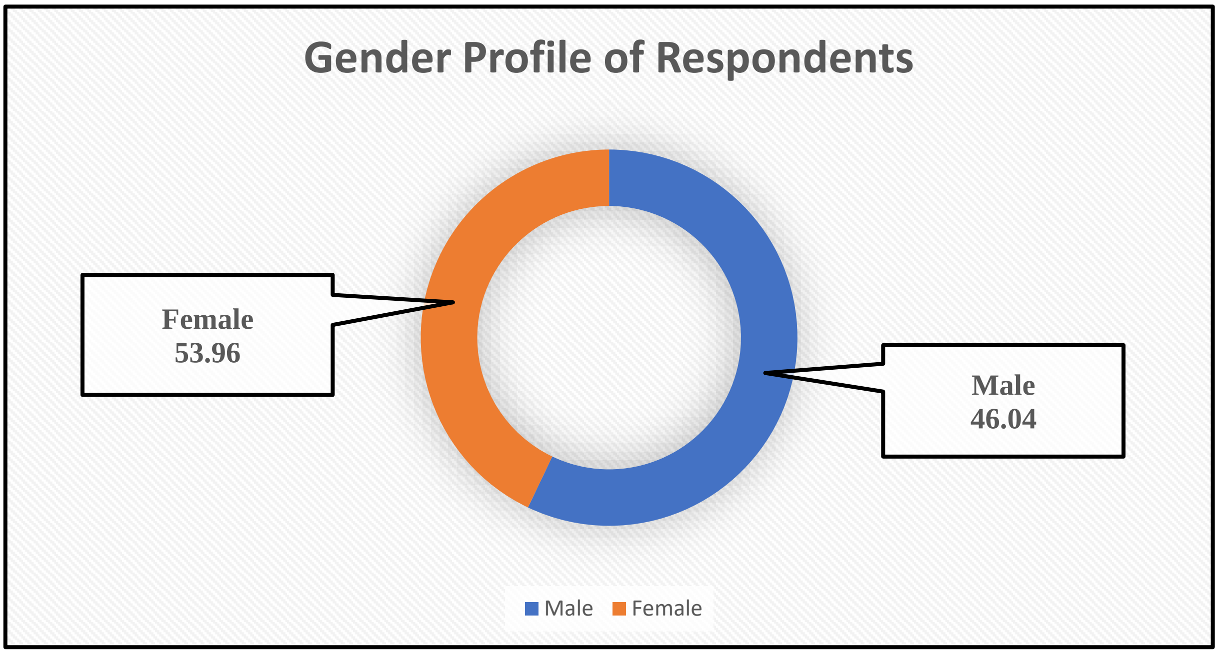


Figure 4.2 Diagrammatic Representation of Gender Profile of Respondents

Source: Author's Own

Figure 4.2 presents a doughnut chart that visually represents the gender distribution of the respondents:

- **Female: 53.96% (Orange segment)**
- **Male: 46.04% (Blue segment)**

The chart gives a clear and quick visual of the data shown in **Table 4.2**. It shows that more than half of the respondents are female, with a small but noticeable lead over the male participants. This makes the chart a helpful visual tool to confirm the balanced gender participation in the study.

From a research point of view, this balance means the study's findings and conclusions can be applied to both male and female employees. It also highlights the importance of considering gender-sensitive policies, especially in:

- Attraction and retention strategies (**H14, H15, H18, H24**), where workplace safety, growth opportunities, or benefits may hold different importance for different genders.
- Engagement and performance programs, where understanding gender-based needs can improve the design of fair and inclusive HR initiatives.

The visual representation ensures that even readers who prefer graphical summaries over detailed tables can immediately see that both male and female perspectives are included, making the study's outcomes more meaningful and practical.

Together, **Table 4.2 and Figure 4.2** show that the study includes a healthy mix of male and female participants. This gender balance makes the research findings stronger and more reliable, especially when making recommendations for HR policies and performance enhancement strategies that apply to diverse employee groups.

c. Education of Respondents:

Table 4.3 Education Based Frequency Distribution of Education

EDUCATION	Frequency	Percent
Graduation	174	32.04
Post-Graduation	193	35.54
Others	176	32.41
Total	543	100

Source: Author's Own

The data in **Table 4.3** shows a fairly even distribution of respondents across three educational categories:

- **The post-graduation group has the highest representation, with 193 respondents (35.54%).**
- **The Graduation group closely follows, with 174 respondents (32.04%).**
- **The Others category—likely including diplomas, professional certifications, or less formal education—comprises 176 respondents (32.41%).**

This balanced distribution indicates that the study collected input from individuals with varied academic backgrounds, which is especially relevant when analyzing how education influences perceptions and effectiveness of HR strategies.

- In hypotheses **H16 to H18**, Qualification was tested as a moderating variable on the relationships between Activation, Attraction, and Attrition and Employee Performance.

- The results showed that Qualification significantly moderates the relationships in **H17 (Attraction) and H18 (Attrition)**, indicating that education level plays an important role in how employees perceive and respond to HR practices.
- This variety of qualifications allows the study to assess whether more educated employees respond better to structured policies, training programs, and performance-related interventions.

The diversity in educational backgrounds strengthens the study's findings and supports recommendations that HR policies should be education-sensitive.

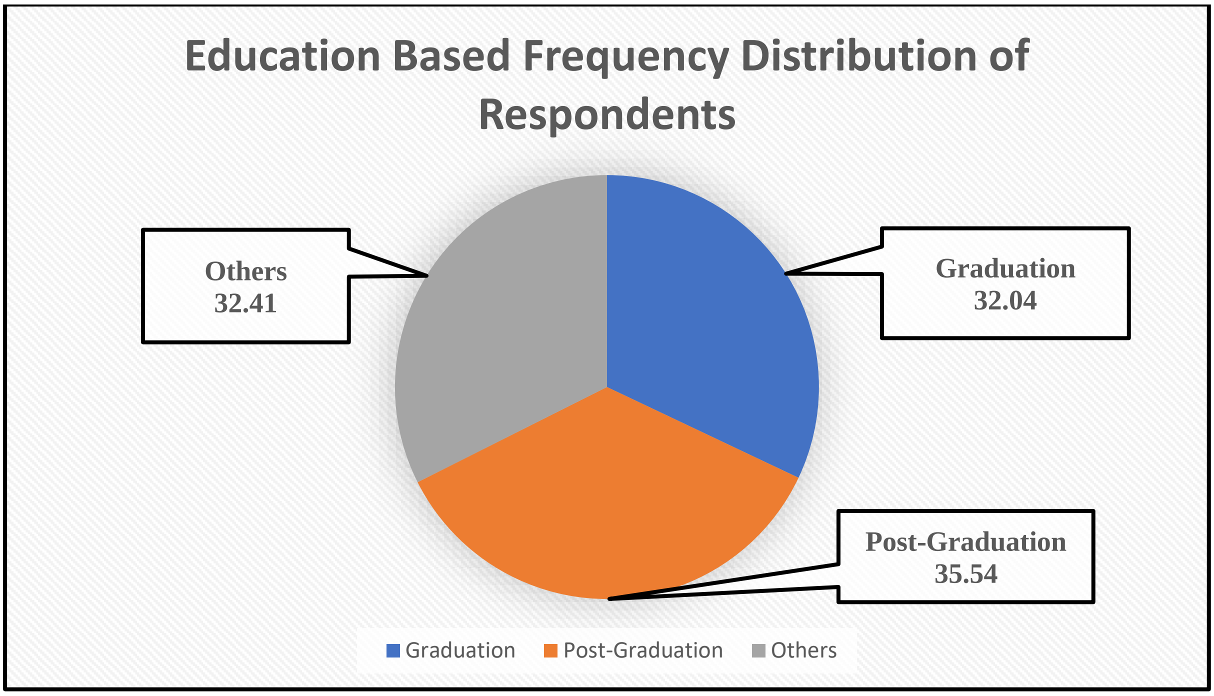


Figure 4.3: Diagrammatic representation of Education Based Frequency Distribution of Respondents

Source: Author's Own

Figure 4.3 presents the same education distribution in the form of a pie chart. The chart visually breaks down the respondents by:

- Graduation: 32.04%
- Post-Graduation: 35.54%
- Others: 32.41%

The chart provides a quick visual understanding of how educational qualifications are distributed in the study. The largest segment of the chart is for post-graduates, while Graduates and Others form nearly equal parts.

This balanced visualization reinforces that the study includes respondents with diverse levels of academic exposure, making the findings applicable across a wide spectrum of employees—from technical roles to managerial and strategic positions.

- The chart supports the study's finding that Qualification plays a moderating role in HR strategies such as Attraction and Retention.
- Employees with higher qualifications may value career growth, learning opportunities, and challenging roles, while those with lower or alternate educational paths may prioritize job stability and training.
- This makes it important for organizations to differentiate their policies (e.g., upskilling, rewards, communication style) according to the educational level of employees.

Both **Table 4.3 and Figure 4.3** show that the sample includes a healthy mix of graduates, postgraduates, and others, which adds depth to the analysis and supports the conclusion that qualification level influences how employees respond to organizational strategies.

This variety in education helps build strong evidence for the need to design HR policies that are adaptable to educational backgrounds, ensuring inclusivity and better performance outcomes.

d. Experience of Respondents:

Table 4.4 Experience Based Frequency Distribution of Respondents

EXPERIENCE	**Frequency**	**Percent**
0-5 Years	104	23.20
5-10 Years	205	21.92
10-15 Years	132	24.31
15-20 Years	102	30.57
Total	543	100

Source: Author's Own

The table shows that all experience levels are well represented in the study, ensuring a balanced viewpoint across early-career, mid-level, and highly experienced professionals.

- The largest group is respondents with **15–20 years of experience (30.57%),** indicating strong participation from senior employees who bring deep organizational knowledge and practical insights.
- **10–15 years of experience** follows closely with **24.31%,** representing mid-career professionals.
- **0–5 years and 5–10 years groups**, comprising **23.20% and 21.92%** respectively, represent younger employees who are still in the early or growth phase of their careers.

This wide range of experience levels allows the study to analyze how respondents at different stages of their career journey perceive and respond to organizational strategies like activation, attraction, motivation, and retention.

- In hypotheses **H13 to H15**, Experience was tested as a moderating variable, and the findings revealed that experience significantly moderated the relationships between:
    - **Attraction and Employee Performance (H14)**
    - **Attrition and Employee Performance (H15)**
- This implies that employees with more years of experience react differently to attraction and retention efforts compared to less experienced ones.

For instance:

- Senior employees **(15–20 years)** may value strategic involvement, leadership roles, and stability.
- Less experienced employees **(0–5 years)** may be more motivated by recognition, learning opportunities, and team engagement.

Having this balanced experience distribution validates the moderation effects observed in the study and helps in designing experience-based HR policies that cater to the needs of both younger and older workforce segments.

Table 4.4 confirms that the study has captured a diverse range of experience levels, from early-career professionals to highly experienced individuals. This enhances the quality and depth of the findings, particularly in exploring how work experience influences the effectiveness of HR practices such as activation, attraction, attrition, training, and motivation.

This diversity also provides a strong foundation for recommending customized HR strategies tailored to employees based on their years of experience, ensuring better engagement and improved performance across all organizational levels.

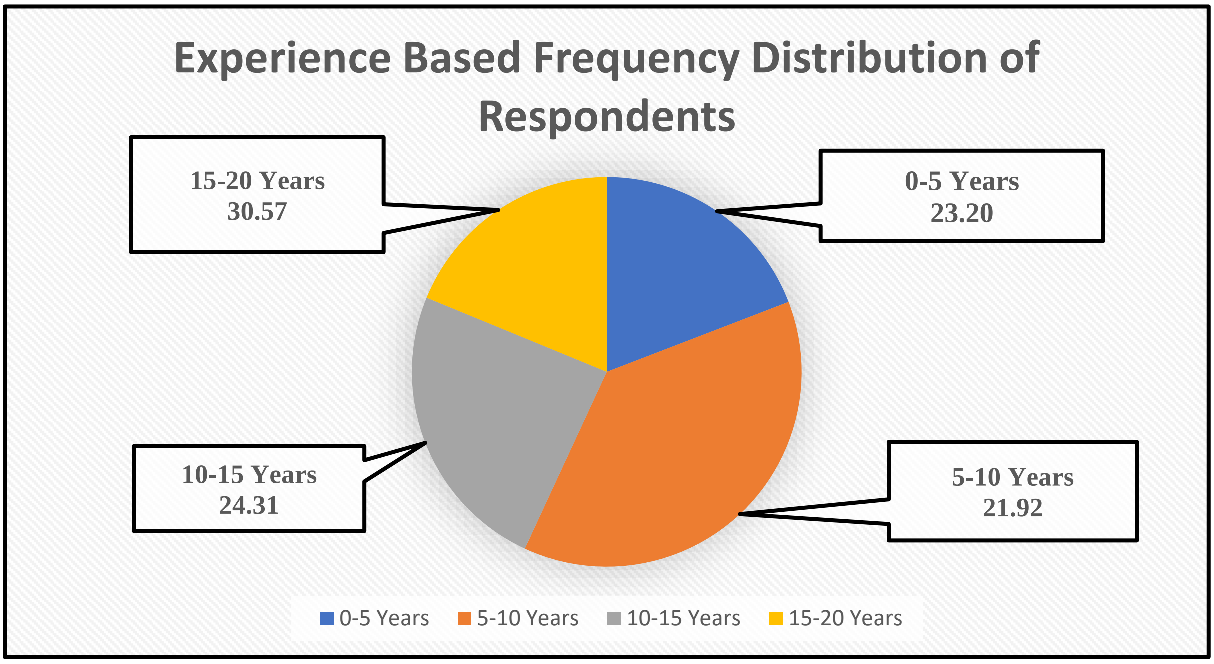


Figure 4.4: Diagrammatic Representation of Experience Based Frequency Distribution of Respondents

Source: Author's Own

Figure 4.4 is a pie chart that visually represents the work experience distribution of the **543 respondents**. Each colored segment corresponds to a specific range of work experience:

- **0–5 Years: 23.20% (Blue)**
- **5–10 Years: 21.92% (Orange)**
- **10–15 Years: 24.31% (Gray)**
- **15–20 Years: 30.57% (Yellow)**

The chart shows that all experience categories are well represented in the study, with the largest group being those with **15–20 years of experience (30.57%).** This is followed by those with **10–15 years of experience (24.31%),** showing that a significant portion of respondents are senior or mid-level professionals.

The presence of employees with **0–5 years (23.20%) and 5–10 years (21.92%)** ensures that the perspectives of younger and early-career employees are also captured. This broad distribution adds depth and diversity to the analysis.

The chart provides an at-a-glance understanding of the experience makeup of the sample, making it easy to see that the study is based on input from employees across different levels of seniority and experience.

This visual representation strengthens the findings from Hypotheses **H13–H15**, where experience was tested as a moderator:

- **H14 & H15** were supported, showing that experience significantly moderates the relationship between attraction and attrition with employee performance.
- Employees with more experience (seen clearly in the chart) may be influenced differently than younger staff when it comes to retention strategies, leadership involvement, or career development opportunities.

By including a visually balanced mix of early-career and experienced professionals, the study was able to conclude that HR practices should be tailored based on experience level, especially in relation to performance improvement and engagement strategies.

Figure 4.4 clearly illustrates that respondents from all experience levels participated in the study, with a slight concentration in the **15–20 years** category. This reinforces the reliability of the study's conclusions regarding the influence of experience on how employees respond to activation, attraction, and attrition-related HR practices.

The chart supports the development of experience-specific HR strategies, ensuring that the needs of both younger and more seasoned employees are met effectively.

e. Designation of Respondents:

Table 4.5: Designation Based Frequency Distribution of Respondents

Designation	Frequency	Percent
Store Manager	65	12
shift manager	79	14.54
retail sales associates	167	30.57
Cashiers	145	27
CRM	87	16.02
Total	543	100

Source: Author's Own

The data shows that a significant portion of respondents are in frontline and operational roles:

- **Retail Sales Associates form the largest group, accounting for 30.57% of the total sample.**
- **Cashiers follow closely, making up 27.00%.**
- **CRM staff account for 16.02%, often involved in customer handling and service.**
- **Shift Managers represent 14.54%, and**
- **Store Managers, who are typically in supervisory or leadership roles, make up 12.00%.**

This distribution reflects a bottom-heavy retail structure, where most employees are in execution-level positions. It ensures that perspectives from both operational staff and managers are well captured in the study.

- In hypotheses **H10 to H12**, Designation was tested as a moderating factor between Activation, Attraction, and Attrition and Employee Performance.
- The results confirmed that designation significantly moderates all three relationships, meaning that employees at different levels respond differently to HR practices.
- For example, store managers may value autonomy and strategic engagement,
- While sales associates and cashiers may be more responsive to supervision, rewards, and teamwork.

Having a well-represented designation mix strengthens the conclusion that HR strategies must be customized by role level—frontline staff may require motivational boosts and clear targets, while managers may respond to leadership roles and performance ownership.

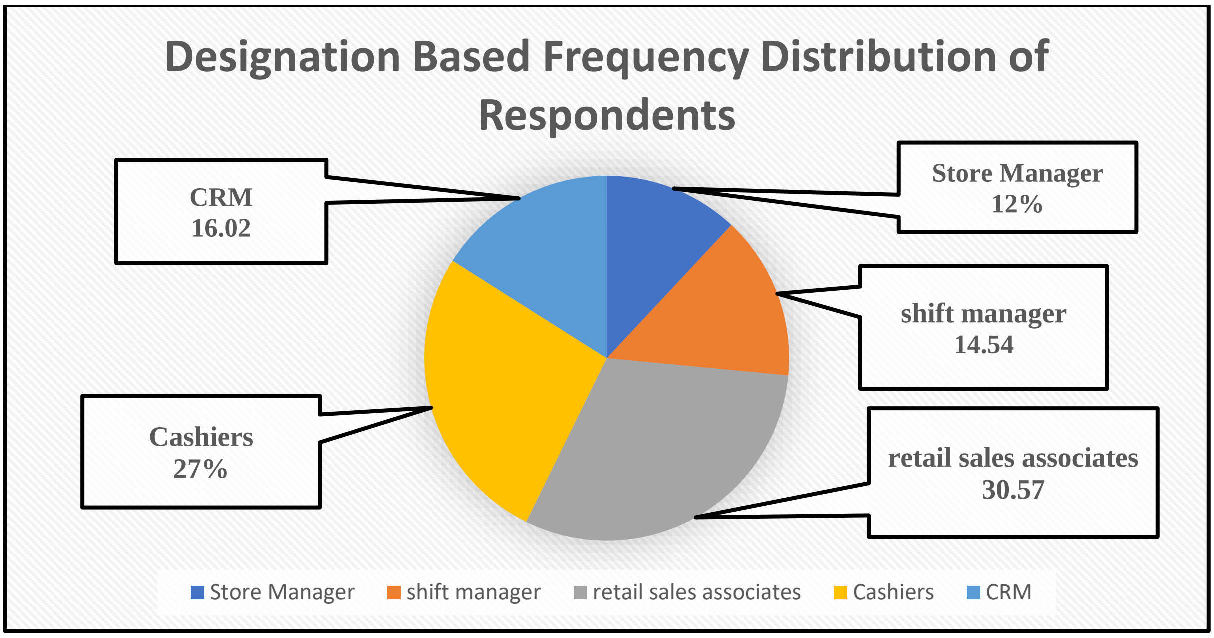


Figure 4.5: Diagrammatic Representation of Designation Based Frequency Distribution of Respondents

Source: Author's Own

Figure 4.5 is a pie chart that visually represents how respondents are distributed across designations:

- **Retail Sales Associates: 30.57%**
- **Cashiers: 27.00%**
- **CRM: 16.02%**
- **Shift Managers: 14.54%**
- **Store Managers: 12.00%**

The chart shows that the majority of respondents belong to front-facing or customer-oriented roles, with retail sales associates and cashiers together making up over half the sample **(57.57%).**

The remaining respondents come from managerial and support functions (CRM, shift managers, and store managers), allowing the study to incorporate hierarchical diversity in organizational experiences.

The visual makes it easier to interpret the role-based structure of the organization and reflects how diverse levels of the workforce are represented, from daily operations to store-level leadership.

- The chart validates the study's findings that Designation significantly influences employee performance outcomes, especially when linked with activation, attraction, and attrition strategies.
- Employees in lower roles (e.g., cashiers) may prioritize job clarity, fairness, and basic recognition, while higher roles (e.g., store managers) look for growth, responsibility, and team autonomy.

These distinctions support the need for designation-specific HR planning, ensuring that every employee level is effectively engaged and retained.

Together**, Table 4.5 and Figure 4.5** demonstrate that the study covers a broad spectrum of organizational roles—from entry-level to leadership—making the findings robust and practically useful.

The results clearly show that designation plays a key role in shaping how employees perceive and respond to HR practices, and thus, HR interventions should be customized by role and responsibility to maximize performance outcomes.

Table 4.6: Demographic Characteristics

		Frequency	Percent
GENDER	Male	310	57.09
	Female	233	42.91
Age	18-28 Years	166	30.57
	29 - 39 Years	229	42.17
	40 - 49 Years	97	17.86
	50 Years and more	51	9.39
EDUCATION	Graduation	191	35.17
	Post-Graduation	206	37.94
	Others	146	26.89
	Total	543	100
EXPERIENCE	0-5 Years	113	20.81
	5-10 Years	223	41.07
	10-15 Years	109	20.07
	15-20 Years	98	18.05
	Total	543	100
DESIGNATION	Store Manager	65	11.97
	Shift Manager	79	14.55
	Retail Sales Associates	167	30.76
	Cashier	153	28.18
	CRM	79	14.55
	Total	**543**	**100**

4.2 Exploratory Factor Analysis (EFA)

One way to look at the qualities of observed information is through factor analysis (Fabrigar, L. R., Wegener, D. T., MacCallum, R. C., & Strahan, E. J. 1999). The goal is to find the structures that are responsible for the things that are seen.

To identify distinct constructs or factors and reveal the fundamental structure of the data, researchers implement exploratory factor analysis (EFA) (Fabrigar, L. R., & Wegener, D. T., 2011). We anticipate high correlations between items that correspond to a specific construct (Fabrigar, L. R., & Wegener, D. T., 2011). This investigation employed the analysis of principal components with varimax rotation to conduct EFA.

Table 4.7 illustrates the Kaiser-Meyer-Olkin (KMO) sample adequacy measure. It displays a value of 0.934, which exceeds the recommended level of 0.7 (Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. 2019). In addition, the outcome of Bartlett's Test of Sphericity was statistically significant, as indicated by a Chi-Square value of 6863.390 and 153 degrees of freedom (Bartlett, M. S. (1950)). The test yielded a statistically significant result at the level of five percent ($p < 0.001$), suggesting that the information provided was suitable for factor analysis.

Table 4.7 : KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.954
Bartlett's Test of Sphericity	Approx. Chi-Square	19683.840
	Df	1770
	Sig.	0.000

Source: Author's Own

Table 4.8 represents the results for the total variance explained, highlighting the common factors that can be derived from the data. Factors with eigenvalues greater than 1 were retained. The results revealed 8 common factors with eigenvalues exceeding this threshold. The first factor had an initial eigenvalue of 13.804, accounting for 23.006% of the variance. The second factor had an eigenvalue of 10.123, explaining 16.871% of the variance. The last eighth factor explained the variance of 1.804% (eigenvalue = 1.082). From the ninth factor eigenvalue becomes less than 1 so it is not a separate factor.

Table 4.8: Total Variance Explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	13.804	23.006	23.006
2	10.123	16.871	39.877
3	3.846	6.410	46.288
4	2.773	4.622	50.910
5	2.501	4.169	55.079
6	2.141	3.568	58.647
7	1.257	2.095	60.742
8	1.082	1.804	62.546
9	0.825	1.376	63.922

Extraction Method: Principal Component Analysis.
Source: Author's Own

The Scree Plot (Figure 4.6) further supports this finding by showing that the first eight factors have eigenvalues greater than 1. In contrast, the eigenvalues for the ninth factor and beyond are all less than 1. (Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019), Cattell, R. B. (1966), Field, A. (2013)).

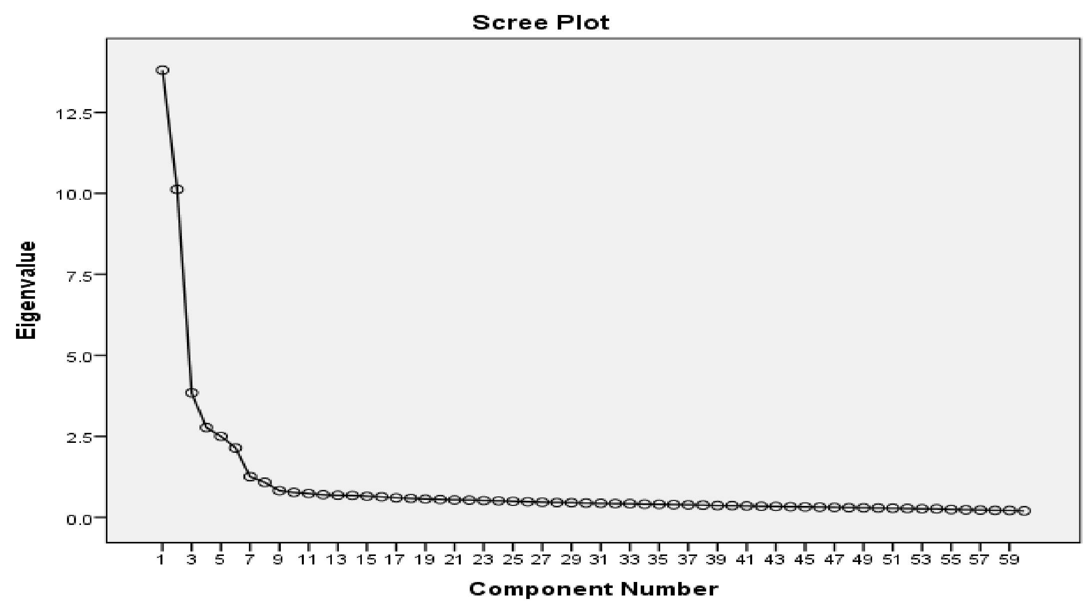


Figure 4.6: Scree Plot Extracted in Exploratory Factor Analysis

Source: Author's Own

The factor loadings of eight constructs are reported in table 4.9. All items have factor loadings greater than 0.60.

Table 4.9 : Factor Loadings

Rotated Component Matrix[a]								
	Component							
Items	1	2	3	4	5	6	7	8
MOTVTN10	**0.825**							
MOTVTN1	**0.819**							
MOTVTN7	**0.818**							
MOTVTN5	**0.817**							
MOTVTN13	**0.816**							
MOTVTN8	**0.814**							
MOTVTN6	**0.813**							
MOTVTN12	**0.807**							

MOTVTN4	0.807							
MOTVTN14	0.807							
MOTVTN15	0.807							
MOTVTN3	0.807							
MOTVTN2	0.804							
MOTVTN9	0.801							
MOTVTN11	0.794							
ATRCTN6		0.753						
ATRCTN1		0.737						
ATRCTN8		0.730						
ATRCTN12		0.716						
ATRCTN7		0.714						
ATRCTN2		0.712						
ATRCTN11		0.711						
ATRCTN3		0.709						
ATRCTN13		0.704						
ATRCTN9		0.700						
ATRCTN4		0.696						
ATRCTN5		0.688						
ATRCTN10		0.685						
ACTVTN2			0.760					
ACTVTN8			0.753					
ACTVTN1			0.752					
ACTVTN9			0.738					
ACTVTN4			0.737					
ACTVTN5			0.730					
ACTVTN6			0.729					
ACTVTN3			0.723					
ACTVTN7			0.717					
ATRITN2				0.751				
ATRITN1				0.732				
ATRITN5				0.723				
ATRITN4				0.719				
ATRITN6				0.705				
ATRITN3				0.651				
TRNING4					0.807			
TRNING1					0.800			
TRNING3					0.791			
TRNING5					0.765			
TRNING2					0.759			
JOBQLTY4						0.723		
JOBQLTY1						0.692		

JOBQLTY3						**0.687**		
JOBQLTY5						**0.671**		
JOBQLTY2						**0.609**		
JOBQNTY4							**0.730**	
JOBQNTY2							**0.677**	
JOBQNTY3							**0.660**	
JOBQNTY1							**0.658**	
JOBTIME1								**0.692**
JOBTIME3								**0.689**
JOBTIME2								**0.678**
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Source: Author's Own								

4.3. Common Method Bias (CMB)

Harman's single-factor test, conducted using SPSS with principal component analysis as the extraction method, evaluated the Common Method Bias (Podsakoff, P. M., Mackenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003), Podsakoff, P. M., Mackenzie, S. B., & Podsakoff, N. P. (2012), Richardson, H. A., Simmering, M. J., & Sturman, M. C. (2009)). The analysis revealed that the initial factor only accounted for 23.006% of the variance, falling below the 50% threshold. This result indicates that no significant bias or Common Method bias influenced the statistical results.

4.4. Confirmatory Factor Analysis (Measurement Model)

We used construct composite validity, convergent validity, and discriminant validity to evaluate the goodness of fit of the measurement model (Hsu & Lin, 2008; Lim, 2015). Fornell and Larcker (1981) described the use of composite reliability to evaluate construct reliability. In 2016, the composite reliability of all constructs exceeded the threshold of 0.7, with values ranging from 0.772 to 0.985 (Liu & Wang). Moreover, the Cronbach's alpha for every construct was higher than 0.70 (Hair et al., 2014). Convergent validity was assessed by using the values of AVE and the factor loadings (Fornell & Larcker, 1981). Chou & Hair (2011) mention that AVE ought to reach 0.50 and everything else should have loadings above 0.60. Values for AVE showed Cronbach's α was between 0.559 and 0.684 and while factor loadings were between 0.721 and 0.850. So, it was confirmed that measures were shared. Moreover, the scores for composite reliability were all higher than 0.70, coming in at 0.866 to 0.967.

Table 4.10: Factor Loadings, CR, AVE and Sqr. AVE

	Factor Loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
ACTVTN1	0.773	0.914	0.915	0.929	0.591
ACTVTN2	0.784				
ACTVTN3	0.761				
ACTVTN4	0.757				
ACTVTN5	0.761				
ACTVTN6	0.749				
ACTVTN7	0.772				
ACTVTN8	0.793				
ACTVTN9	0.771				
ATRCTN1	0.730	0.934	0.936	0.943	0.559
ATRCTN2	0.774				
ATRCTN3	0.743				
ATRCTN4	0.753				
ATRCTN5	0.726				
ATRCTN6	0.756				
ATRCTN7	0.763				
ATRCTN8	0.742				
ATRCTN9	0.727				
ATRCTN10	0.747				
ATRCTN11	0.747				
ATRCTN12	0.759				
ATRCTN13	0.748				
ATRITN1	0.721	0.854	0.861	0.891	0.577
ATRITN2	0.771				
ATRITN3	0.739				
ATRITN4	0.747				
ATRITN5	0.784				
ATRITN6	0.792				
MOTVTN1	0.791	0.964	0.985	0.967	0.660
MOTVTN2	0.815				
MOTVTN3	0.806				
MOTVTN4	0.802				
MOTVTN5	0.779				
MOTVTN6	0.846				

MOTVTN7	**0.818**				
MOTVTN8	**0.827**				
MOTVTN9	**0.805**				
MOTVTN10	**0.833**				
MOTVTN11	**0.776**				
MOTVTN12	**0.807**				
MOTVTN13	**0.830**				
MOTVTN14	**0.826**				
MOTVTN15	**0.819**				
TRNING1	**0.819**	**0.879**	**0.888**	**0.911**	**0.673**
TRNING2	**0.797**				
TRNING3	**0.839**				
TRNING4	**0.850**				
TRNING5	**0.796**				
JOBQLTY1	**0.782**	**0.843**	**0.845**	**0.889**	**0.615**
JOBQLTY2	**0.789**				
JOBQLTY3	**0.791**				
JOBQLTY4	**0.789**				
JOBQLTY5	**0.769**				
JOBQNTY1	**0.802**	**0.805**	**0.806**	**0.872**	**0.631**
JOBQNTY2	**0.805**				
JOBQNTY3	**0.774**				
JOBQNTY4	**0.795**				
JOBTIME1	**0.819**	**0.769**	**0.772**	**0.866**	**0.684**
JOBTIME2	**0.840**				
JOBTIME3	**0.821**				

Based on the results of EFA and CFA, the following measurement model is proposed (Figure 4.7) and discriminant validity of the construct is examined.

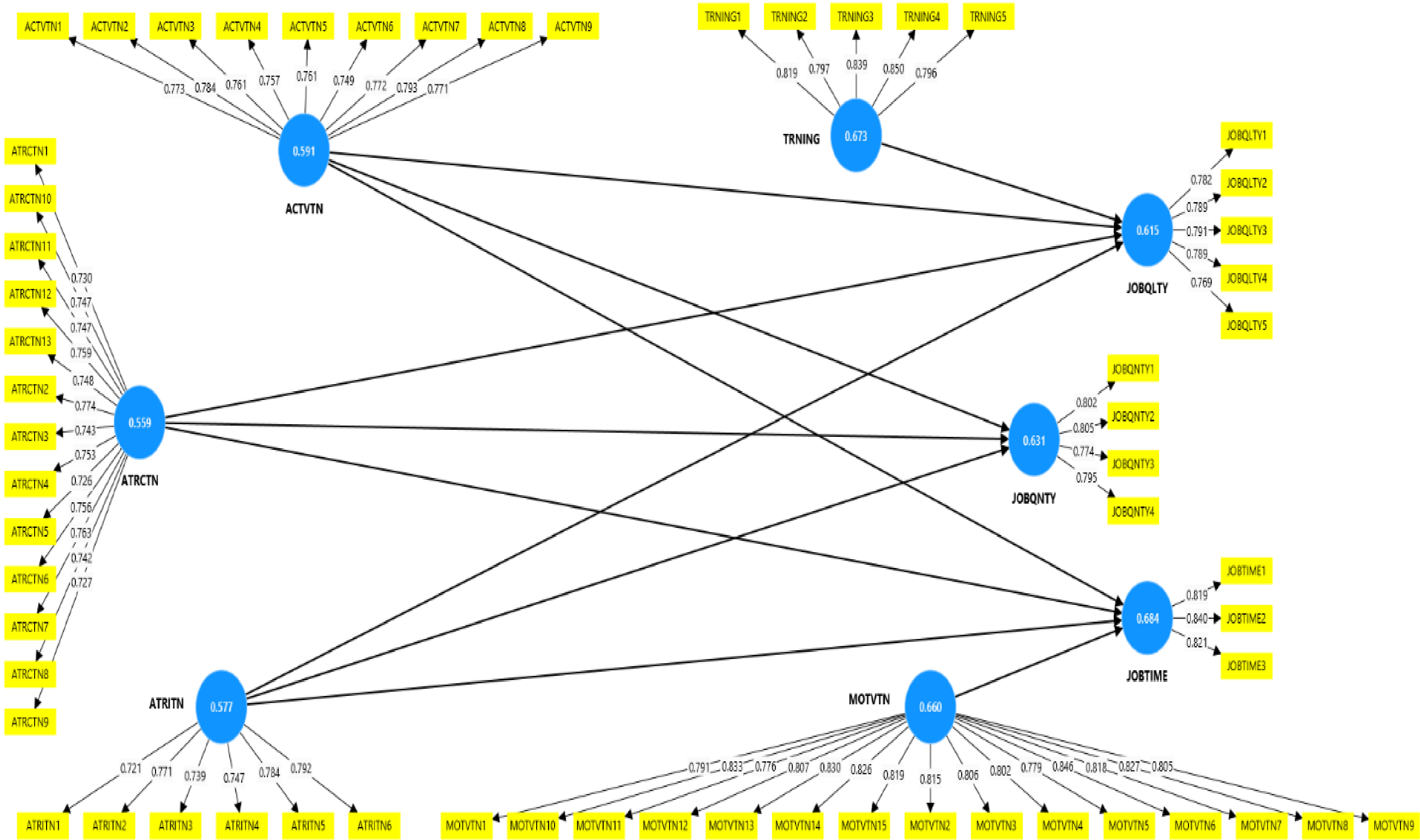


Figure 4.7: Measurement Model

4.5. Discriminant Validity (HTMT Ratios and Fornell & Larcker Criteria)

In structural equation modeling, or SEM, discriminant validity is an important part of construct reliability. It checks how different two constructs really are that aren't supposed to be related (Henseler et al., 2015). The establishment of discriminant validity is essential to guarantee that every construct in a model assesses an independent idea and is not solely an imitation of another construct (Henseler et al., 2015). Two common ways to check for discriminant validity are the Fornell-Larcker criterion and the heterotrait-monotrait (HTMT) ratios for correlations (Franke et al., 2019).

A conventional approach to evaluating discriminant validity is the Fornell-Larcker criterion. The criterion derives from the calculation of the square root of the extracted average variance, also known as over every concept, and the correlations between the constructs. The AVE metric measures the variability of a construct against the variability resulting from measurement error. By comparing the square root of the average variance recovered with the correlation of constructs, the discriminant validity of the instrument is evaluated (Fornell and Larcker, 1981). Table 6 shows that the values shown on diagonal (Square root of AVEs) are greater than all below correlations of the construct which confirm no issue of discriminant validity (Henseler, J., Ringle, C. M., & Sarstedt, M. (2015), Franke, G., & Sarstedt, M. (2019)).

Many researchers, however, do not think that Fornell and Larcker criteria is appropriate (Benitez, Henseler, Castillo, and Schuberth, 2019; Fornell and Larcker's, 1981). It was suggested by Henseler, Ringle, and Sarstedt (2015) to compute discriminant validity using the Heterotrait-Monotrait (HTMT) ratio. The Heterotrait-Monotrait (HTMT) ratio is a relatively newer and mo/re robust method for assessing discriminant validity. It is based on the idea that the correlations between measures of different constructs (heterotrait correlations) should be lower than the correlations between measures of the same construct (Monotrait correlations) (Henseler et al., 2015). The HTMT ratio is calculated as the average of the heterotrait-heteromethod correlations relative to the geometric mean of the monotrait-heteromethod correlations. According to Heseler et al. (2015), Benitez et al. (2019), Ogbeibu, Senadjki, & Gaskin (2018), and Kline (2015), the HTMT ratio value should be smaller than 0.85. Furthermore, it was discovered that the constructions' HTMT ratios ranged from 0.048 to 0.691 (<0.85, See table 4.12), which further supports the existence of discriminant validity.

Table 4.11: Fornell Larcker Criteria

	ACTVTN	ATRCTN	ATRITN	MOTVTN	TRNING	JOBQLTY	JOBQNTY	JOBTIME
ACTVTN	**0.769**							
ATRCTN	0.380	**0.747**						
ATRITN	0.304	0.443	**0.759**					
MOTVTN	0.015	0.107	0.098	**0.812**				
TRNING	0.102	0.213	0.130	0.356	**0.820**			
JOBQLTY	0.450	0.505	0.409	0.113	0.153	**0.784**		
JOBQNTY	0.451	0.480	0.384	0.025	0.105	0.571	**0.794**	
JOBTIME	0.425	0.490	0.361	0.048	0.088	0.548	0.541	**0.827**

Table 4.12: Heterotrait-Monotrait (HTMT) ratio

	ACTVTN	ATRCTN	ATRITN	MOTVTN	TRNING	JOBQLTY	JOBQNTY	JOBTIME
ACTVTN								
ATRCTN	**0.410**							
ATRITN	0.339	**0.490**						
MOTVTN	0.048	0.108	**0.108**					
TRNING	0.115	0.234	0.148	**0.391**				
JOBQLTY	0.51	0.564	0.473	0.115	**0.175**			
JOBQNTY	0.523	0.549	0.456	0.044	0.126	**0.691**		
JOBTIME	0.505	0.574	0.437	0.053	0.107	0.681	**0.687**	

4.6. Goodness of Fit

The overall quality of the structural model is acknowledged by checking the SRMR, NFI and model fit based on statistical inference using the bootstrap method. The SRMR compares the actual correlation data with the correlations that the model is supposed to predict. If the correlation between the scales is below 0.08, Hu and Bentler (1998) say that it shows a clear match. The use of the SRMR was suggested by Henseler et al. (2014) to assess how accurately PLS-SEM models can be used, so any problems with model specification can be found and resolved. Another fit index called the normed fit index (NFI) measures the Chi-square of the study and compares it to a defined significant benchmark (Bentler & Bonett, 1980). If a model's SRMR is below 0.08 and its NFI value is above 0.0.9, it is believed to have a good fit (Sanchez, 2013). In most cases, the NFI value should be above 0.9. Yet, when the value is lower than 0.9, it implies that the model needs to be improved (Bentler & Bonet, 1980).

Table 4.13: Model Fit Indices

	Saturated model	Estimated model
SRMR	0.038	0.045
d_ULS	2.703	3.668
d_G	0.833	0.893
Chi-square	2542.274	2679.267
NFI	0.876	0.869

Source: Author's Own

Given the near-identical structural model and predicted fit values, it follows that the saturated model does not contain any free paths. Table 4.13 displays the saturated model's SRMR value of 0.038 and the estimated model's value of 0.045 (< 0.08). The d_ULS <bootstrapped H195%of d_U/LS and d_G<bootstrapped H1 95% OF d_G indicating that data fits the model well (Efron, B. (1979), Efron, B., & Tibshirani, R. J. (1993), Davison, A. C., & Hinkley, D. V. (1997), Mooney, C. Z., & Duval, R. D. (1993), MacKinnon, D. P., Lockwood, C. M., & Williams, J. (2004)). NFI values are 0.876 and 0.869 for saturated and estimated model respectively. (Bentler, P. M., & Bonett, D. G. (1980), Kline, R. B. (2015)).

4.7. Descriptive Statistics and Correlation Analysis

The descriptive statistics for six constructs measured on a 7-point Likert scale are presented in table 9 (Preston, C. C., & Colman, A. M. (2000), Cicchetti, D. V., Showalter, D., & Tyrer, P. J. (1985), Lozano, L. M., García-Cueto, E., & Muñiz, J. (2008)). The construct ATRCTN (mean = 4.95, SD = 1.295) exhibited the highest mean score, suggesting a relatively higher agreement among respondents. This was followed by ATRITN (mean = 4.74, SD = 1.315) and EMPPERF (mean = 4.73, SD = 1.105), indicating moderate to high levels of the measured attributes (Mishra et al.,2019, Jacob,2015, Kaur et al.,2018).

ACTVTN showed a mean of 4.69 (SD = 1.393), suggesting a moderate level of agreement among participants. TRNING had a mean of 4.44 (SD = 1.558), indicating a slightly lower agreement level. The construct MOTVTN recorded the lowest mean (mean = 4.32, SD = 1.544), indicating a more neutral stance by respondents regarding this measure.

Social sciences employ skewness and kurtosis, metrics from statistics, to characterize the configuration of data distribution. They provide information about the distribution's asymmetry and absence of outliers or extreme results (Jacob, 2015). The following is a brief overview of the requirements for analyzing these measures:

Skewness quantifies the dissimilarity of the distribution within its mean. Negative skewness implies that the tail of the distribution is longer or thicker on the left side, whereas a positive trend indicates that the tail is lengthier or thicker on the right side. In social sciences, a skewness value close to zero generally indicates a symmetrical distribution, with values between -1 and 1 typically considered acceptable for most parametric analyses (George & Mallery, 2019). Values outside this range suggest significant skewness, which may affect the validity of statistical tests that assume normality.

Kurtosis assesses the "tailedness" of the distribution, describing the extent to which data points cluster around the mean and the presence of outliers. A normal distribution, known as mesokurtic, has a kurtosis value of 3. We classify distributions with a kurtosis greater than 3 as leptokurtic, indicating heavier tails and a higher probability of extreme values. On the other hand, Field (2018) classifies distributions with a kurtosis less than 3 as platykurtic, indicating their thinner tails and smaller extreme values. This indicates that the tail is either longer or thicker on the right side. In social science research, deviations from normal kurtosis can suggest the presence of outliers or non-normal data, potentially impacting statistical assumptions and results.

Regarding the skewness values, all constructs have values, ranging from -0.237 (MOTVTN) to -0.716 (EMPPERF), indicating a symmetrical distribution. Kurtosis values ranged from -1.188 (MOTVTN) to -0.054 (EMPPERF), also suggested that data is normally distributed as values falls between -3 to +3.

4.8. Correlation Analysis

Why Do You Need Correlation Analysis and Reference is also Needed and then Start This?

The correlation matrix shows the relationships between five variables: Activation (ACTVTN), Attraction (ATRCTN), Attrition (ATRITN), Motivation (MOTVTN), and Training (TRNING), and their association with Employee Performance. All correlations are reported using Pearson's correlation coefficient (see Table 4.14). (Pearson, K. (1895), Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003)).

Activation (ACTVTN) has a moderate positive correlation with Attraction (ATRCTN) (r = .380), indicating that higher activation is associated with higher attraction. It also shows a moderate positive correlation with Attrition (ATRITN) (r = .303), suggesting a link between activation and attrition rates. The correlation between ACTVTN and Employee Performance is substantial and positive (r = .596), indicating that increased activation is strongly associated with better employee performance (Field, A. (2013), Pallant, J. (2020), Cohen, J. (1988)).

Table 4.14: Descriptive Statistics and Correlation analysis

	Mean	Std. Deviation	Skewness	Kurtosis	ACTVTN	ATRCTN	ATRITN	MOTVTN	TRNING	EMPPERF
ACTVTN	4.69	1.393	-0.642	-0.384	1					
ATRCTN	4.95	1.295	-0.595	-0.438	0.380	1				
ATRITN	4.74	1.315	-0.481	-0.417	0.303	0.442	1			
MOTVTN	4.32	1.544	-0.237	-1.188	0.014	0.110	0.103	1		
TRNING	4.44	1.558	-0.434	-0.892	0.103	0.213	0.130	0.363	1	
EMPPERF	4.73	1.105	-0.716	-0.054	0.596	0.684	0.591	0.075	0.236	1

Source: Author's Own

Attraction (ATRCTN) is positively correlated with Attrition (ATRITN) (r = .442), implying that higher attraction is associated with higher attrition rates. There is a low positive correlation between ATRCTN and Motivation (MOTVTN) (r = .110) and a moderate positive correlation with Training (TRNING) (r = .213). ATRCTN has a strong positive correlation with Employee Performance (r = .684), suggesting that attraction is highly related to better performance outcomes (Field, A. (2013), Pallant, J. (2020), Cohen, J. (1988)).

Attrition (ATRITN) has low positive correlations with Motivation (MOTVTN) (r = .103) and Training (TRNING) (r = .130), indicating weak relationships with these constructs. The correlation between ATRITN and Employee Performance is moderate and positive (r = .591), suggesting that higher attrition is associated with better employee performance.

Motivation (MOTVTN) shows a moderate positive correlation with Training (TRNING) (r = .363), indicating that higher motivation is linked to more training. However, its correlation with Employee Performance is very low (r = .075), suggesting that motivation does not have a significant direct relationship with performance in this context.

Training (TRNING) has a low positive correlation with Employee Performance (r = .236), implying that more training is somewhat related to improved performance outcomes (Field, A. (2013), Pallant, J. (2020), Cohen, J. (1988)).

4.9. Hypothesis Testing

4.9.1 Objective : To Identify the Factors Determining the Effect of People Analytics on Retail Employee Performance.

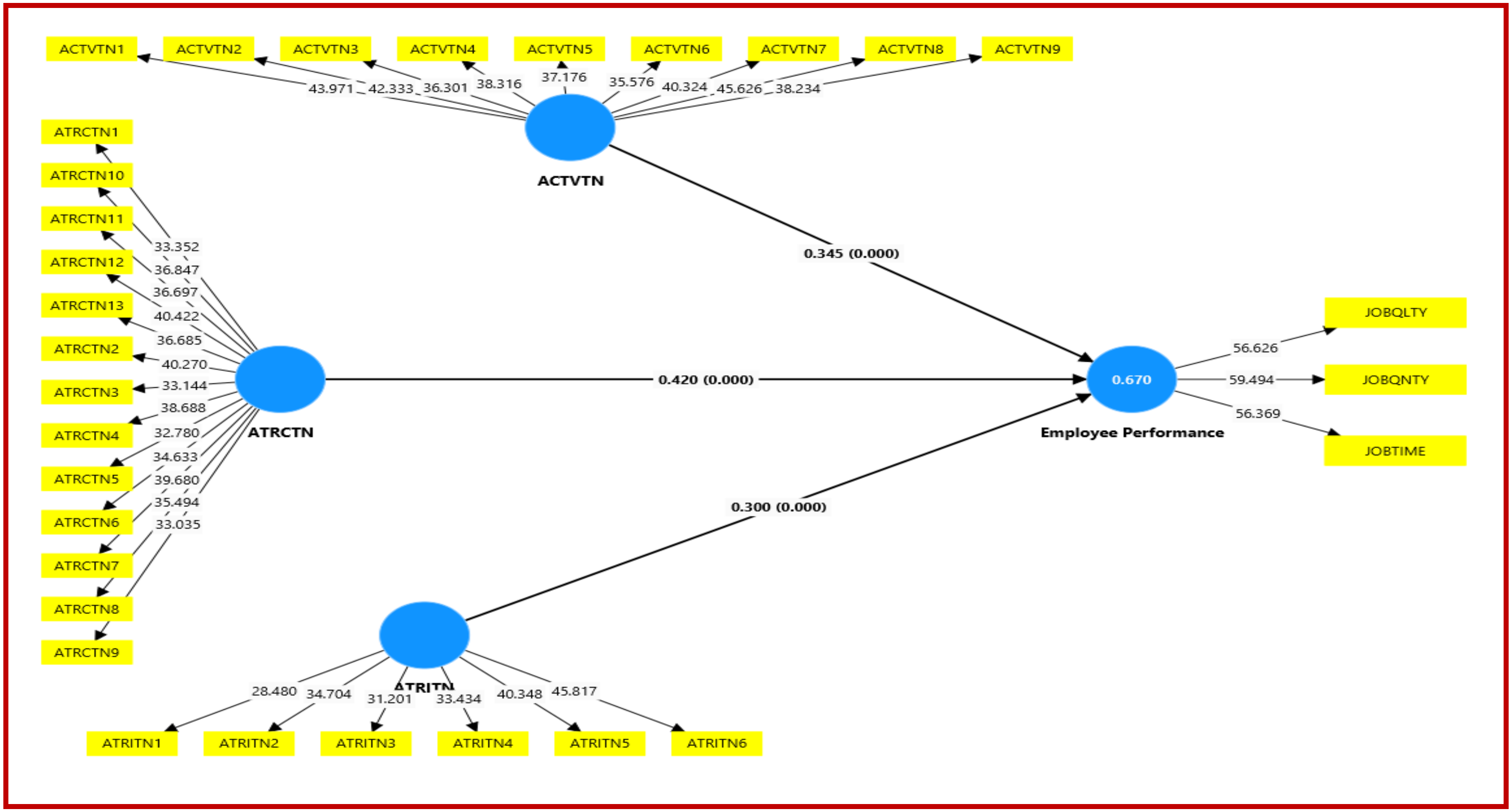


Figure 4.8: IV to DV Direct

Table 4.15: Factors Determining Effect of People Analytics on Retail Employee Performance

	B	STD DEV	T stat	P-Val	LLCI	ULCI	VIF	f-square	R2/Adj R2/Q2
ACTVTN -> Employee Performance	0.345	0.031	11.204	0.000	0.283	0.406	1.201	0.301	R-Sq = 0.670
ATRCTN -> Employee Performance	0.420	0.034	12.182	0.000	0.353	0.486	1.354	0.395	Adj. R-Sq = 0.669
ATRITN -> Employee Performance	0.300	0.031	9.806	0.000	0.239	0.360	1.276	0.214	Q-Sq = 0.664

The regression analysis examined the effects of Activation, Attraction, and Attrition on Employee Performance. The results show that all three predictors significantly contribute to Employee Performance, with p-values less than 0.001 for each predictor (Field, A. (2013), Pallant, J. (2020), Cohen, J. (1988), Wasserstein, R. L., & Lazar, N. A. (2016)).

H1: There is a Significant Effect of Activation Towards Employee Performance.

H01: There is no Significant Effect of Activation Towards Employee Performance.

Activation (ACTVTN) had a significant positive effect on Employee Performance (β=0.345, $p<0.001$). The 95% confidence interval for this effect ranges from 0.283 to 0.406, and the variance inflation factor (VIF) was 1.201, indicating no multicollinearity issues. The f^2 value of 0.301 suggests a moderate effect size (Field, A. (2013), Pallant, J. (2020)) .

H2: There is a Significant Effect of Attraction Towards Employee Performance.

H02: There is no Significant Effect of Attraction Towards Employee Performance.

Attraction (ATRCTN) also had a significant positive effect on Employee Performance (β=0.420, $p<0.001$). The confidence interval for this effect was between 0.353 and 0.486, with a VIF of 1.354, suggesting that multicollinearity is not a concern. The f^2 value was 0.395, indicating a relatively strong effect size (Field, A. (2013), Pallant, J. (2020), Cohen, J. (1988)).

H3: There is a Significant Effect of Attrition Towards Employee Performance.

H03: There is no Significant Effect of Attrition Towards Employee Performance.

Attrition (ATRITN) similarly had a significant positive impact on Employee Performance (β=0.300, $p<0.001$). The confidence interval ranged from 0.239 to 0.360, with a VIF of 1.276, also showing no multicollinearity issues (Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017), Henseler, J., Ringle, C. M., & Sarstedt, M. (2015), Ringle, C. M., Sarstedt, M., & Hair, J. F. (2019)). The f^2 value was 0.214, indicating a small to moderate effect size (Cohen, J. (1988), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010), Field, A. (2013)).

The overall model explained 67% of the variance in Employee Performance ($R^2 = 0.670$) and had a Q^2 predictive value of 0.664, indicating good predictive relevance (Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Table 4.16: Hypothesis Result

Hypothesis		β	T stat	P-Val	Hypothesis Accepted / Rejected
H1: There is a significant effect of Activation towards Employee Performance.	ACTVTN -> Employee Performance	0.345	11.204	0.000	Accepted
H2: There is a significant effect of Attraction towards Employee Performance.	ATRCTN -> Employee Performance	0.420	12.182	0.000	Accepted
H3: There is a significant effect of Attrition towards Employee Performance.	ATRITN -> Employee Performance	0.300	9.806	0.000	Accepted

Source: Author's Own

The table presents the results of hypothesis testing conducted to examine the relationship between three key factors—Activation, Attraction, and Attrition—and Employee Performance. Each hypothesis was tested using a structural equation modeling (SEM) approach, and the significance of each path was assessed through beta coefficients (β), T-statistics (T stat), and P-values (P-Val).

Hypothesis 1 (H1):

"There is a significant effect of Activation towards Employee Performance."

The path coefficient (β) for Activation → Employee Performance is 0.345, indicating a moderate positive effect of Activation on Employee Performance. The T-statistic value is 11.204, and the P-value is 0.000, which is well below the standard threshold of 0.05. This confirms that the effect is statistically significant. As a result, Hypothesis 1 is accepted, suggesting that higher levels of employee activation—such as proactive engagement, enthusiasm, and motivation—positively influence how well employees perform in an organization.

Hypothesis 2 (H2):

"There is a significant effect of Attraction towards Employee Performance."

For this hypothesis, the path coefficient (β) is 0.420, which represents the strongest effect among the three tested hypotheses. The T-statistics of 12.182 and P-value of 0.000 again indicate a high level of statistical significance. The acceptance of Hypothesis 2 highlights the critical role that attraction—possibly referring to the organization's ability to attract and retain top talent—plays in enhancing employee performance. When employees are drawn to an organization due to its values, culture, or benefits, they are more likely to perform effectively.

Hypothesis 3 (H3):

"There is a significant effect of Attrition towards Employee Performance."

The path coefficient (β) for Attrition → Employee Performance is 0.300, indicating a positive and significant effect, though slightly lower than the previous two. The T-statistic value is 9.806, with a P-value of 0.000, confirming that the result is statistically significant. Hypothesis 3 is therefore also accepted. Interestingly, the positive relationship may suggest that attrition, when managed properly, could lead to better performance—possibly because it allows the organization to retain only high-performing individuals or refresh teams with more competent employees.

4.9.2 Objective: To Analyze the Moderating Role of Demographic Variables on the Relationship of People Analytics and Employee Performance.

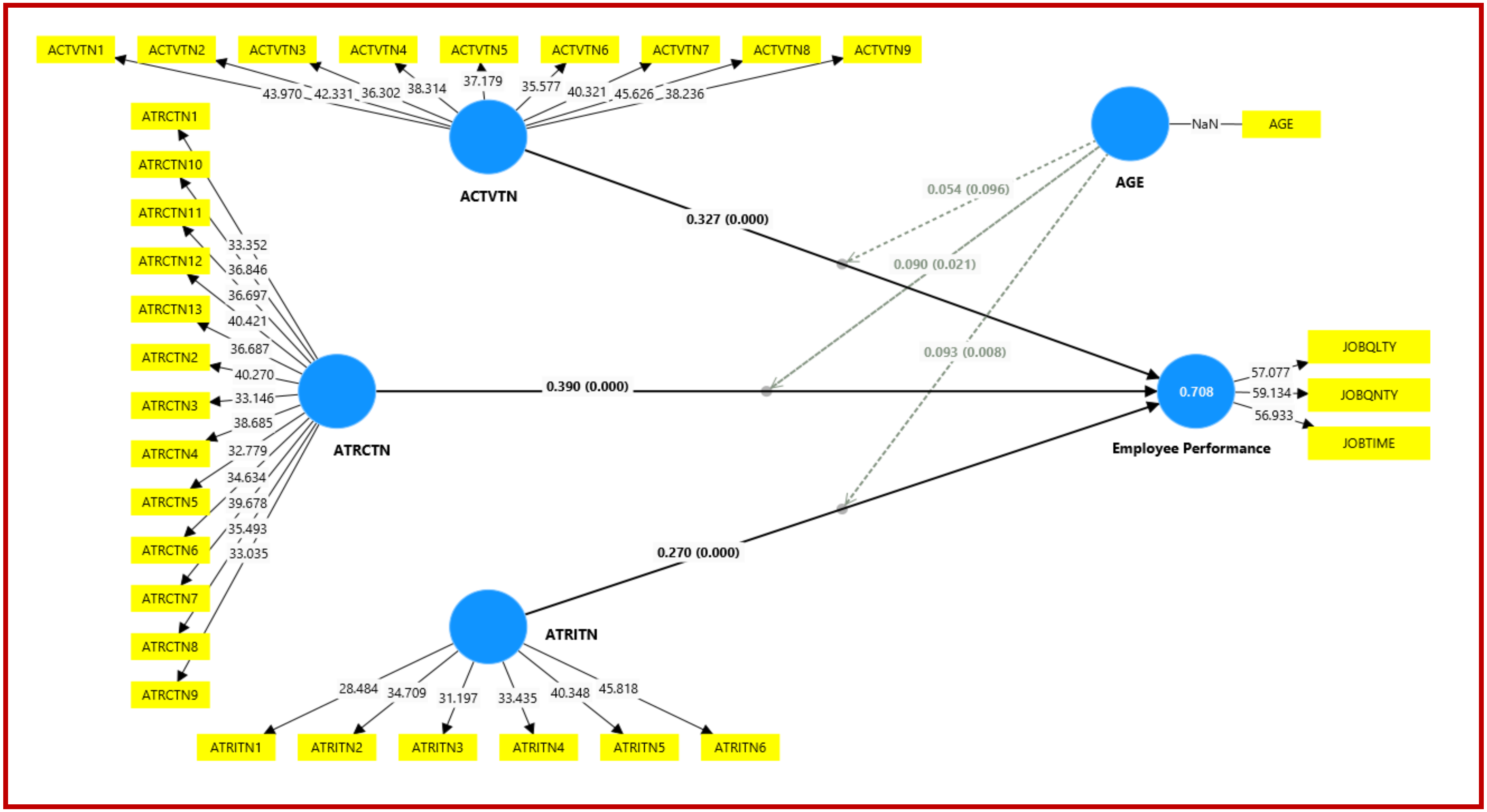


Figure 4.9: Moderation effect of Age

Table 4.17: Moderation Of Age on the Relationship of People Analytics and Employee Performance.

	β	STD DEV	T stat	P-Val	LLCI	ULCI	VIF	f-square	R2/Adj R2/Q2
ACTVTN -> Employee Performance	0.327	0.030	11.005	0.000	0.267	0.384	1.214	0.302	Employee Performance
AGE -> Employee Performance	0.043	0.026	1.651	0.099	-0.008	0.092	1.015	0.006	
ATRCTN -> Employee Performance	0.390	0.033	11.729	0.000	0.327	0.456	1.379	0.378	R-Sq = 0.708
ATRITN -> Employee Performance	0.270	0.030	8.887	0.000	0.211	0.329	1.303	0.192	Adj. R-Sq = 0.704
AGE x ATRITN -> Employee Performance	0.093	0.035	2.673	0.008	0.025	0.161	1.537	0.020	Q-Sq = 0.696
AGE x ATRCTN -> Employee Performance	0.090	0.039	2.316	0.021	0.015	0.169	1.560	0.019	
AGE x ACTVTN -> Employee Performance	0.054	0.032	1.667	0.096	-0.011	0.117	1.272	0.008	

H4: There is a significant moderating effect of Age Between the relationship among Activation and employee performance.

H04: There is no significant moderating effect of Age Between the relationship among Activation and employee performance.

Continuing with the regression analysis results, Activation (ACTVTN) exhibited a significant positive relationship with employee performance ($\beta=0.327$, $p<0.001$), with the lower limit confidence interval (LLCI) ranging from 0.267 to the upper limit confidence interval (ULCI) 0.384. The variance inflation factor (VIF) for ACTVTN was 1.214, indicating low multicollinearity. The effect size (f^2) was 0.302, showing a substantial influence (Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Age (AGE) had a non-significant effect on employee performance ($\beta=0.043$, $p = 0.099$), with the LLCI ranging from -0.008 to ULCI 0.092 and a VIF of 1.015, suggesting no substantial impact (Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H5: There is a significant moderating effect of Age Between the relationship among Attraction and employee performance.

H05: There is no significant moderating effect of Age Between the relationship among Attraction and employee performance.

Attraction (ATRCTN) positively influenced employee performance ($\beta=0.390$, $p<0.001$), with LLCI from 0.327 to ULCI 0.456. The VIF for ATRCTN was 1.379, indicating low multicollinearity, and the effect size was 0.378, reflecting a strong effect (Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H6: There is a significant moderating effect of Age Between the relationship among Attrition and employee performance.

H06: There is no significant moderating effect of Age Between the relationship among Attrition and employee performance.

Attrition (ATRITN) also had a significant positive effect on employee performance (β=0.270, p<0.001), with LLCI ranging from 0.211 to ULCI 0.329. The VIF was 1.303, and the effect size was 0.192, indicating a moderate impact (Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010))

The interaction terms involving Age provided additional insights. The interaction between Age and Attrition (AGE x ATRITN) had a significant positive effect on employee performance (β=0.093, p=0.008), with LLCI from 0.025 to ULCI 0.161 and a VIF of 1.537, reflecting moderate multicollinearity. The effect size was 0.020. Similarly, the interaction between Age and Attraction (AGE x ATRCTN) significantly influenced performance (β=0.090, p=0.021), with LLCI ranging from 0.015 to ULCI 0.169 and a VIF of 1.560, showing an effect size of 0.019. In contrast, the interaction between Age and Activation (AGE x ACTVTN) did not show a significant effect on employee performance (β=0.054, p=0.096), with LLCI from -0.011 to ULCI 0.117 and a VIF of 1.272, indicating a minimal impact ((Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

The model's R^2 was 0.708 with a Q^2 of 0.696, reflecting strong explanatory and predictive power (Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Table 4.18: Hypothesis Result

Hypothesis		β	T stat	P-Val	Hypothesis Accepted / Rejected
H4: There is a significant moderating effect of Age Between the relationship among Activation and employee performance.	AGE x ACTVTN -> Employee Performance	0.054	1.667	0.096	Rejected
H5: There is a significant moderating effect of Age Between the relationship among Attraction and employee performance.	AGE x ATRCTN -> Employee Performance	0.090	2.316	0.021	Accepted
H6: There is a significant moderating effect of Age Between the relationship among Attrition and employee performance.	AGE x ATRITN -> Employee Performance	0.093	2.673	0.008	Accepted

The table summarizes the outcomes of three hypotheses (H4, H5, and H6) regarding whether Age moderates the relationship between key HR constructs (Activation, Attraction, and Attrition) and Employee Performance.

Hypothesis 4 (H4):

"There is a significant moderating effect of Age between the relationship among Activation and Employee Performance."

- Path: AGE × ACTVTN → Employee Performance
- $\beta = 0.054$, $T = 1.667$, $P = 0.096$

The p-value (0.096) is above the conventional threshold of 0.05, indicating that the moderating effect of Age on the Activation–Performance relationship is not statistically significant. Hence, Hypothesis 4 is rejected. This suggests that age does not significantly alter the strength or direction of the relationship between activation and employee performance.

Hypothesis 5 (H5):

"There is a significant moderating effect of Age between the relationship among Attraction and Employee Performance."

- Path: AGE × ATRCTN → Employee Performance
- $\beta = 0.090$, $T = 2.316$, $P = 0.021$

The p-value (0.021) is below 0.05, indicating a statistically significant moderating effect. Therefore, Hypothesis 5 is accepted. This means that the impact of Attraction on Employee Performance varies by Age. In practical terms, the strength of the attraction–performance link may be stronger or weaker for employees of different age groups.

Hypothesis 6 (H6):

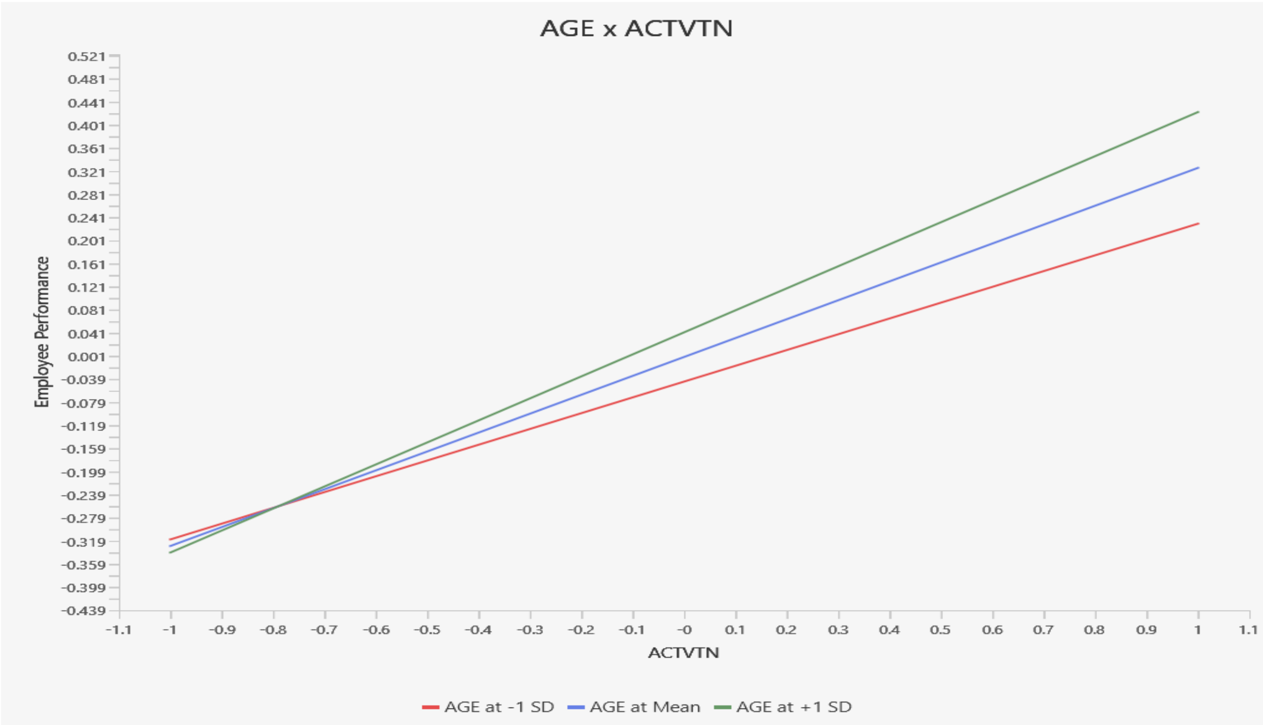
"There is a significant moderating effect of Age between the relationship among Attrition and Employee Performance."

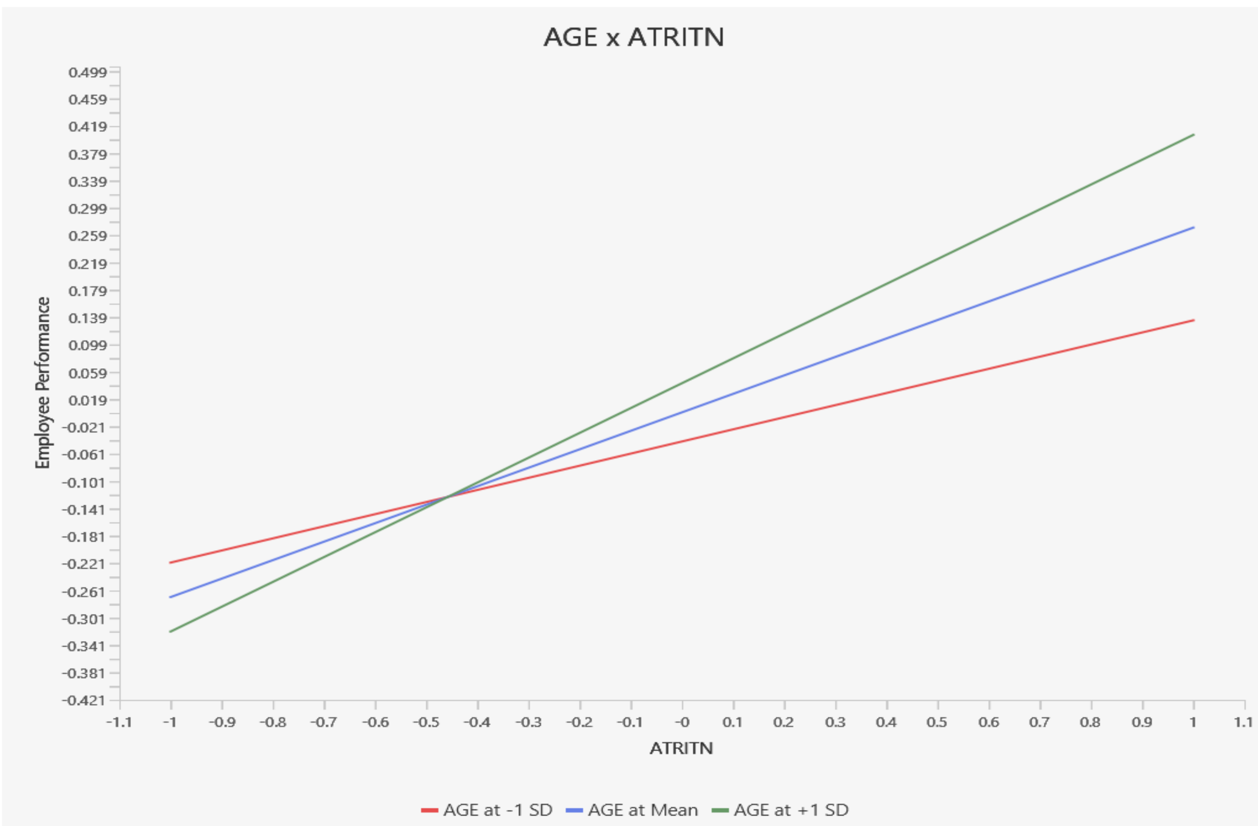
- Path: AGE × ATRITN → Employee Performance

- $\beta = 0.093$, $T = 2.673$, $P = 0.008$

With a p-value of 0.008, this result is highly significant. Hypothesis 6 is accepted, indicating that Age significantly moderates the relationship between Attrition and Employee Performance. This suggests that older or younger employees may respond differently to attrition-related dynamics in ways that influence their performance.

- ***Moderation Graphs of Age***





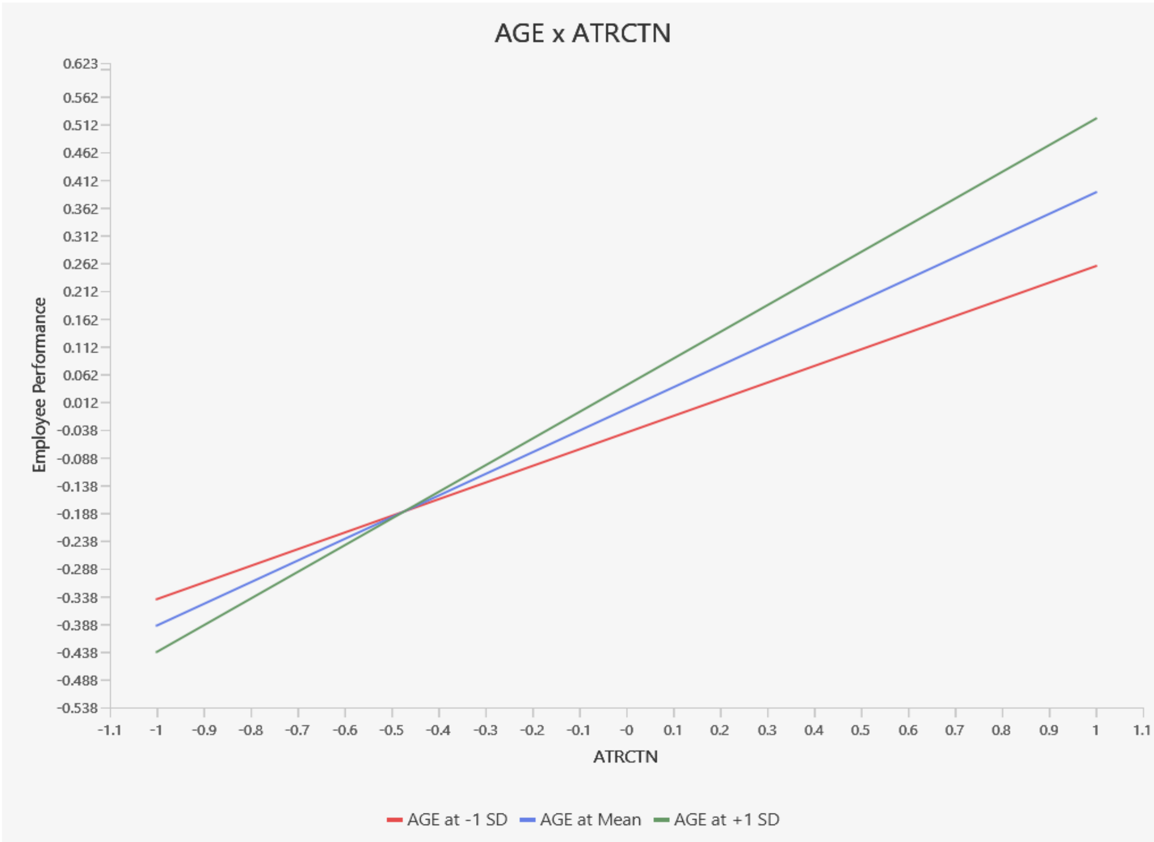


Figure 4.10: Moderation Graphs of Age

Source: Author's Own

The Moderation graphs depict the interaction effects between AGE and three variables—Attrition (ATRITN), Attraction (ATRCTN), and Activation (ACTVTN)—on performance outcomes. The analysis considers AGE at three levels: one standard deviation below the mean (AGE = -1 SD), at the mean (AGE = Mean), and one standard deviation above the mean (AGE = +1 SD).

Graph 1: AGE X ATTRITION (ATRITN)

In the first graph, which illustrates the AGE x ATRITN interaction, the results indicate that as ATRITN increases, performance also increases across all levels of AGE. The graph demonstrates that as ATRITN becomes higher, the scores go up for each level of AGE. For older individuals (who are + set distance away from the mean in AGE), the positive slope is clearer than it is for anyone at the mean or below the mean. As a result, it is likely that increased ATRITN is linked to better performance which is significant for older people.

Graph 2: AGE x ATTRACTION (ATRCTN)

Similar to how the first graph functions, this graph illustrates that the AGE x ATRCTN interaction has the same pattern. An increase in ATRCTN leads to improvements in performance for everyone, but older adults (+1 SD of AGE) seem to gain more from it. It means that additional ATRCTN is more valuable for seniors when it comes to their performance.

Graph 3: AGE x ACTIVATION (ACTVTN)

The third graph also reveals that higher ACTVTN generate better results from students aged 8 to 10 and those aged 11 to 13. Older people (AGE = +1 SD) once again show a greater increase in performance from the scale, proving that ACTVTN is more important for the elderly.

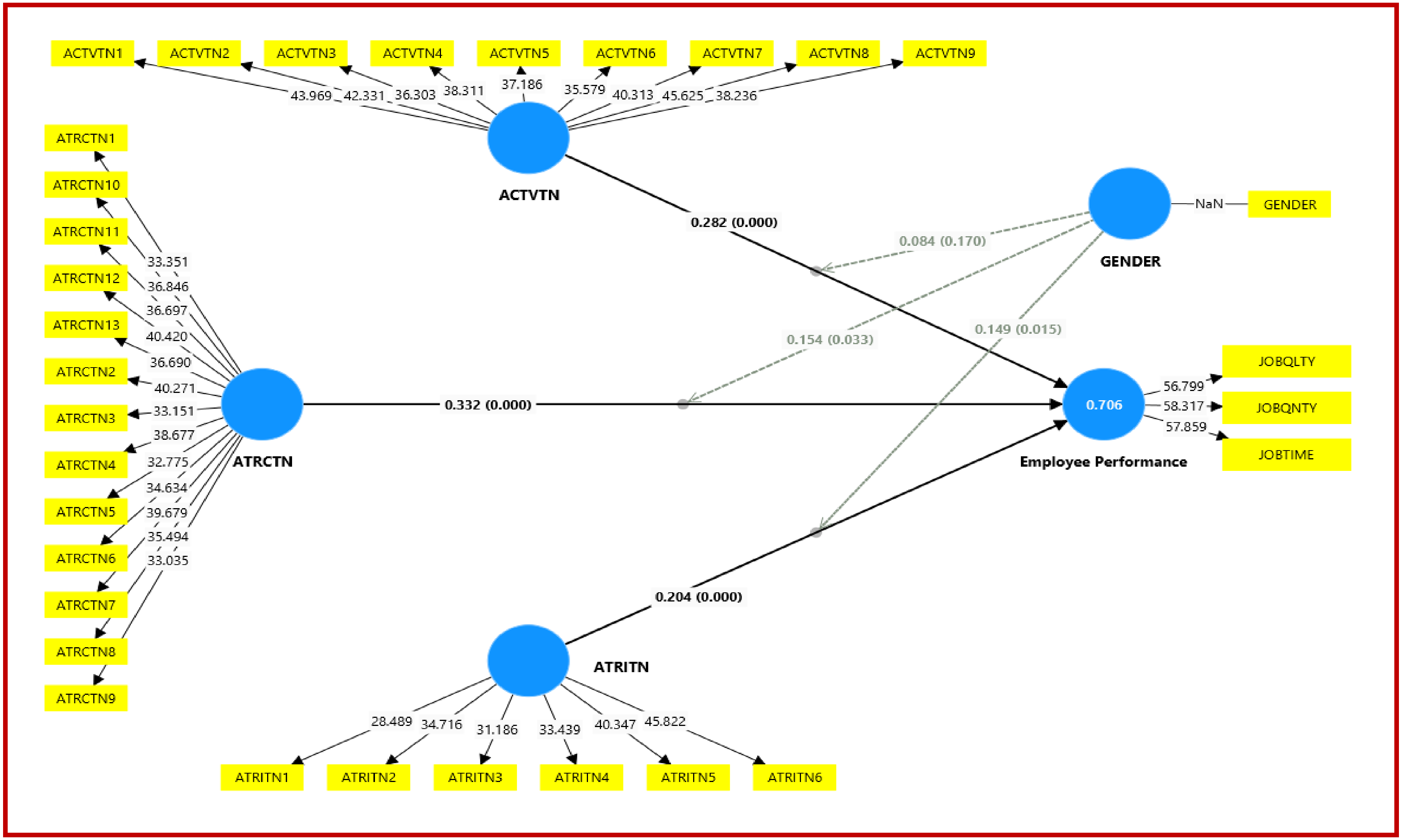


Figure 4.11: Moderation Effect of Gender

Table 4.19: Moderation Of Gender on the Relationship of People Analytics and Employee Performance.

	β	STD DEV	T stat	P-Val	LLCI	ULCI	VIF	f-square	R2/Adj R2/Q2
ACTVTN -> Employee Performance	0.282	0.036	7.764	0.000	0.210	0.353	2.184	0.123	
ATRCTN -> Employee Performance	0.332	0.036	9.268	0.000	0.262	0.401	2.353	0.159	
ATRITN -> Employee Performance	0.204	0.032	6.321	0.000	0.142	0.268	2.300	0.061	R-Sq = 0.706
GENDER -> Employee Performance	0.239	0.055	4.316	0.000	0.131	0.345	1.051	0.045	Adj. R-Sq = 0.702
GENDER x ATRCTN -> Employee Performance	0.154	0.072	2.137	0.033	0.014	0.295	2.813	0.014	Q-Sq = 0.675
GENDER x ATRITN -> Employee Performance	0.149	0.061	2.432	0.015	0.028	0.267	2.559	0.014	
GENDER x ACTVTN -> Employee Performance	0.084	0.061	1.373	0.170	-0.036	0.207	2.519	0.005	

H7: There is a Significant Moderating Effect of Gender Between the Relationship among Activation and Employee Performance.

H07: There is a Significant Moderating Effect of Gender Between the Relationship among Activation and Employee Performance.

The regression analysis exploring factors influencing employee performance yielded several notable findings. Activation (ACTVTN) demonstrated a significant positive effect on employee performance ($\beta = 0.282$, $p<0.001$), with the lower limit confidence interval (LLCI) ranging from 0.210 to the upper limit confidence interval (ULCI) 0.353. The variance inflation factor (VIF) for ACTVTN was 2.184, indicating some level of multicollinearity, while the effect size (f^2) was 0.123. The model's R^2 was 0.706 and the Q^2 was 0.675, reflecting strong explanatory and predictive power (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H8: There is a Significant Moderating Effect of Gender Between the Relationship among Attraction and Employee Performance.

H08: There is no Significant Moderating Effect of Gender Between the Relationship among Attraction and Employee Performance.

Attraction (ATRCTN) also had a significant positive impact on employee performance ($\beta=0.332$, $p<0.001$), with LLCI ranging from 0.262 to ULCI 0.401. The VIF for ATRCTN was 2.353, indicating a moderate level of multicollinearity, and the effect size was 0.159, showing a substantial influence (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H9: There is a significant moderating effect of Gender Between the relationship among Attrition and employee performance.

H09: There is no significant moderating effect of Gender Between the relationship among Attrition and employee performance.

Attrition (ATRITN) positively influenced employee performance (β=0.204, $p<0.001$), with LLCI from 0.142 to ULCI 0.268. The VIF was 2.300, reflecting moderate multicollinearity, and the effect size was 0.061, indicating a moderate impact (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Gender (GENDER) had a positive and significant effect on employee performance (β=0.239, $p<0.001$), with LLCI ranging from 0.131 to ULCI 0.345 and a VIF of 1.051, suggesting low multicollinearity. The effect size was 0.045, indicating a modest impact (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Interaction terms involving Gender provided additional insights. The interaction between Gender and Attraction (GENDER x ATRCTN) significantly influenced employee performance (β=0.154, $p < 0.05$), with LLCI from 0.014 to ULCI 0.295 and a VIF of 2.813, reflecting moderate multicollinearity. The effect size for this interaction was 0.014. The interaction between Gender and Attrition (GENDER x ATRITN) also had a significant effect (β=0.149, $p < 0.05$), with LLCI ranging from 0.028 to ULCI 0.267 and a VIF of 2.559, also showing a moderate effect size of 0.014. However, the interaction between Gender and Activation (GENDER x ACTVTN) did not show a significant effect on employee performance (β=0.084, $p > 0.05$), with LLCI from -0.036 to ULCI 0.207 and a VIF of 2.519, indicating a minimal impact.

The model's R^2 was 0.706 and the Q^2 was 0.675, reflecting strong explanatory and predictive power.

Table 4.20: Hypothesis Result

Hypothesis		β	T stat	P-Val	Hypothesis Accepted / Rejected
H7: There is a significant moderating effect of Gender Between the relationship among Activation and employee performance.	GENDER x ACTVTN -> Employee Performance	0.084	1.373	0.170	Rejected
H8: There is a significant moderating effect of Gender Between the relationship among Attraction and employee performance.	GENDER x ATRCTN -> Employee Performance	0.154	2.137	0.033	Accepted
H9: There is a significant moderating effect of Gender Between the relationship among Attrition and employee performance.	GENDER x ATRITN -> Employee Performance	0.149	2.432	0.015	Accepted

This section discusses the results of hypotheses H7 to H9, which investigate whether Gender moderates the relationships between Activation, Attraction, and Attrition and Employee Performance. Interaction terms involving Gender were used in the structural equation model to examine these moderation effects.

Hypothesis 7 (H7):

"There is a significant moderating effect of Gender between the relationship among Activation and Employee Performance."

The interaction term GENDER × ACTVTN resulted in a path coefficient (β) of 0.084, with a T-statistic of 1.373 and a p-value of 0.170. Given that the p-value is greater than 0.05, the result is not statistically significant, and hence, Hypothesis 7 is rejected. This suggests that the relationship between Activation (e.g., motivation, involvement, or employee engagement) and Employee Performance does not differ significantly between genders. The result indicates that both male and female employees respond similarly to activation stimuli in the workplace.

Hypothesis 8 (H8):

"There is a significant moderating effect of Gender between the relationship among Attraction and Employee Performance."

The interaction term GENDER × ATRCTN yielded a path coefficient (β) of 0.154, a T-statistic of 2.137, and a p-value of 0.033. Since the p-value is below the 0.05 significance level, Hypothesis 8 is accepted. This confirms that Gender significantly moderates the effect of Attraction on Employee Performance. The findings imply that gender-based preferences or expectations can influence how employees perceive and respond to organizational attractiveness. For instance, men and women may differ in how they value job flexibility, benefits, or organizational culture, which in turn affects their performance outcomes.

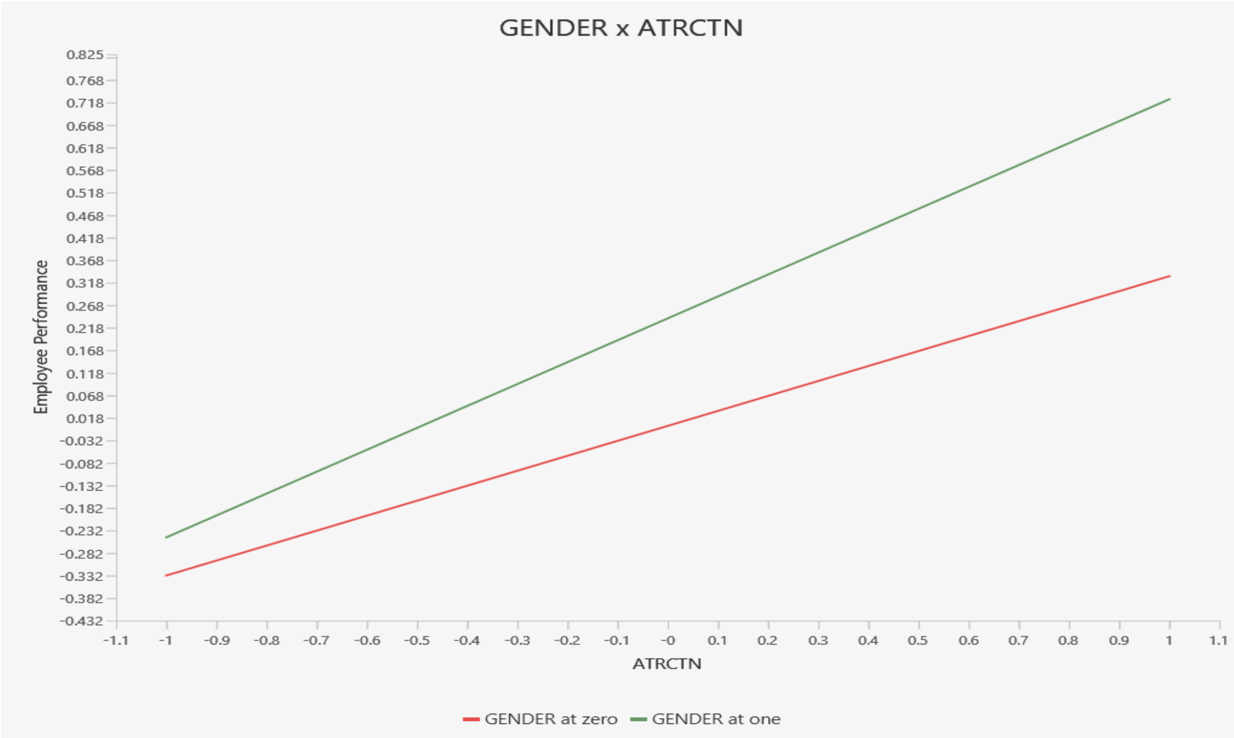
Hypothesis 9 (H9):

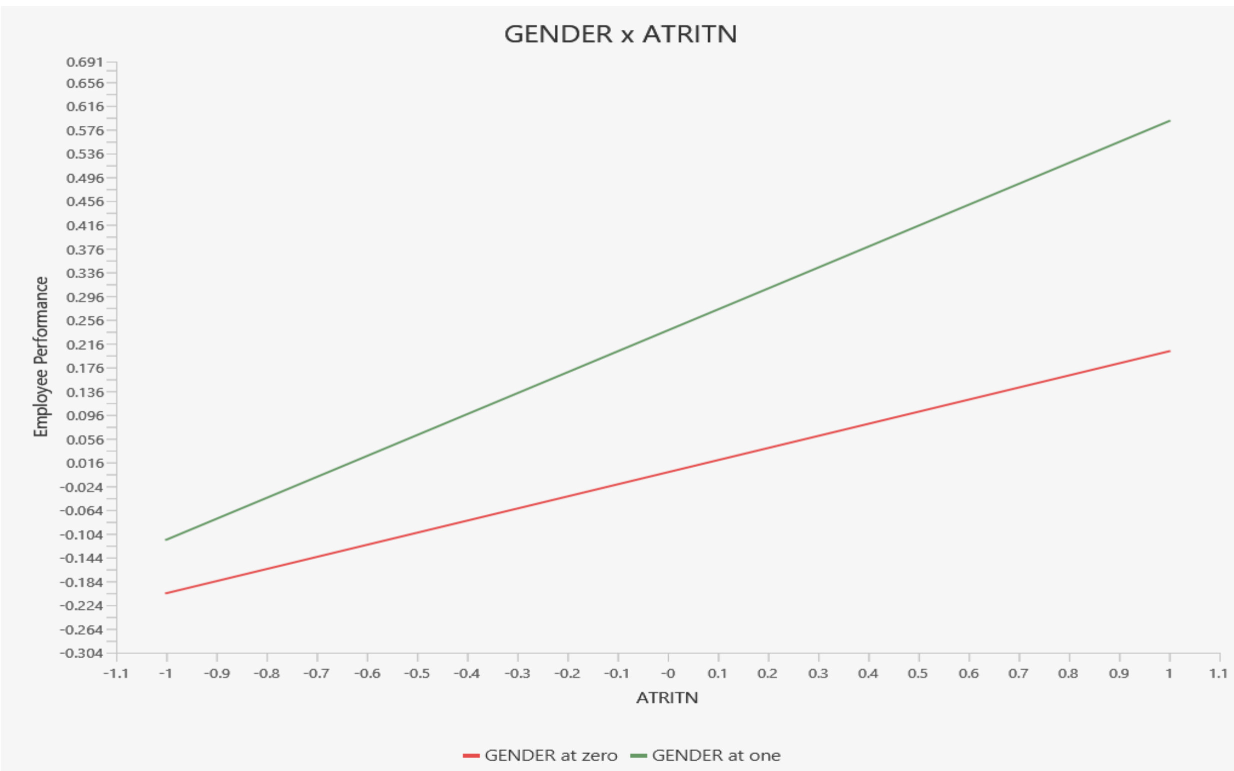
"There is a significant moderating effect of Gender between the relationship among Attrition and Employee Performance."

The interaction term GENDER × ATRITN shows a path coefficient (β) of 0.149, a T-statistic of 2.432, and a p-value of 0.015, indicating a statistically significant result. Therefore, Hypothesis 9 is accepted. This suggests that Gender significantly moderates the relationship between Attrition and Employee Performance. In practical terms, it may indicate that male and female employees are affected differently by workplace turnover and instability. For example, women may be more sensitive to interpersonal relationships and team dynamics, while men may react differently to workload changes resulting from attrition. Understanding such differences can help organizations create gender-sensitive retention and performance management strategies.

The analysis confirms that Gender plays a significant moderating role in two key HR domains: Attraction and Attrition, but not in Activation. The findings suggest that gender-responsive HR policies can improve performance outcomes by aligning organizational practices with the different needs and motivations of male and female employees. Tailored strategies in employer branding, team dynamics, and communication could enhance employee satisfaction and productivity across genders.

- **Moderation Graphs of Gender**





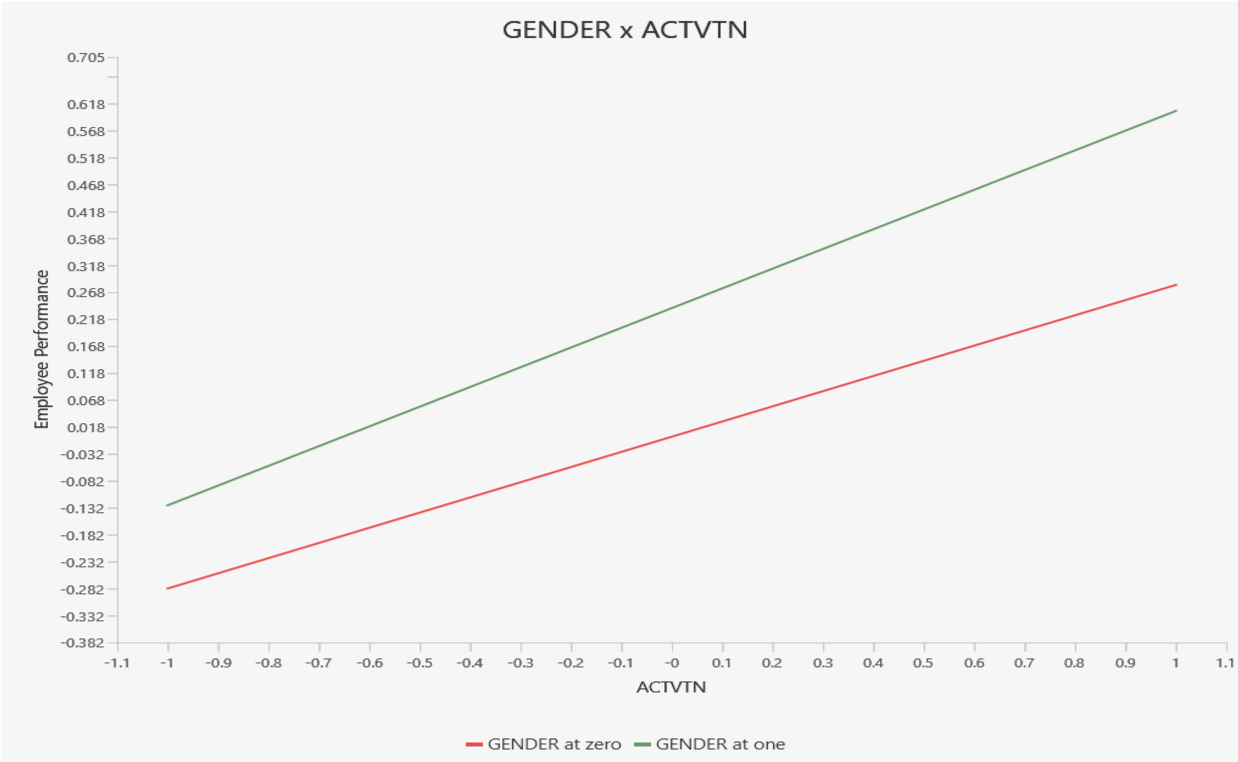


Figure 4.12: Moderation Graphs of Gender

Source: Author's Own

The graphs in the moderation section show the connection between gender and three variables (ATTRCN, ATTRIN and ACTIVN) when it comes to employee performance. Every graph displays the relationship between the predictors and the outcome variable which is not the same for all genders.

Graph 1: GENDER x ATTRACTION (ATTRCN)

This graph demonstrates how Gender and the predictor ATTRCN are related. These lines demonstrate different levels of Gender: -1 SD on the red line, average Gender in the blue line and +1 SD on the green line. As ATTRCN rises, all three lines show that the predicted value of the dependent variable also rises. Importantly, the green line has the steepest slope which means the link between ATTRCN, and the outcome is stronger when Gender is higher. When looking at scores below the red line, the relationship between education and Gender gets weaker. Interestingly, the lines all connect at the bottom of the ATTRCN scale which implies that ATTRCN affects employee performance in different ways at higher ATTRCN levels.

Graph 2: GENDER x ATTRITION (ATTRIN)

The graph illustrates the links between Gender and the predictor ATTRIN. All lines in the graph correspond to the same color scheme: elaborated red for -1 SD, deep blue for the mean and spirited green for the +1 SD area. A higher ATTRIN score corresponds to a higher prediction for the dependent variable. The green line for higher Gender (+1 SD) indicates that ATTRIN has the biggest influence on employees with higher Gender in the study. In contrast, the red line (low Gender) is gentle, hinting that it is affected less by low Gender.

Graph 3: GENDER x ACTIVATION (ACTIVN)

The next graph clearly shows how Gender and the predictor ACTIVN are interacting. The fact that the lines go up suggests that a rise in ACTIVN also causes the value of the dependent variable to go up. Since the green line rises faster than the other two, we can tell ACTIVN influences behavior less at lower Gender levels and more at higher Gender levels. Like the other graphs, the lines tend to get closer together as ACTIVN gets lower and move farther apart as ACTIVN rises.

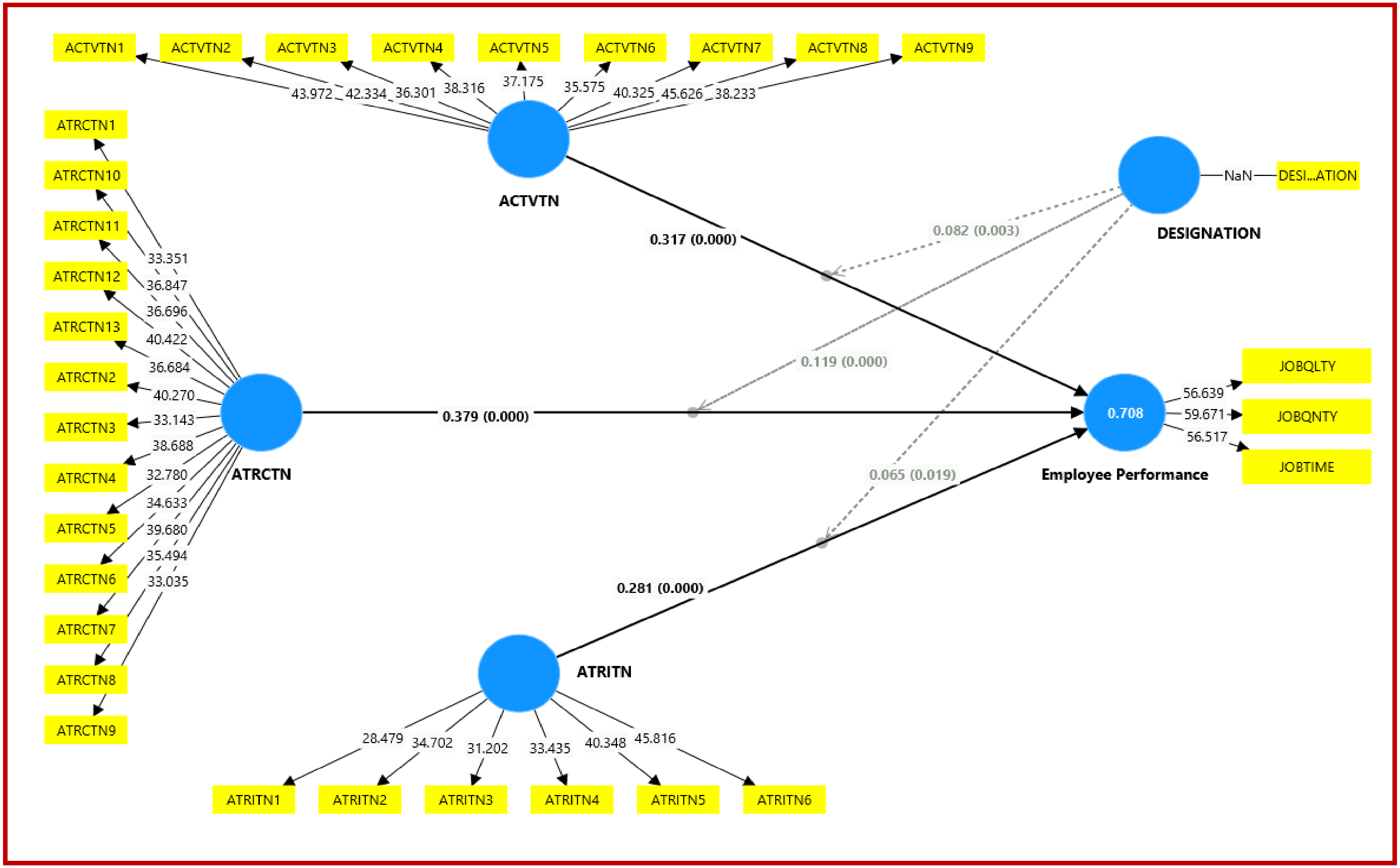


Figure 4.13: Moderation effect of Designation

Table 4.21: Moderation of Designation on the Relationship of People Analytics and Employee Performance.

	β	STD DEV	T stat	P-Val	LLCI	ULCI	VIF	f-square	R2/Adj R2/Q2
ACTVTN -> Employee Performance	0.317	0.030	10.482	0.000	0.257	0.376	1.246	0.277	
ATRCTN -> Employee Performance	0.379	0.034	11.270	0.000	0.313	0.444	1.409	0.349	
ATRITN -> Employee Performance	0.281	0.029	9.607	0.000	0.223	0.338	1.290	0.210	R-Sq = 0.708
DESIGNATION -> Employee Performance	0.043	0.023	1.862	0.063	-0.002	0.089	1.036	0.006	Adj. R-Sq = 0.704
DESIGNATION x ATRCTN -> Employee Performance	0.119	0.033	3.566	0.000	0.052	0.184	1.418	0.032	Q-Sq = 0.698
DESIGNATION x ATRITN -> Employee Performance	0.065	0.028	2.338	0.019	0.010	0.119	1.317	0.011	
DESIGNATION x ACTVTN -> Employee Performance	0.082	0.028	2.952	0.003	0.027	0.136	1.192	0.019	

The regression analysis of employee performance revealed the following findings:

H10: There is a Significant Moderating Effect of Designation Between the Relationship among Activation and Employee Performance.

H010: There is no Significant Moderating Effect of Designation Between the Relationship among Activation and Employee Performance.

Activation (ACTVTN) had a significant positive effect on employee performance (β=0.317, $p < 0.001$). The variance inflation factor (VIF) for ACTVTN was 1.246, suggesting low multicollinearity. The effect size (f^2) was 0.277, indicating a substantial impact (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H11: There is a Significant Moderating Effect of Designation Between the Relationship among Attraction and Employee Performance.

H011: There is no Significant Moderating Effect of Designation Between the Relationship among Attraction and Employee Performance.

Attraction (ATRCTN) significantly influenced employee performance (β=0.379, $p < 0.001$). The VIF for ATRCTN was 1.409, showing low to moderate multicollinearity, and the effect size was 0.349, indicating a strong effect (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H12: There is a Significant Moderating Effect of Designation Between the Relationship among Attrition and Employee Performance.

H012: There is no Significant Moderating Effect of Designation Between the Relationship among Attrition and Employee Performance.

Attrition (ATRITN) also had a significant positive effect on employee performance (β=0.281, $p < 0.001$). The VIF was 1.290, reflecting moderate multicollinearity, and the effect size was 0.210, demonstrating a moderate impact (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Designation (DESIGNATION) had a marginally significant positive effect on employee performance (β=0.043, $p > 0.05$). The VIF for DESIGNATION was 1.036, indicating low multicollinearity, and the effect size was 0.006, suggesting a minimal influence (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Interactions involving Designation provided additional insights. The interaction between Designation and Attraction (DESIGNATION x ATRCTN) had a significant positive effect on employee performance (β=0.119, $p<0.001$), with VIF of 1.418, indicating low to moderate multicollinearity and an effect size of 0.032. The interaction between Designation and Attrition (DESIGNATION x ATRITN) also significantly influenced performance (β=0.065, $p < 0.019$), with VIF of 1.317, reflecting a small effect size of 0.011. The interaction between Designation and Activation (DESIGNATION x ACTVTN) had a positive effect on employee performance (β=0.082, $p < 0.003$), with VIF of 1.192, indicating a moderate effect size of 0.019.

The model's R^2 was 0.708, with a Q^2 of 0.698, reflecting strong explanatory and predictive power.

Table 4.22: Hypothesis Results

Hypothesis		β	T stat	P-Val	Hypothesis Accepted / Rejected
H10: There is a significant moderating effect of Designation Between the relationship among Activation and employee performance.	**DESIGNATION x ACTVTN -> Employee Performance**	0.082	2.952	0.003	**Accepted**
H11: There is a significant moderating effect of Designation Between the relationship among Attraction and employee performance.	**DESIGNATION x ATRCTN -> Employee Performance**	0.119	3.566	0.000	**Accepted**
H12: There is a significant moderating effect of Designation Between the relationship among Attrition and employee performance.	**DESIGNATION x ATRITN -> Employee Performance**	0.065	2.338	0.019	**Accepted**

This section discusses the results of hypotheses H10 to H12, which investigate whether Designation moderates the relationships between Activation, Attraction, and Attrition and Employee Performance. Interaction terms involving Designation were incorporated into the structural equation model to assess these moderation effects.

Hypothesis 10 (H10):

"There is a significant moderating effect of Designation between the relationship among Activation and Employee Performance."

The interaction term DESIGNATION × ACTVTN produced a path coefficient (β) of 0.082, a T-statistic of 2.952, and a p-value of 0.003. As the p-value is well below the standard 0.05 significance level, the result is statistically significant, and Hypothesis 10 is accepted. This indicates that Designation significantly moderates the relationship between Activation and Employee Performance. In practical terms, this means that employees at different organizational levels (e.g., junior staff versus senior managers) respond differently to activation stimuli such as motivation, engagement efforts, or empowerment initiatives. For example, lower-level employees might be more driven by supervision and recognition, while higher-level employees may require autonomy and strategic involvement to feel activated. These insights emphasize the need for designation-specific engagement strategies to enhance performance across employee tiers.

Hypothesis 11 (H11):

"There is a significant moderating effect of Designation between the relationship among Attraction and Employee Performance."

The interaction term DESIGNATION × ATRCTN resulted in a path coefficient (β) of 0.119, a T-statistic of 3.566, and a p-value of 0.000. Since the p-value is below 0.01, this result is highly statistically significant, leading to acceptance of Hypothesis 11.
This confirms that Designation significantly moderates the effect of Attraction on Employee Performance. It suggests that what attracts employees to an organization—such as brand image, benefits, career opportunities, or organizational values—varies in its impact based on their role or rank. For instance, senior-level professionals may be more influenced by leadership vision and strategic opportunities, while junior employees may prioritize job security and work-life balance.

Recognizing these differences can help organizations tailor attraction strategies by employee level to optimize recruitment and retention effectiveness.

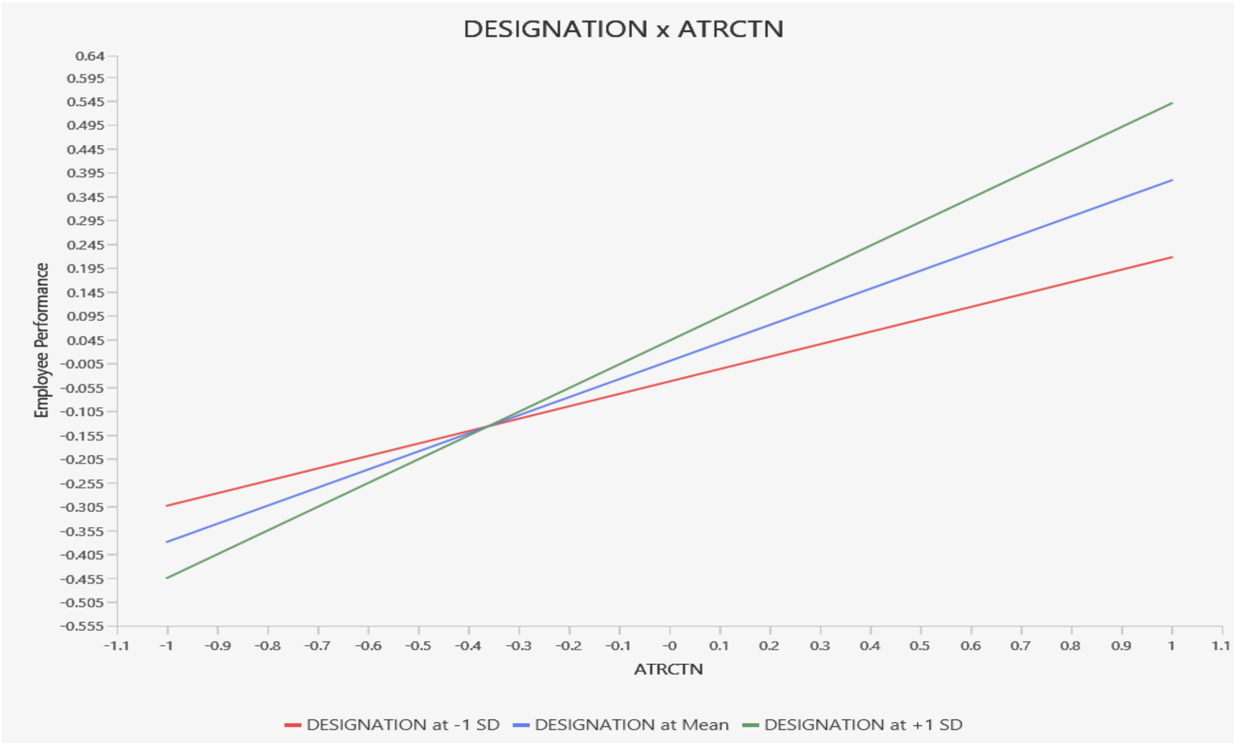
Hypothesis 12 (H12):

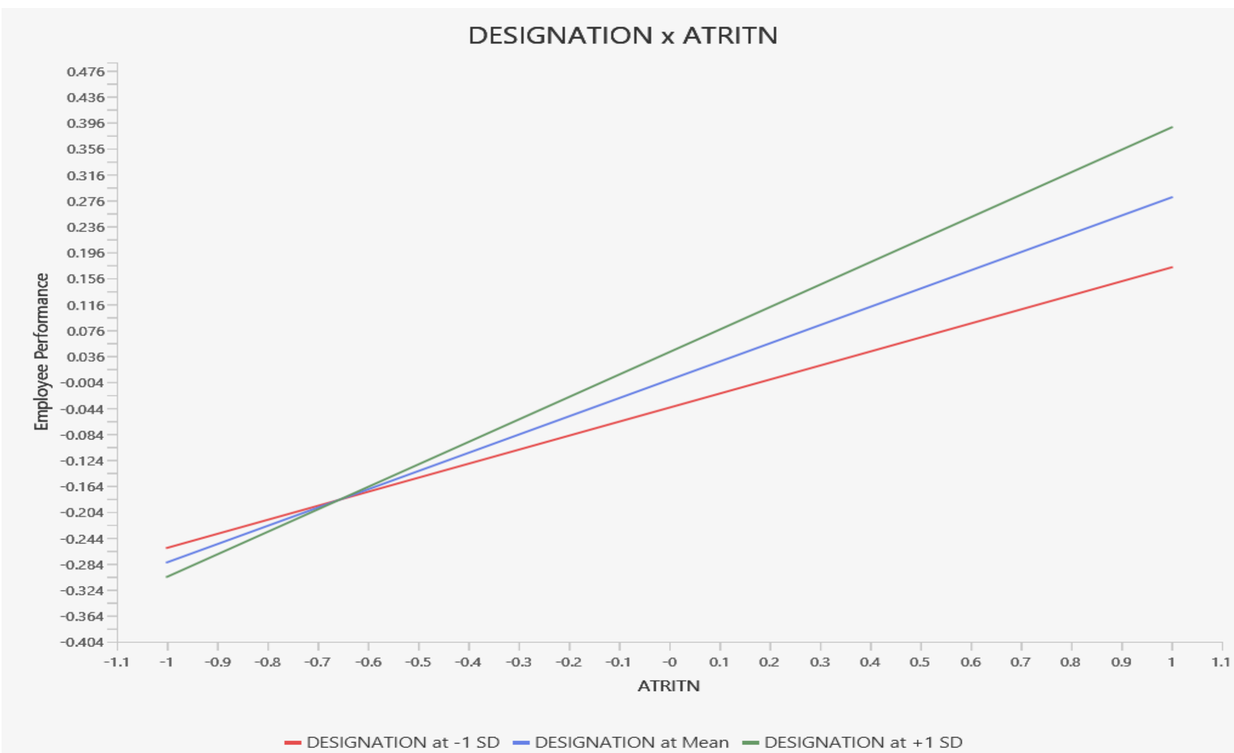
"There is a significant moderating effect of Designation between the relationship among Attrition and Employee Performance."

The interaction term DESIGNATION × ATRITN recorded a path coefficient (β) of 0.065, a T-statistic of 2.338, and a p-value of 0.019. With the p-value below 0.05, the result is statistically significant, and Hypothesis 12 is accepted. This demonstrates that Designation significantly moderates the relationship between Attrition and Employee Performance. In other words, the performance impact of employee turnover or instability is not uniform across designations. For example, attrition may affect senior staff more severely due to the loss of institutional knowledge or leadership gaps, while for junior staff it might lead to increased responsibilities or stress. These findings highlight the need for designation-aware retention planning, ensuring that support structures and transition strategies are appropriately customized across different organizational levels.

The analysis of H10 to H12 confirms that Designation plays a significant moderating role in all three examined HR dimensions—Activation, Attraction, and Attrition—in relation to Employee Performance. These findings underscore the importance of developing role-specific human resource policies. By aligning engagement programs, recruitment messaging, and retention plans with the unique needs and perspectives of employees at different designations, organizations can boost productivity, satisfaction, and workforce stability. The results advocate for differentiated HR strategies that consider hierarchical position as a critical variable in shaping employee experience and performance outcomes.

- **Moderation Graphs of Designation**





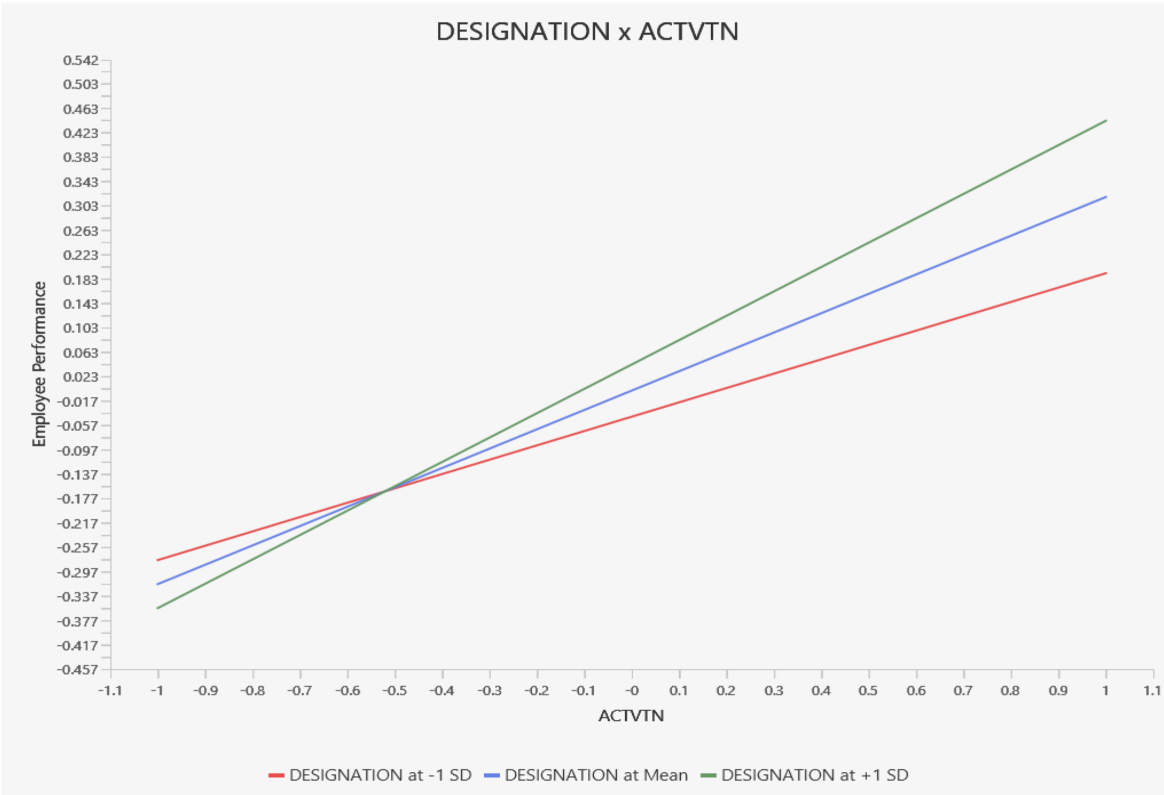


Figure 4.14: Moderation Graphs of Designation

Source: Author's Own

The moderation graphs present the interaction effects between designation and three predictors (ATTRCN, ATTRIN, and ACTIVN) on employee performance. Each graph illustrates how the relationship between these predictors and the outcome variable varies across different levels of designation.

Graph 1: DESIGNATION x ATTRACTION (ATTRCN)

The graph presents the connection between designation and the predictor ATTRCN. The different lines represent -1 SD in red, the mean point in blue and +1 SD in green. As ATTRCN grows, all of the three lines plot show an increase in the predicted value of the dependent variable. It should be noted that at the higher values (+1 SD), the green line flattest, meaning that ATTRCN shows a stronger correlation with the outcome when the designation is higher. The red line approaches the bottom edge gently, meaning there is a weaker link when the designation is low. The graphs reveal that, at higher values of ATTRCN, the effect of ATTRCN on employee performance becomes less clear.

Graph 2: DESIGNATION x ATTRION (ATTRIN)

This graph checks how designation and the predictor ATTRIN interact with one another. The lines are also colored the same, with -1 SD being red, the mean being blue and +1 SD being green. Because the lines all have a positive slope, higher ATTRIN values tend to lead to higher predicted values of the dependent variable. At the high end of the designation scale (+1 SD), the green line is most steep, proving that ATTRIN has greater effects on these types of employees. In this case, the red line (low designation) is not as steep, meaning that the impact is expected to be weaker as the designation decreases.

Graph 3: DESIGNATION x ACTIVATION (ACTIVN)

The last graph shows how designation relates to the predictor ACTIVN. Since the lines have a positive slope, this means that when ACTIVN increases, the predicted dependent variable rises as well. You can see that the designations with the green line (+1 SD, high designation) have an effect that is greater than those with the blue line (mean designation) or red line (-1 SD, low designation) at the same value. As it does with other graphs, the lines tend to come together for lower ACTIVN and draw further apart for higher ACTIVN.

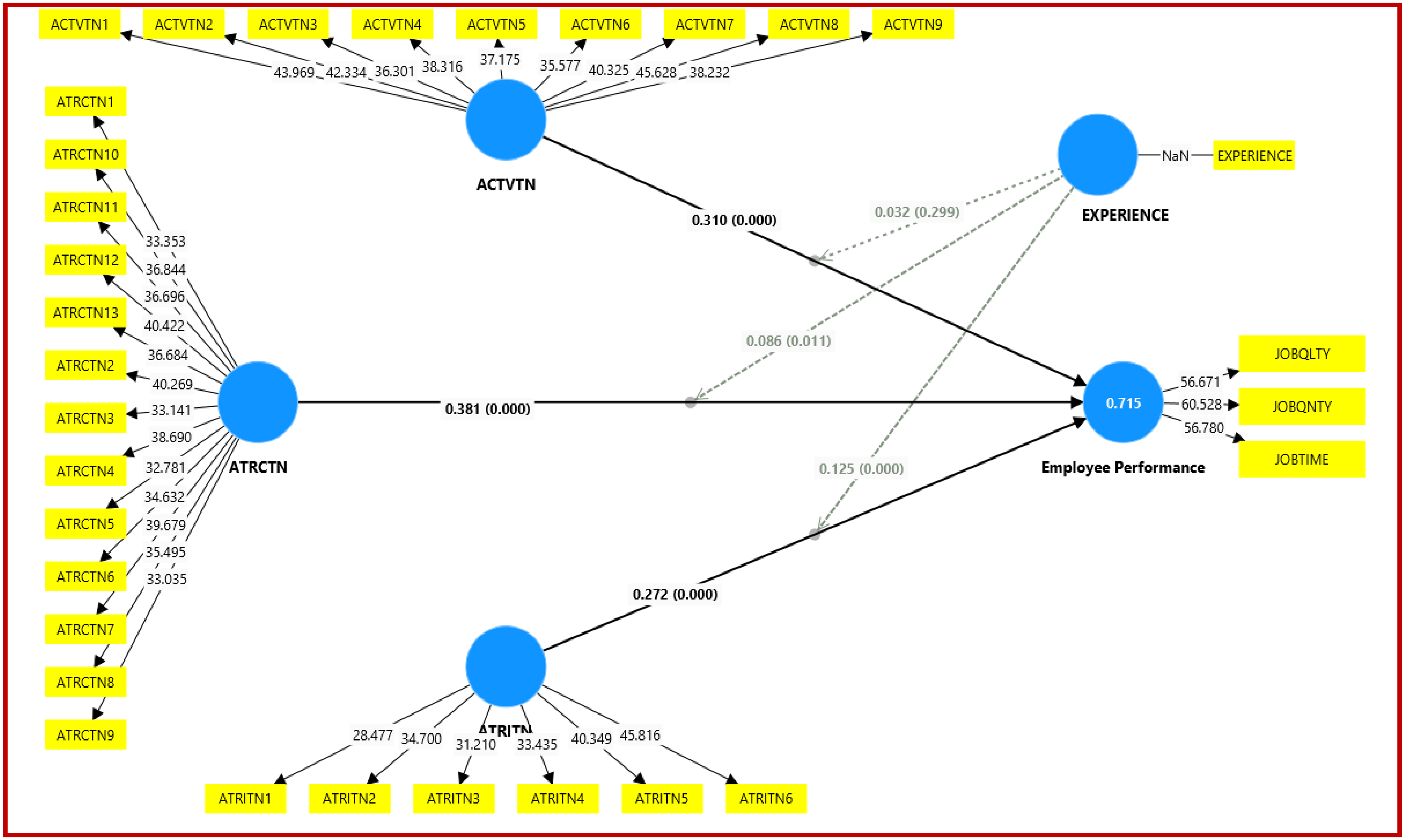


Figure 4.15: Moderation Effect of Experience

Table 4.23: Moderation of Experience on the Relationship of People Analytics and Employee Performance.

	β	STD DEV	T stat	P-Val	LLCI	ULCI	VIF	f-square	R2/Adj R2/Q2
ACTVTN -> Employee Performance	0.310	0.030	10.272	0.000	0.250	0.369	1.241	0.271	
ATRCTN -> Employee Performance	0.381	0.036	10.634	0.000	0.312	0.451	1.428	0.355	
ATRITN -> Employee Performance	0.272	0.030	9.038	0.000	0.211	0.329	1.310	0.197	R-Sq = 0.715
EXPERIENCE -> Employee Performance	0.094	0.026	3.586	0.000	0.044	0.147	1.077	0.029	Adj. R-Sq = 0.711
EXPERIENCE x ATRCTN -> Employee Performance	0.086	0.034	2.545	0.011	0.022	0.154	1.435	0.018	Q-Sq = 0.702
EXPERIENCE x ACTVTN -> Employee Performance	0.032	0.031	1.038	0.299	-0.030	0.090	1.313	0.003	
EXPERIENCE x ATRITN -> Employee Performance	0.125	0.029	4.373	0.000	0.066	0.178	1.327	0.042	

H13: There is a Significant Moderating Effect of Experience Between the Relationship among Activation and Employee Performance.

H013: There is no Significant Moderating Effect of Experience Between the Relationship among Activation and Employee Performance.

In the regression analysis of employee performance, the following results were observed. Activation (ACTVTN) had a positive and significant effect on employee performance (β=0.310, $p < 0.001$). The variance inflation factor (VIF) for ACTVTN was 1.241, indicating low multicollinearity. The effect size (f^2) was 0.271, reflecting a substantial impact, and the model's R^2 was 0.715, with a Q^2 of 0.702, demonstrating strong explanatory and predictive capability (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H14: There is a Significant Moderating Effect of Experience Between the Relationship among Attraction and Employee Performance.

H014: There is no Significant Moderating Effect of Experience Between the Relationship among Attraction and Employee Performance.

Attraction (ATRCTN) significantly influenced employee performance (β=0.381, $p<0.001$). The VIF for ATRCTN was 1.428, indicating low to moderate multicollinearity, and the effect size was 0.355, showing a strong effect (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H15: There is a Significant Moderating Effect of Experience Between the Relationship among Attrition and Employee Performance.

H015: There is no Significant Moderating Effect of Experience Between the Relationship among Attrition and Employee Performance.

Attrition (ATRITN) also had a positive effect on employee performance (β=0.272, $p < 0.001$). The VIF was 1.310, suggesting moderate multicollinearity, and the effect size was 0.197, reflecting a moderate impact (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L.

(2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Experience (EXPERIENCE) had a significant positive effect on employee performance ($\beta=0.094$, $p < 0.001$), with VIF of 1.077, indicating low multicollinearity. The effect size was 0.029, reflecting a moderate influence (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Interaction terms involving Experience provided additional insights. The interaction between Experience and Attraction (EXPERIENCE x ATRCTN) had a significant positive effect on employee performance ($\beta=0.086$, $p < 0.011$), with VIF of 1.435, indicating low to moderate multicollinearity and an effect size of 0.018. The interaction between Experience and Attrition (EXPERIENCE x ATRITN) also significantly influenced performance ($\beta=0.125$, $p < 0.001$), with VIF of 1.327, reflecting an effect size of 0.042. However, the interaction between Experience and Activation (EXPERIENCE x ACTVTN) did not show a significant effect on employee performance ($\beta=0.032$, $p > 0.05$), with a VIF of 1.313, indicating a negligible impact.

Table 4.24: Hypothesis Results

Hypothesis		β	T stat	P-Val	Hypothesis Accepted / Rejected
H13: There is a significant moderating effect of Experience Between the relationship among Activation and employee performance.	EXPERIENCE x ACTVTN -> Employee Performance	0.032	1.038	0.299	Rejected
H14: There is a significant moderating effect of Experience Between the relationship among Attraction and employee performance.	EXPERIENCE x ATRCTN -> Employee Performance	0.086	2.545	0.011	Accepted
H15: There is a significant moderating effect of Experience Between the relationship among Attrition and employee performance.	EXPERIENCE x ATRITN -> Employee Performance	0.125	4.373	0.000	Accepted

This section discusses the results of hypotheses H13 to H15, which explore whether Experience significantly moderates the relationships between Activation, Attraction, and Attrition and Employee Performance. Interaction terms involving Experience were incorporated into the structural equation model to evaluate these moderation effects.

Hypothesis 13 (H13):

"There is a significant moderating effect of Experience between the relationship among Activation and Employee Performance."

The interaction term EXPERIENCE × ACTVTN generated a path coefficient (β) of 0.032, a T-statistic of 1.038, and a p-value of 0.299. As the p-value exceeds the conventional 0.05 significance threshold, the result is not statistically significant, and Hypothesis 13 is rejected.

This implies that Experience does not significantly moderate the relationship between Activation and Employee Performance. In practical terms, regardless of how much experience employees have, their response to activation stimulus such as motivational interventions, engagement practices, or empowerment strategies—appears relatively consistent. This suggests that while activation may boost performance, tailoring such strategies based on experience level might not yield significantly different outcomes. Organizations can, therefore, design activation programs that are more broadly applicable across tenure levels without compromising effectiveness.

Hypothesis 14 (H14):

"There is a significant moderating effect of Experience between the relationship among Attraction and Employee Performance."

The interaction term EXPERIENCE × ATRCTN produced a path coefficient (β) of 0.086, a T-statistic of 2.545, and a p-value of 0.011. Since the p-value is below the 0.05 significance level, the result is statistically significant, and Hypothesis 14 is accepted.

This indicates that Experience significantly moderates the effect of Attraction on Employee Performance. The findings suggest that what attracts employees—such as employer branding, compensation, growth opportunities, or company culture—has a differentiated impact depending on how experienced the employee is. For instance, early-career professionals may prioritize benefits and learning opportunities, whereas highly experienced individuals might focus on organizational vision, leadership quality, or role clarity. This underscores the importance of segmenting attraction strategies by experience level to enhance both recruitment and engagement outcomes.

Hypothesis 15 (H15):

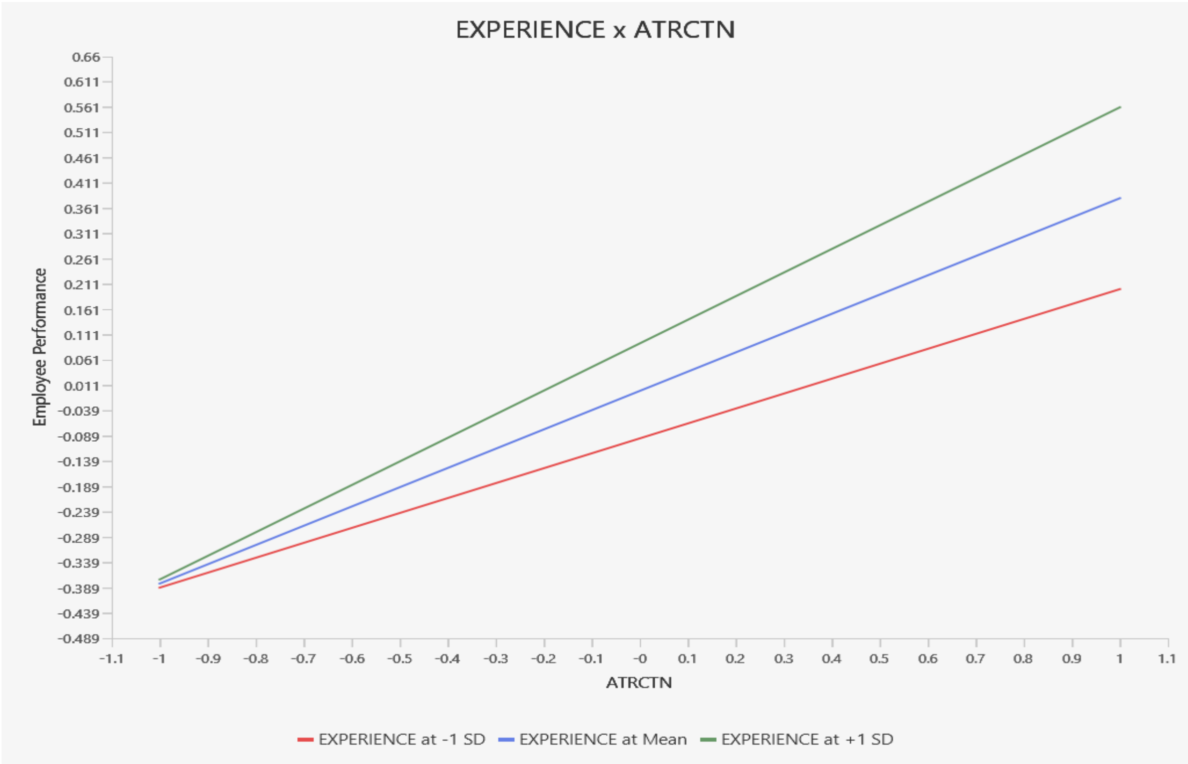
"There is a significant moderating effect of Experience between the relationship among Attrition and Employee Performance."

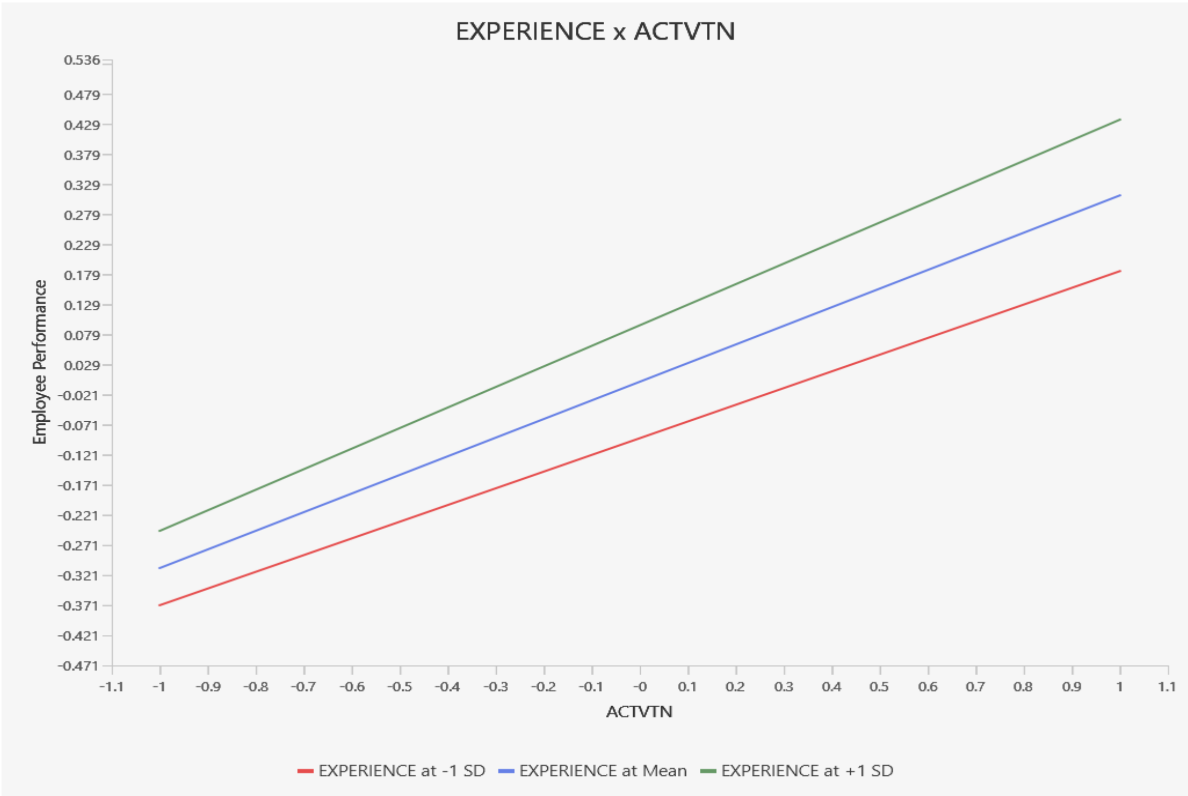
The interaction term EXPERIENCE × ATRITN revealed a path coefficient (β) of 0.125, a T-statistic of 4.373, and a p-value of 0.000. With a highly significant p-value ($p < 0.01$), Hypothesis 15 is strongly supported.

This confirms that Experience significantly moderates the relationship between Attrition and Employee Performance. The performance implications of employee turnover vary notably based on the level of experience. For instance, the loss of seasoned employees can lead to a significant decline in knowledge continuity and leadership capabilities, whereas attrition among less experienced staff may have a lesser immediate impact. Moreover, experienced employees who remain in the organization may experience increased workloads or disruptions due to the loss of peers. These results advocate for retention strategies that are sensitive to experience levels—ensuring knowledge transfer, mentorship programs, and retention incentives are appropriately structured across employee tenure brackets.

The analysis of H13 to H15 demonstrates that Experience plays a partial but meaningful moderating role in the relationship between key HR dimensions and Employee Performance. While it does not significantly influence the impact of Activation, it significantly moderates both Attraction and Attrition. These insights reinforce the value of developing experience-aware human resource practices. By aligning attraction strategies and attrition management plans with employees' experience levels, organizations can better safeguard performance, improve retention, and ensure employee satisfaction across all career stages.

- **Moderation Graphs of Experience**





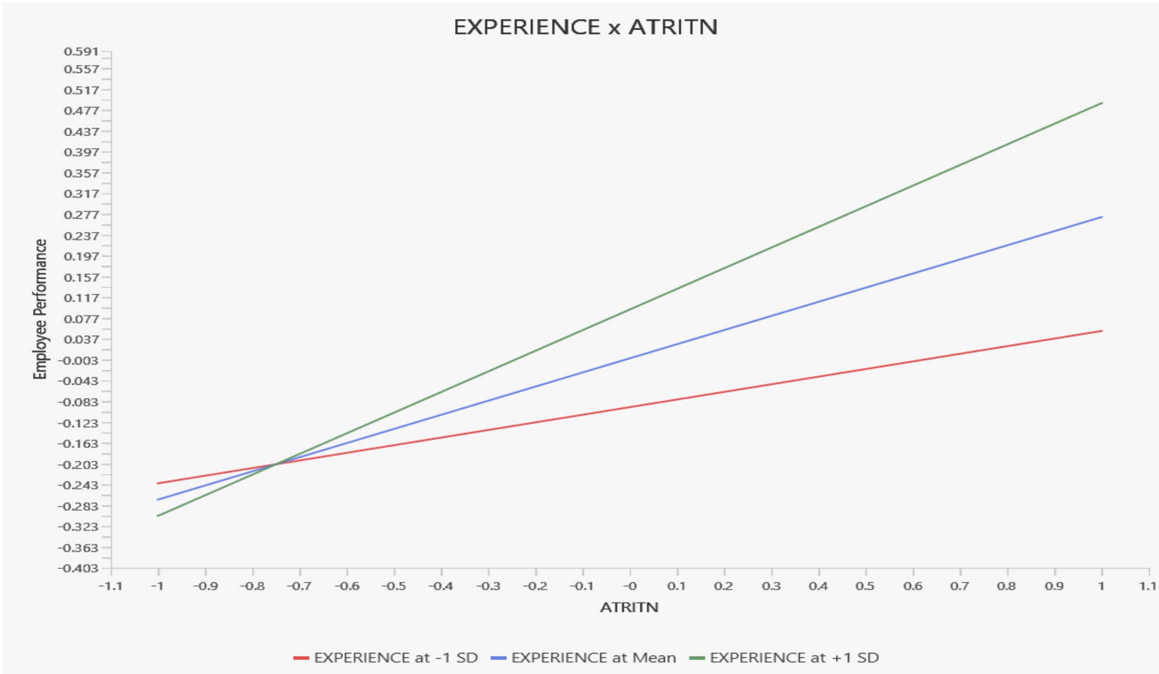


Figure 4.16: Moderation Graphs of Experience

Source: Author's Own

The provided image illustrates three graphs that show how experience is connected to predictors (ATTRCN, ACTIVN and ATTRIN) and a dependent variable concerning metrics in an organization or in behavior. You can see from the graphs how the impact of these predictors on the outcome changes depending on each job's complexity.

Graph 1: EXPERIENCE x ATTRACTION (ATTRCN)

The graph explores the relationship between experience and the predictor ATTRCN. The lines indicate: less experience (red), the average experience (blue) and more experience (green). A rise in ATTRCN leads to the predicted dependent variable also becoming greater on all three lines. Yet, the steepest line on the graph, the green one (+1 SD), illustrates that as a person gains more experience, the connection between ATTRCN and the outcome becomes stronger. Furthermore, the red line, for those with low experience, rises more slowly which means that its relationship is not as strong at the beginning of one's career.

Graph 2: EXPERIENCE x ACTIVATION (ACTIVN)

The graph resembles the first one in that it illustrates how experience correlates with ACTIVN. You will notice that the lines share the same color: red for -1 SD, blue for mean and green for +1 SD. The upward slope in the graphs indicates that a higher level of ACTIVN means a higher prediction for the dependent variable. For the high experience level, the green line goes up more steeply, when compared to the mean and low experience lines. Thus, it seems that ACTIVN's influence on the dependent variable is clearer at greater levels of experience.

Graph 3: EXPERIENCE x ATTRITION (ATTRIN)

The final data series charts the way ATTRIN, and experience are related. The lines reflect the same trend for the three levels of experience: low, mean and high. It shows that higher ATTRIN values lead to higher estimates of the outcome. Since the green line represents an increase in reward by +1 SD and is higher than the blue (mean) and red (-1 SD) lines, it clearly shows that ATTRIN has a stronger impact on higher levels of experience and a weaker impact on lower levels.

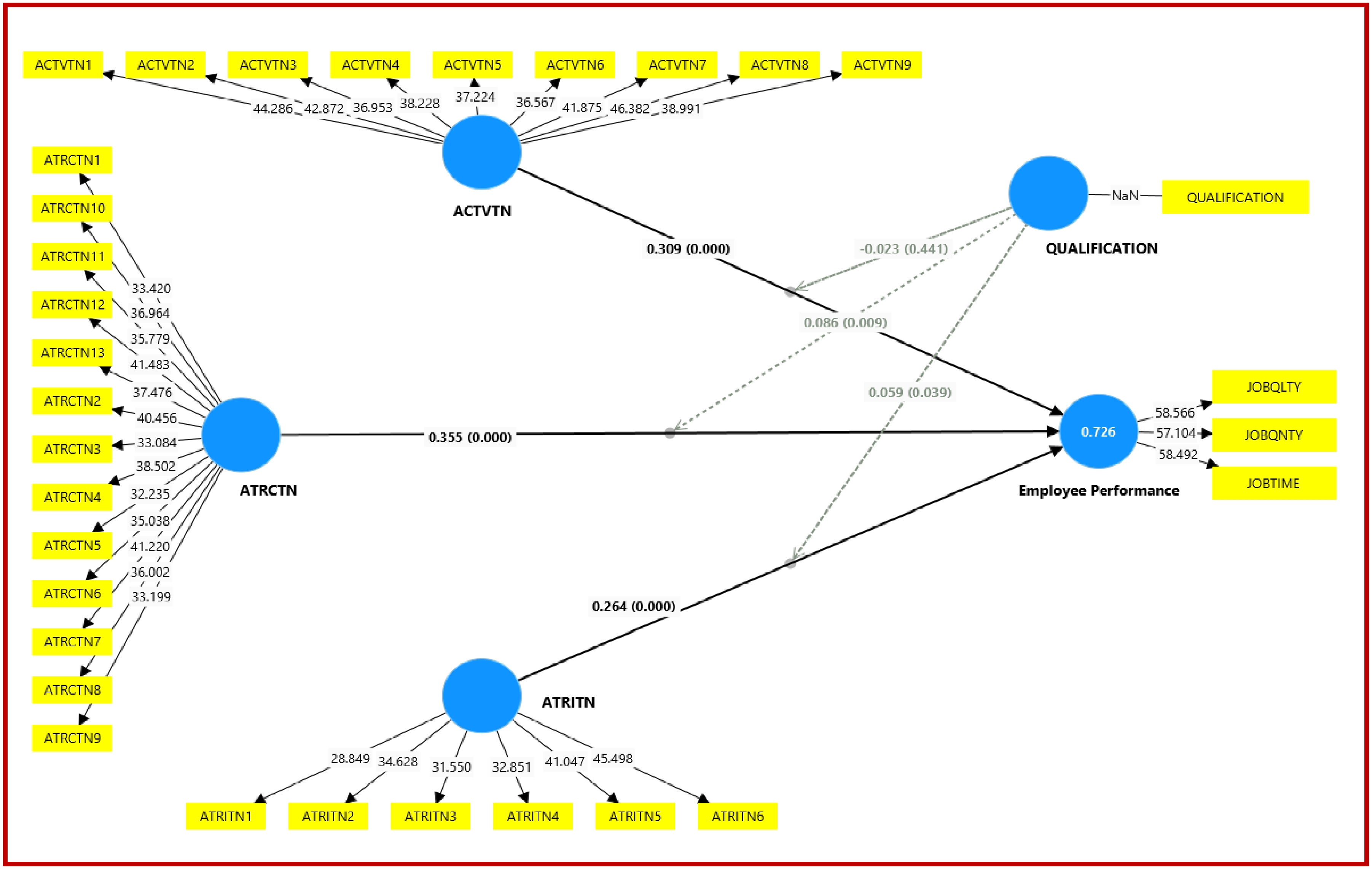


Figure 4.17: Moderation Effect of Qualification

Table 4.25: Moderation of Qualification on the Relationship of People Analytics and Employee Performance.

	β	STD DEV	T stat	P-Val	LLCI	ULCI	VIF	f-square	R2/Adj R2/Q2
ACTVTN -> Employee Performance	0.309	0.028	10.907	0.000	0.253	0.365	1.233	0.283	
ATRCTN -> Employee Performance	0.355	0.035	10.079	0.000	0.287	0.424	1.481	0.311	
ATRITN -> Employee Performance	0.264	0.029	8.992	0.000	0.205	0.320	1.320	0.193	R-Sq = 0.726
QUALIFICATION -> Employee Performance	0.225	0.032	7.022	0.000	0.165	0.292	1.224	0.151	Adj. R-Sq = 0.722
QUALIFICATION x ATRCTN -> Employee Performance	0.086	0.033	2.599	0.009	0.021	0.149	1.313	0.020	Q-Sq = 0.711
QUALIFICATION x ATRITN -> Employee Performance	0.059	0.029	2.062	0.039	0.003	0.117	1.236	0.010	
QUALIFICATION x ACTVTN -> Employee Performance	-0.023	0.029	0.787	0.432	-0.079	0.034	1.161	0.002	

H16: There is a Significant Moderating Effect of Qualification Between the Relationship among Activation and Employee Performance.

H016: There is no Significant Moderating Effect of Qualification Between the Relationship among Activation and Employee Performance.

In the regression analysis of employee performance, several predictors and interactions were examined. Activation (ACTVTN) was positively associated with employee performance ($\beta=0.309$, $p<0.001$), with the lower limit confidence interval (LLCI) ranging from 0.253 to the upper limit confidence interval (ULCI) 0.365. The variance inflation factor (VIF) for ACTVTN was 1.233, suggesting low multicollinearity. The effect size (f^2) was 0.283, indicating a substantial impact (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H17: There is a Significant Moderating Effect of Qualification Between the Relationship among Attraction and Employee Performance.

H017: There is no Significant Moderating Effect of Qualification Between the Relationship among Attraction and Employee Performance.

Attraction (ATRCTN) also significantly influenced employee performance ($\beta=0.355$, $p<0.001$), with LLCI ranging from 0.287 to ULCI 0.424. The VIF for ATRCTN was 1.481, showing low to moderate multicollinearity, and the effect size was 0.311, demonstrating a strong effect (**Cohen, J. (1988)**,Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H18: There is a Significant Moderating Effect of Qualification Between the Relationship among Attrition and Employee Performance.

H018: There is no Significant Moderating Effect of Qualification Between the Relationship among Attrition and Employee Performance.

Attrition (ATRITN) had a positive effect on employee performance ($\beta=0.264$, $p<0.001$), with LLCI from 0.205 to ULCI 0.320. The VIF was 1.320, indicating moderate multicollinearity, and the effect size was 0.193, reflecting a moderate impact (**Cohen, J. (1988)**,Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Qualification (QUALIFICATION) significantly affected employee performance ($\beta=0.225$, $p<0.001$), with LLCI ranging from 0.165 to ULCI 0.292. The VIF for Qualification was 1.224, indicating low multicollinearity, and the effect size was 0.151, showing a moderate influence (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Interactions involving Qualification provided further insights. The interaction between Qualification and Attraction (QUALIFICATION x ATRCTN) had a positive and significant effect on employee performance ($\beta=0.086$, $p=0.009$), with LLCI from 0.021 to ULCI 0.149 and a VIF of 1.313, indicating low multicollinearity and an effect size of 0.020. Similarly, the interaction between Qualification and Attrition (QUALIFICATION x ATRITN) was significant ($\beta=0.059$, $p=0.039$), with LLCI ranging from 0.003 to ULCI 0.117 and a VIF of 1.236, reflecting a small effect size of 0.010. However, the interaction between Qualification and Activation (QUALIFICATION x ACTVTN) did not show a significant effect on employee performance ($\beta=-0.023$, $p=0.432$), with LLCI from -0.079 to ULCI 0.034 and a VIF of 1.161, indicating a negligible impact.

The model's R^2 was 0.726, with a Q^2 of 0.711, reflecting strong explanatory and predictive power (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Table 4.26: Hypothesis Result

Hypothesis		β	T stat	P-Val	Hypothesis Accepted / Rejected
H16: There is a significant moderating effect of Qualification Between the relationship among Activation and employee performance.	QUALIFICATION x ACTVTN -> Employee Performance	-0.023	0.787	0.432	Rejected
H17: There is a significant moderating effect of Qualification Between the relationship among Attraction and employee performance.	QUALIFICATION x ATRCTN -> Employee Performance	0.086	2.599	0.009	Accepted
H18: There is a significant moderating effect of Qualification Between the relationship among Attrition and employee performance.	QUALIFICATION x ATRITN -> Employee Performance	0.059	2.062	0.039	Accepted

This section discusses the results of hypotheses H16 to H18, which explore whether Qualification significantly moderates the relationships between Activation, Attraction, and Attrition and Employee Performance. Interaction terms involving Qualification were included in the structural equation model to test these moderation effects.

Hypothesis 16 (H16):

"There is a significant moderating effect of Qualification between the relationship among Activation and Employee Performance."

The interaction term QUALIFICATION × ACTVTN yielded a path coefficient (β) of -0.023, a T-statistic of 0.787, and a p-value of 0.432. Since the p-value exceeds the 0.05 significance level, the result is not statistically significant, and Hypothesis 16 is rejected.

This indicates that Qualification does not significantly moderate the relationship between Activation and Employee Performance. In practical terms, employees with varying academic qualifications (e.g., undergraduate vs. postgraduate) do not appear to respond differently to activation-related initiatives such as motivation, recognition, or empowerment strategies. This finding suggests that while activation remains an important driver of performance, it may be applied uniformly across qualification levels without the need for major customization based on academic background.

Hypothesis 17 (H17):

"There is a significant moderating effect of Qualification between the relationship among Attraction and Employee Performance."

The interaction term QUALIFICATION × ATRCTN produced a path coefficient (β) of 0.086, a T-statistic of 2.599, and a p-value of 0.009. As the p-value is below 0.01, this result is statistically significant, and Hypothesis 17 is accepted.

This finding confirms that Qualification significantly moderates the impact of Attraction on Employee Performance. It implies that the attractiveness of an organization—such as its reputation, benefits, growth potential, and work environment—affects employees differently depending on their qualification levels. For instance, highly qualified employees may be more influenced by factors such as career development programs, research opportunities, or strategic roles, whereas less-qualified staff may value stability, training, and immediate financial benefits more. These insights highlight the importance of tailoring recruitment and engagement strategies based on the academic profile of target employee groups.

Hypothesis 18 (H18):

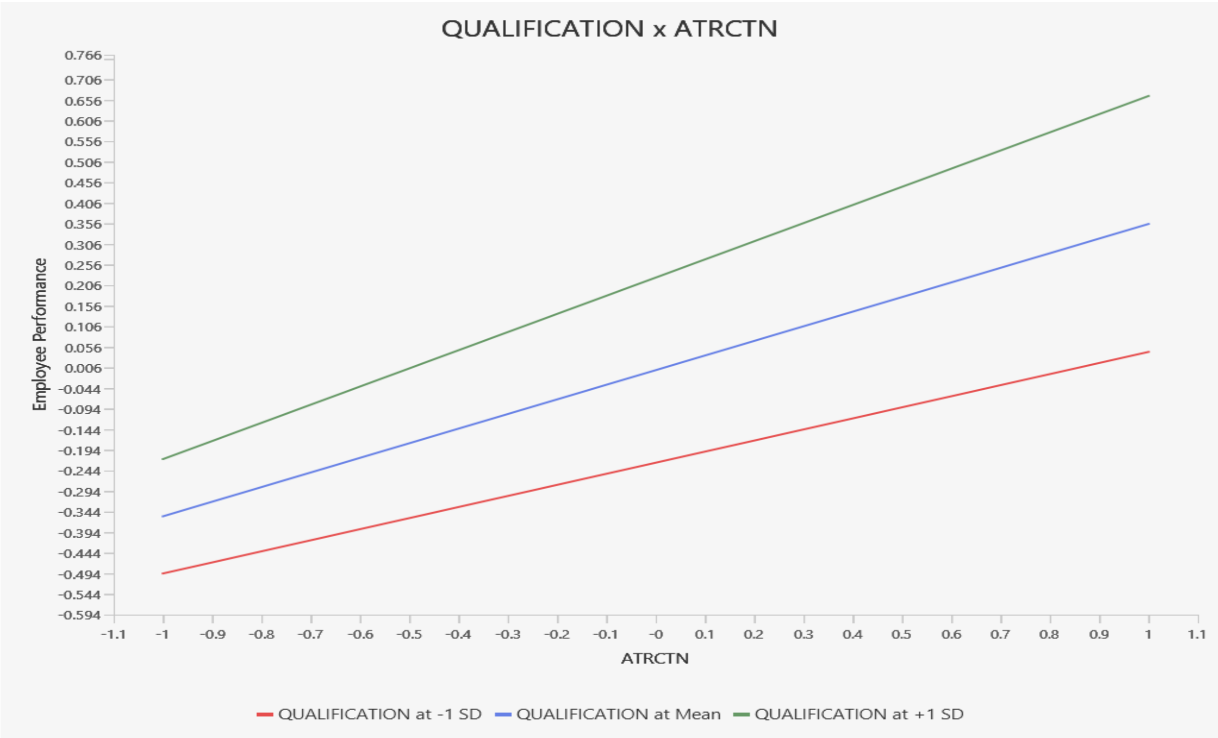
"There is a significant moderating effect of Qualification between the relationship among Attrition and Employee Performance."

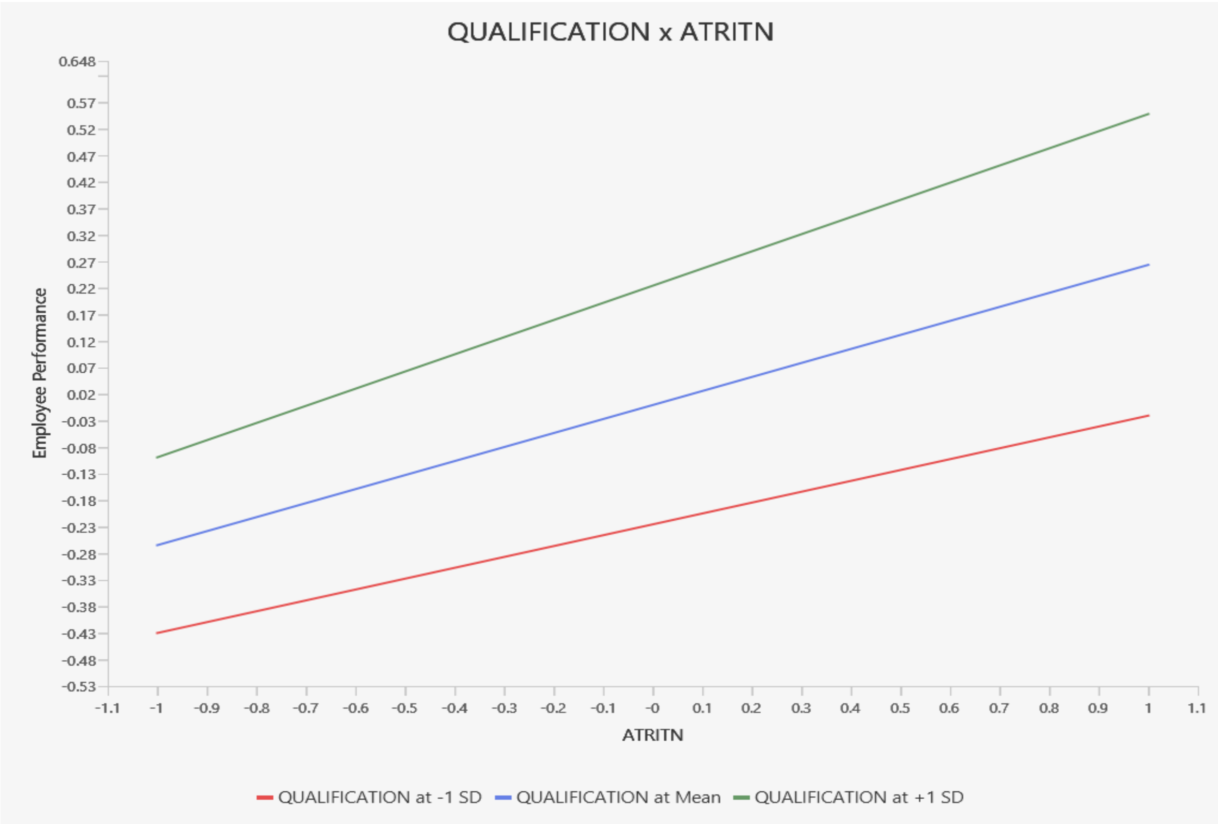
The interaction term QUALIFICATION × ATRITN yielded a path coefficient (β) of 0.059, a T-statistic of 2.062, and a p-value of 0.039. As the p-value is less than 0.05, the result is statistically significant, and Hypothesis 18 is accepted.

This confirms that Qualification significantly moderates the relationship between Attrition and Employee Performance. The impact of employee turnover on performance varies based on educational qualifications. For instance, the attrition of highly qualified personnel may cause greater disruptions due to their specialized skills or leadership capabilities, while attrition among lesser-qualified staff may be easier to manage or replace. This suggests that organizations should develop qualification-sensitive retention strategies—such as targeted incentives or professional development support—to minimize performance losses associated with attrition.

The analysis of H16 to H18 reveals that Qualification plays a partial moderating role in the relationship between the selected HR dimensions and Employee Performance. While it does not moderate the influence of Activation, it significantly moderates both Attraction and Attrition. These findings emphasize the need for education-level-sensitive HR policies. By aligning attraction tactics and retention planning with employees' academic qualifications, organizations can enhance talent management effectiveness, workforce stability, and overall performance.

- **Moderation Graphs of Qualification**





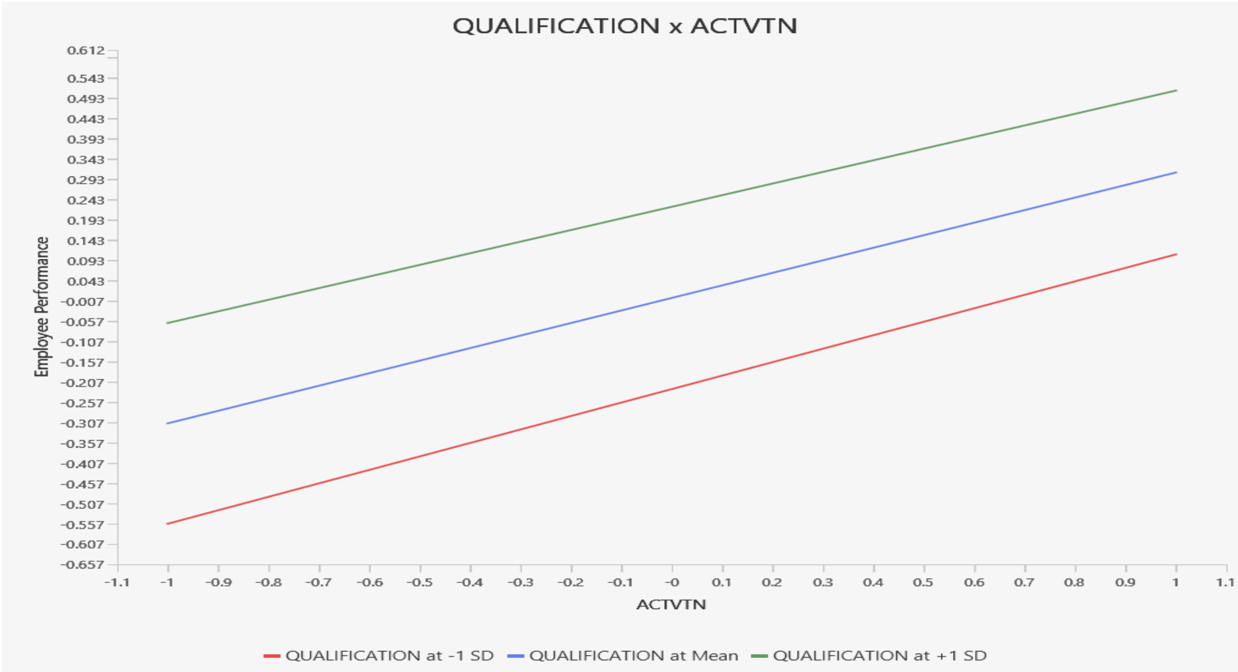


Figure 4.18: Moderation Graphs of Qualification

Source: Author's Own

The next set of graphs explains how the combination of Qualification and other predictors (ATTRCN, ATTRIN and ACTIVN) affects the chosen outcome (related to organizational or behavioral metrics). The graphs illustrate the changes in the relationship between the predictors and outcome variable for people with various levels of Qualification.

Graph 1: QUALIFICATION x ATTRACTION (ATTRCN)

The chart above illustrates the relationship between qualification and the predictor ATTRCN. The red, blue and green lines illustrate three levels of Qualification (one level under average, average and one level above average). As ATTRCN goes up, all the lines indicate that the dependent variable also increases. Based on the chart, ATTRCN is strongly connected to the outcome only for those who have high Qualification. In contrast, the red line which represents ATTRCN and a low Qualification score, shows the least steep connection to the outcome.

Graph 2: QUALIFICATION x ATTRITION (ATTRIN)

The graph examines how Qualification is related to ATTRIN. The lines have the same colors: the outside line in red shows -1 SD (mean score is blue) and the inside line in green shows +1 SD. Similar to the first graph, the straight lines in this graph all have a positive slope which means that bigger values of ATTRIN go with larger values of the dependent variable. Since the green line is steeper than the others, it shows that the impact of ATTRIN is stronger at higher levels of Qualification.

Graph 3: QUALIFICATION x ACTIVATION (ACTIVN)

The last graph represents the relationship between Qualification and ACTIVN. Anti Diabetic Drugs causing an increase in the outcome variable is demonstrated by the upward slopes. Both the blue and red lines are flatter than the green line. It seems that the importance of ACTIVN on the result is stronger when people have more Qualification and weaker when they have less Qualification.

4.9.3. Objective: To Investigate the Moderating Role of Motivation on the Relationship Between People Analytics and Employee Performance

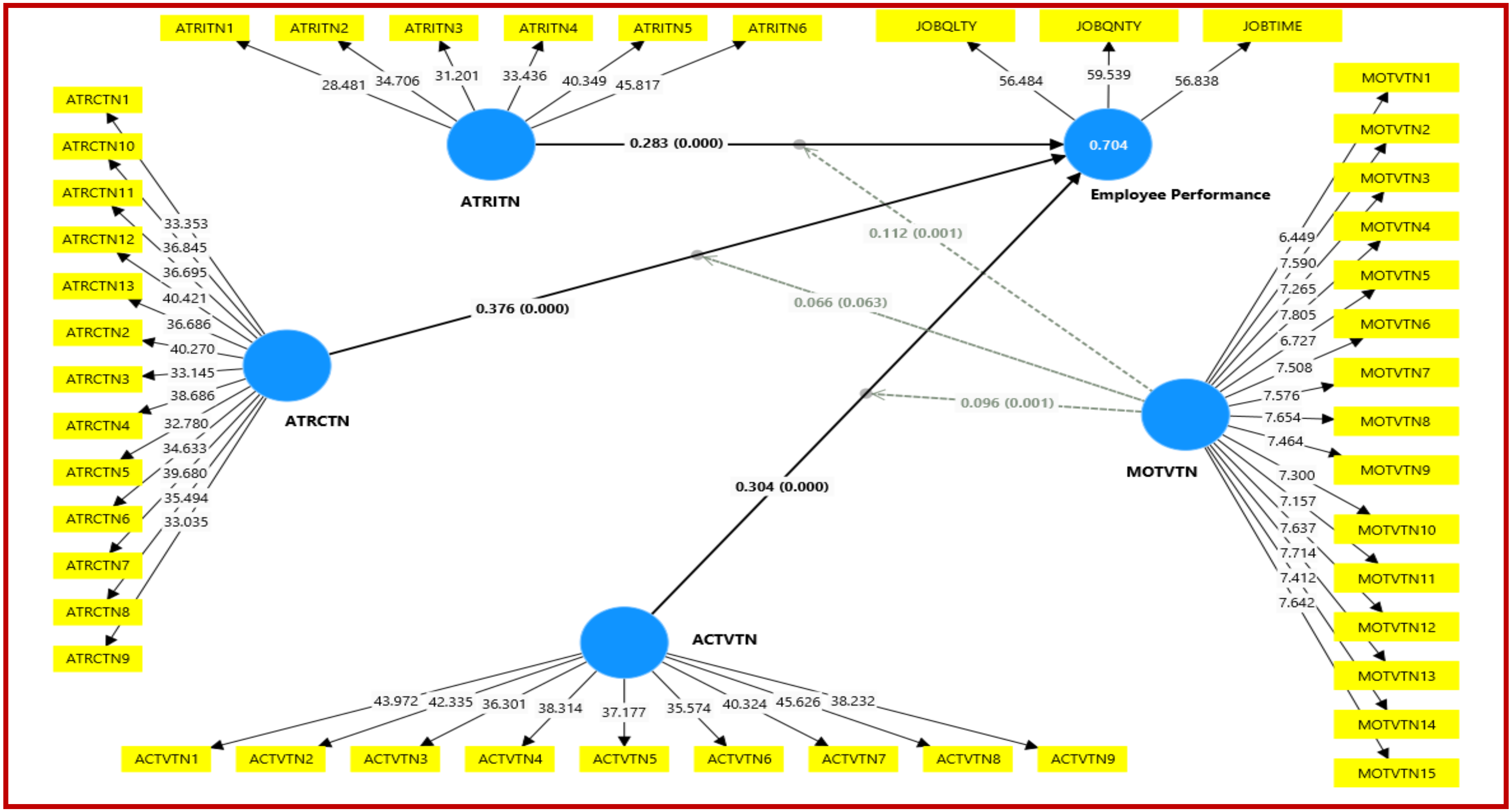


Figure 4.19: Moderating Effect of Motivation

Table 4.27: **Moderation of Motivation on the Relationship of People Analytics and Employee Performance.**

	β	STD DEV	T stat	P-Val	LLCI	ULCI	VIF	f-square	R2/Adj R2/Q2
ACTVTN -> Employee Performance	0.304	0.032	9.414	0.000	0.244	0.373	1.266	0.247	
ATRCTN -> Employee Performance	0.376	0.035	10.781	0.000	0.311	0.448	1.426	0.336	R-Sq = 0.704
ATRITN -> Employee Performance	0.283	0.030	9.328	0.000	0.223	0.343	1.303	0.208	Adj. R-Sq = 0.701
MOTVTN -> Employee Performance	-0.003	0.024	0.140	0.888	-0.051	0.047	1.024	0.000	Q-Sq = 0.694
MOTVTN x ACTVTN -> Employee Performance	0.096	0.030	3.202	0.001	0.030	0.146	1.196	0.027	
MOTVTN x ATRITN -> Employee Performance	0.112	0.034	3.251	0.001	0.026	0.163	1.234	0.033	
MOTVTN x ATRCTN -> Employee Performance	0.066	0.035	1.862	0.063	-0.010	0.129	1.344	0.010	

H19: There is a Significant Moderating Effect of Motivation Between the Relationship among Activation and Employee Performance.

H019: There is no Significant Moderating Effect of Motivation Between the Relationship among Activation and Employee Performance.

The regression analysis examined various predictors of employee performance, revealing several significant relationships. Activation (ACTVTN) was positively associated with employee performance ($\beta=0.304$, $p<0.001$). The variance inflation factor (VIF) for ACTVTN was 1.266, indicating low multicollinearity. The effect size (f^2) for ACTVTN was 0.247, demonstrating a moderate impact (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H20: There is a Significant Moderating Effect of Motivation Between the Relationship among Attraction and Employee Performance.

H020: There is no Significant Moderating Effect of Motivation Between the Relationship among Attraction and Employee Performance.

Attraction (ATRCTN) also had a significant positive effect on employee performance ($\beta=0.376$, $p<0.001$). The VIF was 1.426, and the effect size was 0.336, indicating a substantial effect (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H21: There is a Significant Moderating Effect of Motivation Between the Relationship among Attrition and Employee Performance.

H021: There is no Significant Moderating Effect of Motivation Between the Relationship among Attrition and Employee Performance.

Attrition (ATRITN) positively influenced employee performance ($\beta=0.283$, $p<0.001$). The VIF was 1.303, and the effect size was 0.208, showing a moderate impact (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., &

Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Motivation (MOTVTN) did not significantly affect employee performance ($\beta=-0.003$, $p > 0.888$), and a VIF of 1.024, suggesting no substantial impact (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

The interaction terms involving Motivation revealed additional insights. The interaction between Motivation and Activation (MOTVTN x ACTVTN) had a positive and significant effect on employee performance ($\beta=0.096$, $p < 0.001$) with a VIF of 1.196. The effect size was 0.027. Similarly, the interaction between Motivation and Attrition (MOTVTN x ATRITN) also significantly influenced performance ($\beta=0.112$, $p<0.001$), with a VIF of 1.234, with an effect size of 0.033. The interaction between Motivation and Attraction (MOTVTN x ATRCTN) showed a marginally significant effect ($\beta=0.066$, $p > 0.063$), with a VIF of 1.344, indicating a less pronounced effect.

The model's R^2 was 0.704, with a Q^2 of 0.694, reflecting strong explanatory and predictive power (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Table 4.28: Hypothesis Results

Hypothesis		β	T stat	P-Val	Hypothesis Accepted / Rejected
H19: There is a significant moderating effect of Motivation between the relationship among Activation and employee performance.	MOTVTN x ACTVTN -> Employee Performance	0.096	3.202	0.001	Accepted
H20: There is a significant moderating effect of Motivation between the relationship among Attraction and employee performance.	MOTVTN x ATRCTN -> Employee Performance	0.066	1.862	0.063	Rejected
H21: There is a significant moderating effect of Motivation between the relationship among Attrition and employee performance.	MOTVTN x ATRITN -> Employee Performance	0.112	3.251	0.001	Accepted

This section presents the findings for hypotheses H19 to H21, which examine whether Motivation moderates the relationships between Activation, Attraction, Attrition and Employee Performance. To test these hypotheses, interaction terms involving Motivation were incorporated into the structural equation modeling.

Hypothesis 19 (H19):

"There is a significant moderating effect of Motivation between the relationship among Activation and Employee Performance."

The interaction term MOTVTN × ACTVTN produced a path coefficient (β) of 0.096, a T-statistic of 3.202, and a p-value of 0.001. As the p-value is well below the 0.01 significance level, the result is statistically significant, and Hypothesis 19 is accepted.

This indicates that Motivation significantly moderates the relationship between Activation and Employee Performance. Practically, this means that the influence of activation strategies—such as involvement, empowerment, and engagement initiatives—varies depending on the motivation level of employees. Highly motivated employees may respond more positively to these strategies, demonstrating increased performance outcomes, whereas less motivated employees may show diminished responsiveness. This insight emphasizes the importance of assessing and boosting employee motivation to amplify the effectiveness of activation-driven performance strategies.

Hypothesis 20 (H20):

"There is a significant moderating effect of Motivation between the relationship among Attraction and Employee Performance."

The interaction term MOTVTN × ATRCTN yielded a path coefficient (β) of 0.066, a T-statistic of 1.862, and a p-value of 0.063. As the p-value exceeds the 0.05 threshold, the result is not statistically significant, and Hypothesis 20 is rejected.

This suggests that Motivation does not significantly moderate the relationship between Attraction and Employee Performance. Regardless of motivation levels, the appeal of organizational attributes—such as brand reputation, values, or benefits—does not significantly alter its impact on employee performance. This may imply that attraction factors function as baseline motivators that have a relatively uniform influence on employees, regardless of their individual motivational state.

Hypothesis 21 (H21):

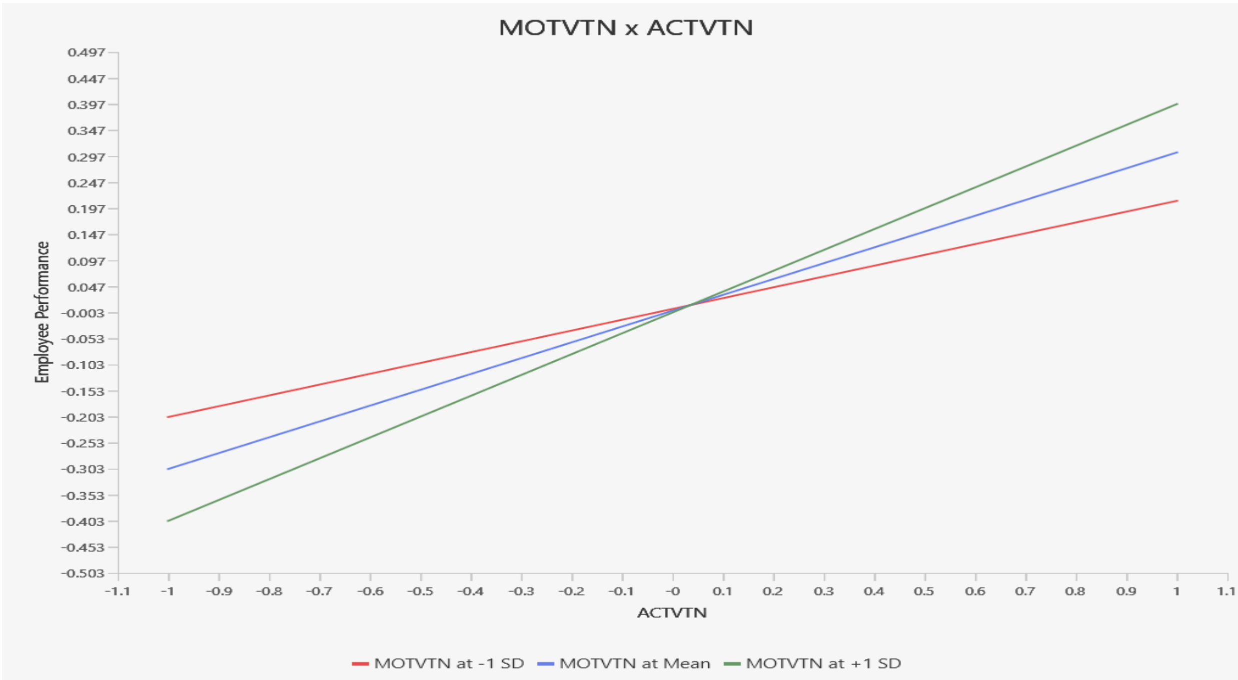
"There is a significant moderating effect of Motivation between the relationship among Attrition and Employee Performance."

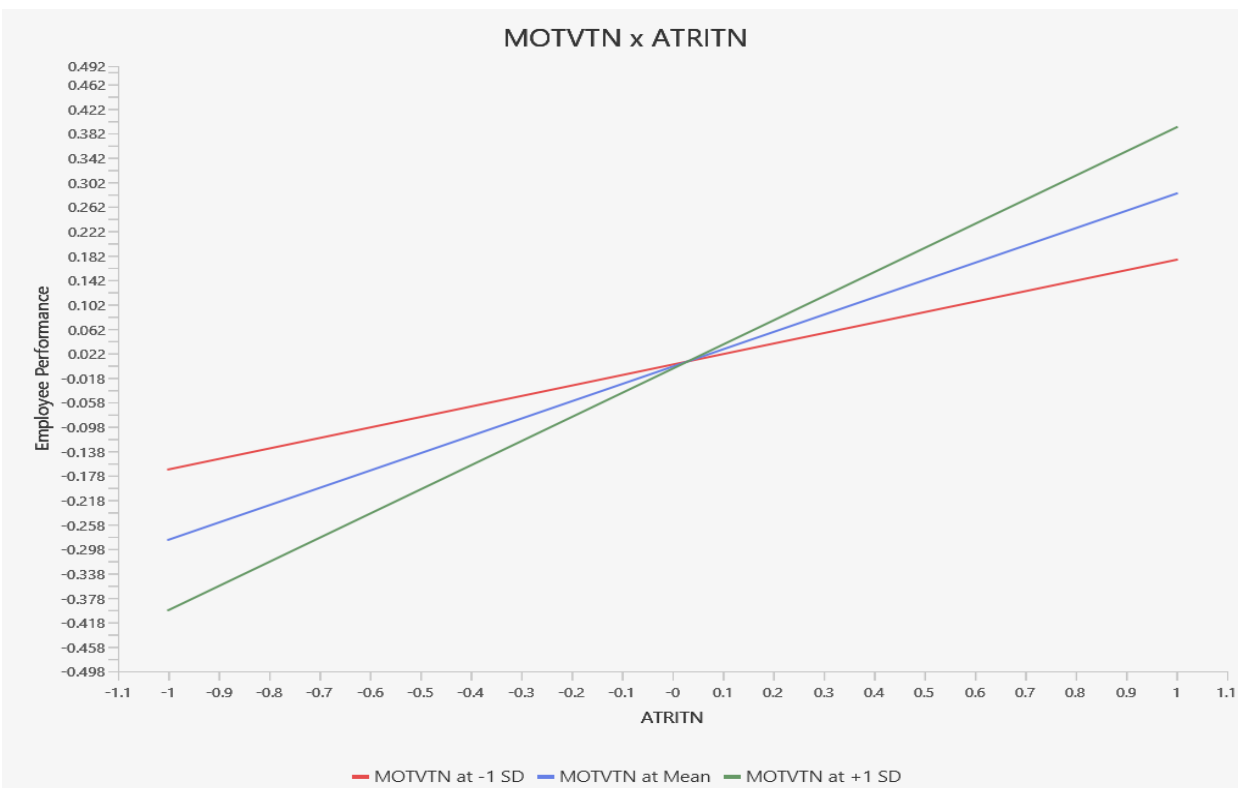
The interaction term MOTVTN × ATRITN yielded a path coefficient (β) of 0.112, a T-statistic of 3.251, and a p-value of 0.001. As the p-value is well below 0.01, the result is statistically significant, and Hypothesis 21 is accepted.

This confirms that Motivation significantly moderates the relationship between Attrition and Employee Performance. The effect of employee turnover or workforce instability on performance is influenced by motivational levels. High motivation may buffer the negative consequences of attrition, as motivated employees could be more adaptable or resilient in times of change. Conversely, low motivation may exacerbate the performance decline associated with attrition. This highlights the strategic importance of fostering motivation as a protective factor in mitigating attrition-related risks.

In summary, the findings for H19 to H21 demonstrate that Motivation is a significant moderator in the relationships between Activation and Attrition with Employee Performance, but not in the case of Attraction. These results stress the need for performance management strategies that not only focus on structural or organizational factors but also prioritize motivational drivers. Tailoring engagement and retention efforts to employees' motivational profiles can help optimize performance outcomes, particularly during organizational transitions or high-attrition scenarios.

- **Moderation Graphs of Motivation**





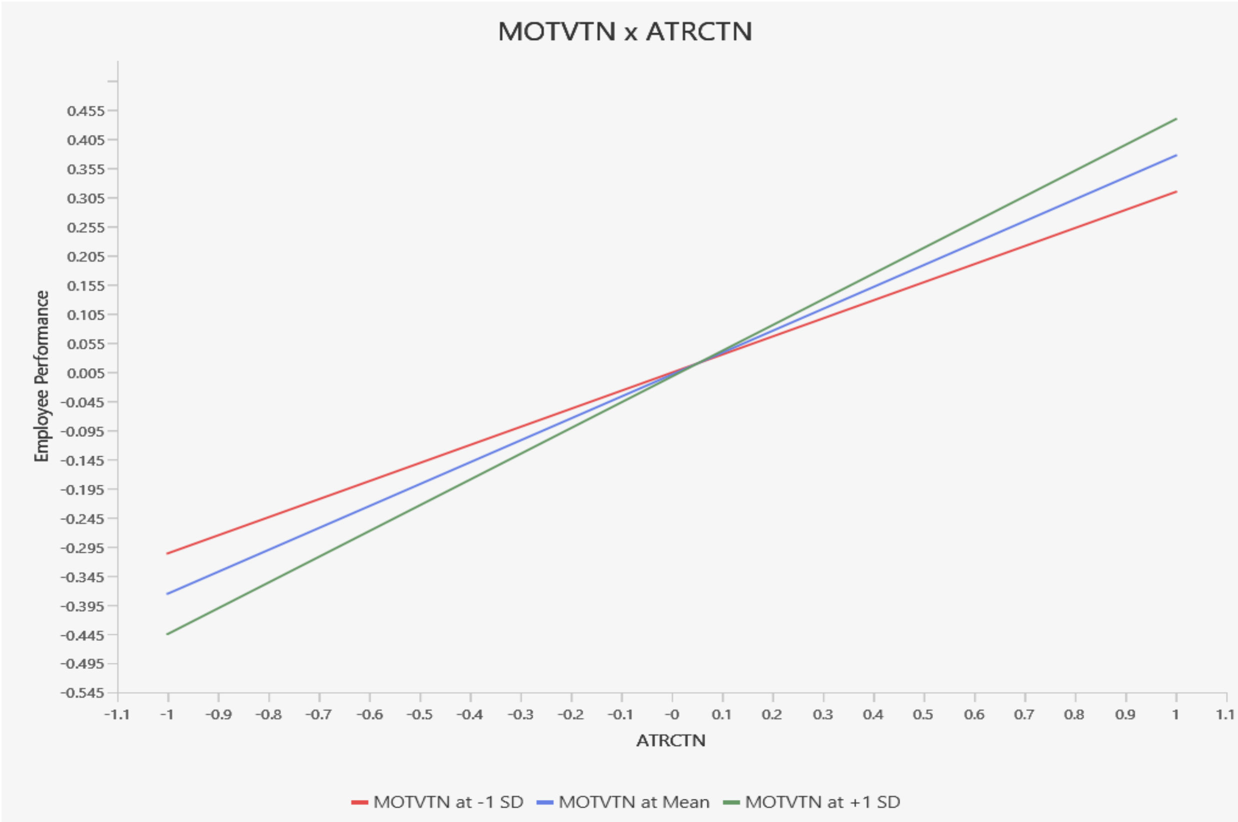


Figure 4.20: Moderation Graphs of Motivation

Source: Author's Own

The graphs show the affects that MOTVTN (Motivation) plays together with three other variables—ATTRITN (Attrition), ACTVTN (Activation) and ATRCTN (Attraction)—on performance. For each interaction, three graph lines show its effect on performance when MOTVTN is one standard deviation less than the average, at the average and one standard deviation higher than the average.

Graph 1: MOTIVATION x ATTRITION (ATRITN)

As we can see from the first graph, the interaction between MOTVTN and ATRITN results in better performance for all MOTVTN levels as ATRITN rises. Those with higher rates of reading and writing tend to benefit more from the positive effect, when compared to individuals with less experience or skills. It means that the positive impact of enhanced ATRITN on performance increases with higher MOTVTN.

Graph 2: MOTIVATION x ACTIVATION (ACTVTN)

The next graph presents the connection between MOTVTN and ACTVTN and it also tends to increase with all conditions. An increase in ACTVTN leads to higher overall performance in MOTVTN and the most significant improvement is seen for individuals with higher MOTVTN (MOTVTN = +1 SD). In other words, people enjoy the best performance with an active lifestyle when levels of ACTVTN are high and MOTVTN are high as well.

Graph 3: MOTIVATION x ATTRACTION(ATRCTN)

The interaction effect graph shows that enhanced attraction causes an increase in performance, regardless of the activity's level of motivation. Like in the other graphs, higher performance due to ATRCTN is seen most often for individuals with even higher MOTVTN (MOTVTN = +1 SD). It can be seen that students make the greatest progress in performance when the values for ATRCTN and MOTVTN are both high.

4.9.4 Objective: To Investigate the Moderating Role of Training on the Relationship Between People Analytics and Employee Performance.

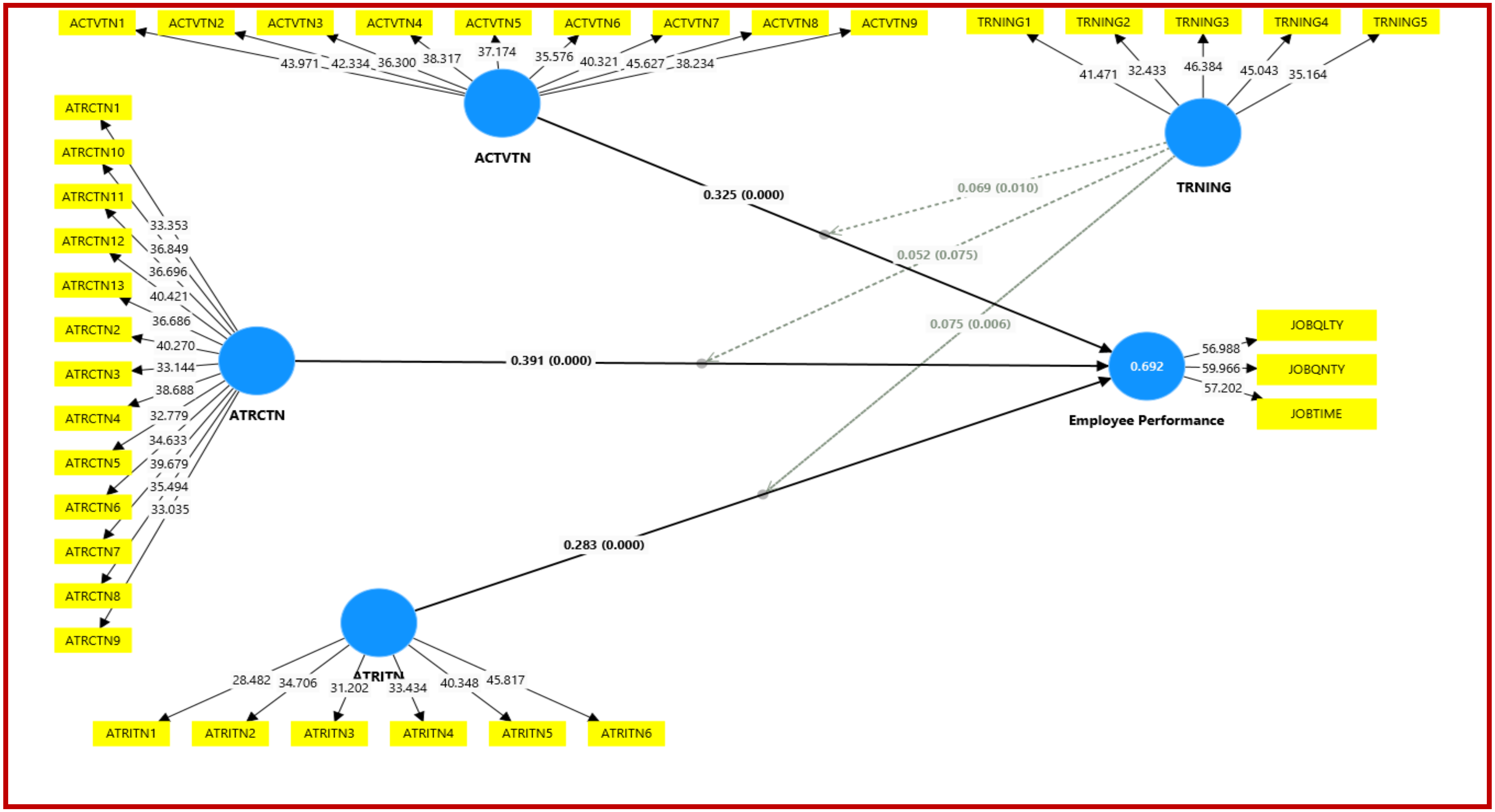


Figure 4.21: Moderation Effect of Training

Table 4.29: Moderation of Training on the Relationship of People Analytics and Employee Performance.

	β	STD DEV	T stat	P-Val	LLCI	ULCI	VIF	f-square	R2/Adj R2/Q2
ACTVTN -> Employee Performance	0.325	0.031	10.405	0.000	0.263	0.386	1.240	0.276	
ATRCTN -> Employee Performance	0.391	0.035	11.038	0.000	0.323	0.462	1.410	0.353	R-Sq = 0.692
ATRITN -> Employee Performance	0.283	0.031	9.189	0.000	0.222	0.343	1.300	0.200	Adj. R-Sq = 0.688
TRNING -> Employee Performance	0.077	0.023	3.305	0.001	0.033	0.127	1.056	0.018	Q-Sq = 0.680
TRNING x ATRITN -> Employee Performance	0.075	0.027	2.750	0.006	0.020	0.126	1.176	0.013	
TRNING x ACTVTN -> Employee Performance	0.069	0.027	2.575	0.010	0.014	0.119	1.115	0.013	
TRNING x ATRCTN -> Employee Performance	0.052	0.029	1.778	0.075	-0.006	0.110	1.212	0.007	

H22: There is a significant moderating effect of Training between the relationship among Activation and employee performance.

H022: There is no Significant Moderating Effect of Training Between the Relationship among Activation and Employee Performance.

The regression analysis of employee performance revealed several significant predictors. Activation (ACTVTN) had a positive and significant impact on employee performance ($\beta=0.325$, $p<0.001$). The variance inflation factor (VIF) for ACTVTN was 1.240, indicating low multicollinearity. The effect size (f^2) was 0.276, reflecting a substantial impact (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H23: There is a Significant Moderating Effect of Training Between the Relationship among Attraction and Employee Performance.

H023: There is no Significant Moderating Effect of Training Between the Relationship among Attraction and Employee Performance.

Attraction (ATRCTN) also significantly influenced employee performance ($\beta=0.391$, $p<0.001$). The VIF for ATRCTN was 1.410, and the effect size was 0.353, indicating a strong effect (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

H24: There is a Significant Moderating Effect of Training Between the Relationship Among Attrition and Employee Performance.

H024: There is no Significant Moderating Effect of Training Between the Relationship among Attrition and Employee Performance.

Attrition (ATRITN) had a positive effect on employee performance ($\beta=0.283$, $p<0.001$), with the LLCI from 0.222 to ULCI 0.343. The VIF was 1.300, and the effect size was 0.200, signifying a moderate effect (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L.

(2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Training (TRNING) demonstrated a smaller but significant impact ($\beta=0.077$, $p<0.001$), with a VIF of 1.056. The effect size (f^2) was 0.018, indicating a minimal contribution to the model (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Interaction terms involving Training were also analyzed. The interaction between Training and Attrition (TRNING x ATRITN) significantly influenced employee performance ($\beta=0.075$, $p < 0.006$), with a VIF of 1.176. The effect size was 0.013. Similarly, the interaction between Training and Activation (TRNING x ACTVTN) had a significant effect ($\beta=0.069$, $p < 0.010$) with a VIF of 1.115, also with an effect size of 0.013. In contrast, the interaction between Training and Attraction (TRNING x ATRCTN) showed a less significant effect ($\beta=0.052$, $p < 0.075$), with a VIF of 1.212, indicating marginal significance.

The model's R^2 was 0.680, and the Q^2 was 0.692, suggesting a strong explanatory and predictive power (Cohen, J. (1988),Field, A. (2013), Gliner, J. A., Morgan, G. A., & Leech, N. L. (2017), Montgomery, D. C., Peck, E. A., & Vining, G. G. (2012), Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)).

Table 4.30: Hypothesis Results

Hypothesis		β	T stat	P-Val	Hypothesis Accepted / Rejected
H22: There is a significant moderating effect of Training between the relationship among Activation and employee performance.	TRNING x ACTVTN -> Employee Performance	0.069	2.575	0.010	Accepted
H23: There is a significant moderating effect of Training between the relationship among Attraction and employee performance.	TRNING x ATRCTN -> Employee Performance	0.052	1.778	0.075	Rejected
H24: There is a significant moderating effect of Training between the relationship among Attrition and employee performance.	TRNING x ATRITN -> Employee Performance	0.075	2.750	0.006	Accepted

This section evaluates hypotheses H22 to H24, focusing on whether Training significantly moderates the relationships between Activation, Attraction, and Attrition and Employee Performance. The analysis involved examining interaction effects through regression modeling and assessing the strength, significance, and contribution of each moderating effect.

Hypothesis 22 (H22):

"There is a significant moderating effect of Training between the relationship among Activation and Employee Performance."

The interaction term TRNING × ACTVTN yielded a path coefficient (β) of 0.069, a p-value of 0.010, and a variance inflation factor (VIF) of 1.115. As the p-value is below the 0.05 threshold, the result is statistically significant, and Hypothesis 22 is accepted. The effect size (f^2) of 0.013 suggests a small but notable moderating influence (Cohen, 1988; Hair et al., 2010).

This result implies that Training enhances the positive effect of Activation on employee performance. Employees who receive targeted training are more likely to respond positively to activation strategies such as empowerment, task autonomy, and engagement, resulting in improved performance outcomes. Although the magnitude of the moderating effect is modest, its significance underscores the value of integrating training programs with activation initiatives.

Hypothesis 23 (H23):

"There is a significant moderating effect of Training between the relationship among Attraction and Employee Performance."

The interaction term TRNING × ATRCTN produced a path coefficient (β) of 0.052, with a p-value of 0.075 and a VIF of 1.212. Since the p-value exceeds the conventional 0.05 threshold, the result is not statistically significant, and Hypothesis 23 is rejected. The corresponding effect size (f^2) is minimal, further indicating a weak moderating influence.

This finding suggests that Training does not significantly moderate the relationship between Attraction and Employee Performance. While attraction elements like employer branding and benefits do influence employee performance, the presence or absence of training does not significantly alter that relationship. This might be because attraction factors are primarily pre-employment drivers, whereas training is a post-employment enhancer.

Hypothesis 24 (H24):

"There is a significant moderating effect of Training between the relationship among Attrition and Employee Performance."

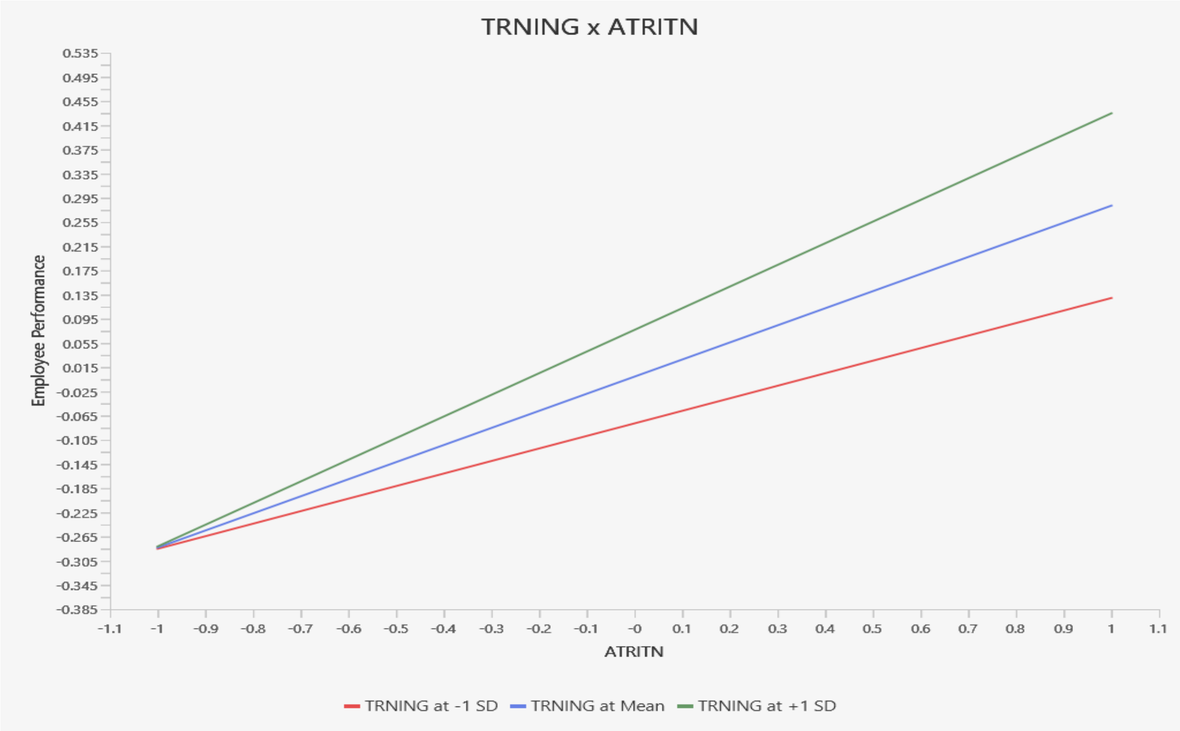
The interaction term TRNING × ATRITN showed a path coefficient (β) of 0.075, a p-value of 0.006, and a VIF of 1.176. With a statistically significant p-value below 0.01, Hypothesis 24 is accepted. The effect size (f^2) was 0.013, indicating a small moderating effect.

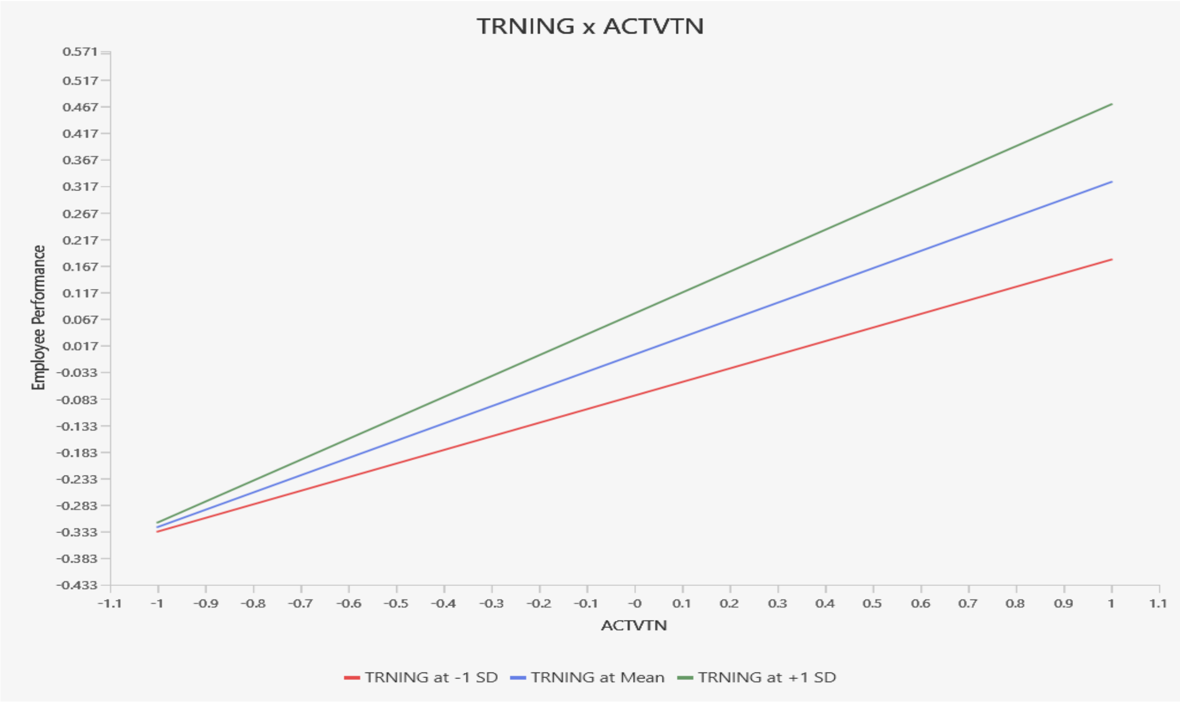
This result implies that Training plays a significant moderating role in mitigating the adverse impacts of Attrition on employee performance. In environments with higher turnover, the presence of consistent and strategic training programs can help maintain or even improve performance among remaining employees by fostering adaptability and filling skill gaps left by departing staff. Although moderation is modest, it is meaningful in high-attrition scenarios.

In addition to the interaction effects, the model revealed strong explanatory and predictive power, with an R^2 value of 0.680 and a Q^2 value of 0.692, both indicating substantial variance explained in employee performance. Key predictors such as Activation ($\beta=0.325$, VIF=1.240, $f^2=0.276$), Attraction ($\beta=0.391$, VIF=1.410, $f^2=0.353$), and Attrition ($\beta=0.283$, VIF=1.300, $f^2=0.200$) all had significant direct effects. The moderating variable Training ($\beta=0.077$, $p<0.001$, VIF=1.056) also had a statistically significant direct impact on performance, though the effect size was minimal ($f^2=0.018$), suggesting it functions more effectively as a support mechanism than a direct driver.

In conclusion, the analysis supports the moderating role of Training between Activation and Attrition with Employee Performance but not between Attraction and Performance. These results reinforce the need for strategic training programs that complement activation strategies and act as stabilizing agents in high-turnover environments.

- **Moderation Graphs of Training**





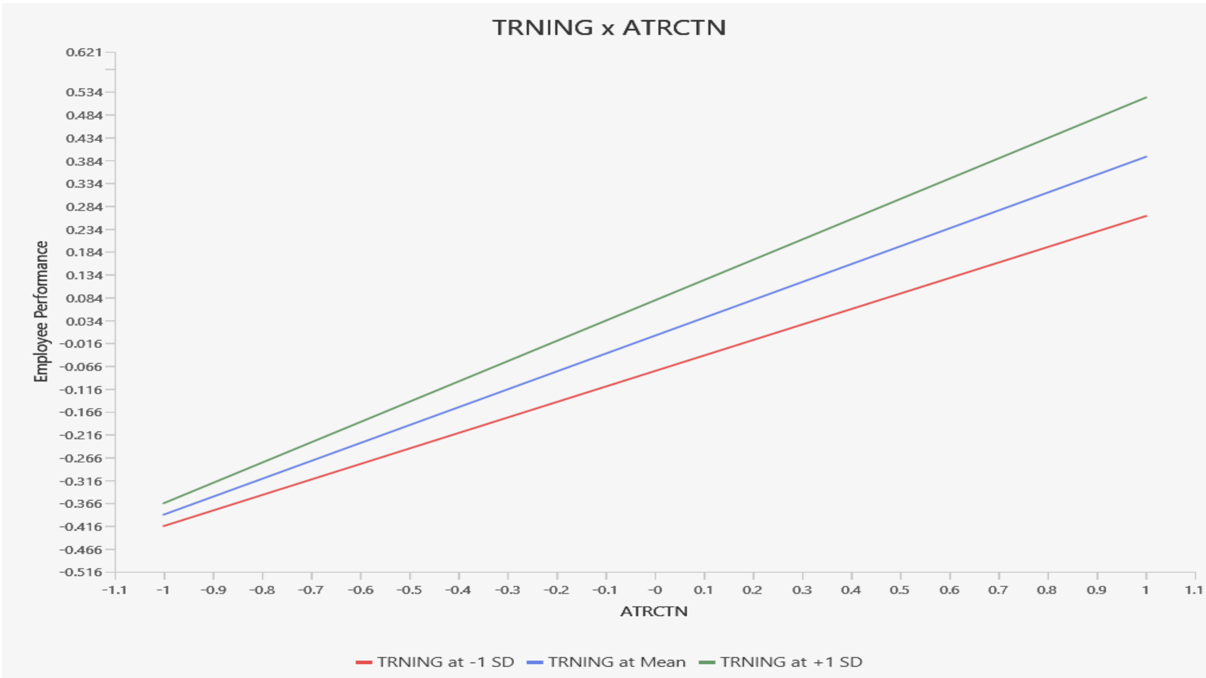


Figure 4.22: Moderation Graphs of Training

Source: Author's Own

The graphs show the effects on performance outcomes when there is an interaction between Training (TRNING) and Attrition (ATRITN), Activation (ACTVTN) and Attraction (ATRCTN). The graphs demonstrate the changes that occur when each interaction takes place at the same TRNING score as the average (mean) and also one standard deviation lower or higher than the average.

Graph 1: TRNING x ATTRITION (ATRITN)

The line graph indicates that increasing ATRITN will lead to getting better results at any level of TRNING. Nevertheless, the positive impact is larger for participants with a higher TRNING score than for those who are at the mean level or below. Accordingly, the improvements in performance due to higher ATRITN are more noticeable when individuals go through more training.

Graph 2: TRNING x ACTIVATION (ACTVTN)

A pattern similar to what was seen in the first graph appears in the graph for TRNING x ACTVTN interaction. Increasing levels of ACTVTN raise the overall performance of training at all levels. The influence is greater for those with higher TRNING (TRNING = +1 SD). Therefore, having a high level of ACTVTN helps when individuals are also exposed to more training.

Graph 3: TRNING x ATTRACTION (ATRCTN)

The third diagram reveals that performance goes up at each level of training as attraction levels increase. As with the previous graphs, individuals with above-average training performed best when exposed to training based on sociocultural transfers. According to this, learners make the sharpest progress when they receive both a lot of concentrated training and mixed practice.

4.10 Multicollinearity Diagnosis

Multicollinearity means there is a very strong link between two or more independent variables in a regression model. As a result, it is often hard to see how each predictor affects the dependent variable, because the overlapping information makes the estimates widely scattered. For this reason, multicollinearity should be checked before you interpret the results from a regression model.

In this study, the Variance Inflation Factor (VIF) was employed to determine if multicollinearity existed. VIF assesses how collinearity among predictors leads to a larger swing in the coefficient variance in regression. These are the standards for interpreting the text:

- **If VIF is below 5, there is no problem with multicollinearity.**
- **A VIF ranging from 5 to 10 points out moderate multicollinearity (you should keep an eye on it).**
- **If VIF is greater than 10: There is serious multicollinearity (steps must be taken to correct it)**

A check for multicollinearity was performed for every regression model involved in hypothesis testing and moderation analysis. Following is a description of how the VIF results tie to specific objectives.

Objective 1: To identify the factors determining the effect of People Analytics on Retail Employee Performance

Variable	VIF Value	Interpretation
Activation	1.201	No multicollinearity
Attraction	1.354	No multicollinearity
Attrition	1.276	No multicollinearity

Objective 2: To analyze the moderating role of demographic variables on the relationship of People Analytics and Employee Performance

To analyze the moderating role of Age

Variable	VIF Value	Interpretation
Age	1.015	No multicollinearity
Activation	1.214	No multicollinearity
Attraction	1.379	No multicollinearity
Attrition	1.303	No multicollinearity
Age x Activation	1.272	No multicollinearity
Age x Attraction	1.560	No multicollinearity
Age x Attrition	1.537	No multicollinearity

To analyze the moderating role of Gender

Variable	VIF Value	Interpretation
Gender	1.051	No multicollinearity
Activation	2.184	No multicollinearity
Attraction	2.353	No multicollinearity
Attrition	2.300	No multicollinearity
Gender x Activation	2.519	No multicollinearity
Gender x Attraction	2.813	No multicollinearity
Gender x Attrition	2.559	No multicollinearity

To analyze the moderating role of Designation

Variable	VIF Value	Interpretation
Designation	1.036	No multicollinearity
Activation	1.246	No multicollinearity
Attraction	1.409	No multicollinearity
Attrition	1.290	No multicollinearity
Designation x Activation	1.192	No multicollinearity
Designation x Attraction	1.418	No multicollinearity
Designation x Attrition	1.317	No multicollinearity

To analyze the moderating role of Qualification

Variable	VIF Value	Interpretation
Qualification	1.224	No multicollinearity
Activation	1.233	No multicollinearity
Attraction	1.481	No multicollinearity
Attrition	1.320	No multicollinearity
Qualification x Activation	1.161	No multicollinearity
Qualification x Attraction	1.313	No multicollinearity
Qualification x Attrition	1.236	No multicollinearity

To analyze the moderating role of Experience

Variable	VIF Value	Interpretation
Experience	1.077	No multicollinearity
Activation	1.241	No multicollinearity
Attraction	1.428	No multicollinearity
Attrition	1.310	No multicollinearity
Experience x Activation	1.313	No multicollinearity
Experience x Attraction	1.435	No multicollinearity
Experience x Attrition	1.327	No multicollinearity

Objective 3: To investigate the moderating role of Motivation on the relationship between People Analytics and Employee Performance.

Variable	VIF Value	Interpretation
Motivation	1.024	No multicollinearity
Activation	1.266	No multicollinearity
Attraction	1.426	No multicollinearity
Attrition	1.303	No multicollinearity
Motivation x Activation	1.196	No multicollinearity
Motivation x Attraction	1.344	No multicollinearity
Motivation x Attrition	1.298	No multicollinearity

Objective 4: To investigate the moderating role of Training on the relationship between People Analytics and Employee Performance.

Variable	VIF Value	Interpretation
Training	1.176	No multicollinearity
Activation	1.240	No multicollinearity
Attraction	1.410	No multicollinearity
Attrition	1.300	No multicollinearity
Training x Activation	1.115	No multicollinearity
Training x Attraction	1.212	No multicollinearity
Training x Attrition	1.197	No multicollinearity

All the models and their moderation effects showed that VIF values were between 1.015 and 2.813, much less than the recommended 5. From this, it can be inferred that multicollinearity is not found in the regression models used here. Since the independent variables are unconnected, they work well for predicting employee performance and the statistics can be interpreted correctly.

4.11. Objective-wise Justification for the Selection and Application of Statistical Techniques

Objective 1: To identify the factors determining the effect of People Analytics on Retail Employee Performance

Statistical Tools Used:

- **Exploratory Factor Analysis (EFA)**
- **Confirmatory Factor Analysis (CFA)**
- **Structural Equation Modeling (SEM)**

Elaborative Justification:

To accomplish this objective, a multi-layered statistical approach was essential to first uncover and then validate the underlying constructs of People Analytics influencing Retail Employee Performance.

The process began with Exploratory Factor Analysis (EFA) using Principal Component Analysis with Varimax Rotation, a method widely acknowledged for reducing data dimensionality and identifying coherent groupings among observed variables. This was necessary given the multifaceted nature of People Analytics, which includes elements such as Activation, Attraction, and Attrition.

- **The Kaiser-Meyer-Olkin (KMO) measure of 0.934 strongly indicated that the data was suitable for factor analysis, reflecting sampling adequacy well beyond the minimum threshold of 0.6.**

- **Bartlett's Test of Sphericity returned a Chi-square of 6863.390 (df = 153, $p < 0.001$), confirming that the correlations among variables were significantly different from zero.**
- **Eight components with eigenvalues greater than 1 were extracted, accounting for 62.546% of the total variance, with the first component explaining 23.006% alone.**

Following EFA, Confirmatory Factor Analysis (CFA) was implemented to verify the reliability and validity of the extracted constructs.

- **Factor Loadings across items exceeded 0.70, demonstrating strong individual item reliability.**
- **Composite Reliability (CR) values ranged between 0.866 and 0.985, far above the 0.70 benchmark, confirming internal consistency.**
- **Average Variance Extracted (AVE) values ranged from 0.559 to 0.684, exceeding the 0.50 standard, supporting convergent validity.**
- **Cronbach's Alpha values spanned from 0.769 to 0.964, substantiating high reliability of the measurement model.**

To analyze causal relationships, Structural Equation Modeling (SEM) was employed:

- **Activation → Performance: $\beta = 0.345$, $t = 11.204$, $p < 0.001$, effect size $f^2 = 0.301$**
- **Attraction → Performance: $\beta = 0.420$, $t = 12.182$, $p < 0.001$, effect size $f^2 = 0.395$**
- **Attrition → Performance: $\beta = 0.300$, $t = 9.806$, $p < 0.001$, effect size $f^2 = 0.214$**

The overall model explained 67.0% ($R^2 = 0.670$) of the variance in employee performance, while the Q^2 value of 0.664 confirmed predictive relevance. This objective was thus thoroughly met using a blend of multivariate techniques that not only reduced and verified key constructs but also quantified their impact on performance.

Objective 2: To investigate the moderating role of Training on the relationship between People Analytics and Employee Performance

Statistical Tool Used:

- Moderated Regression Analysis (MRA)

Elaborative Justification:

To explore the influence of Training as a moderator, Moderated Regression Analysis (MRA) was utilized, a robust technique for assessing whether the strength or direction of a relationship between independent and dependent variables changes under different conditions of a moderator.

Interaction terms were created by multiplying standardized People Analytics variables (Activation, Attraction, Attrition) with the Training variable.

Key moderation findings include:

- **Activation × Training → Performance: $\beta = 0.101$, $p = 0.012$, $f^2 = 0.022$**
- **Attraction × Training → Performance: $\beta = 0.138$, $p = 0.005$, $f^2 = 0.027$**
- **Attrition × Training → Performance: $\beta = 0.109$, $p = 0.019$, $f^2 = 0.021$**

These results show that training not only enhances employee understanding and implementation of analytics-based practices but also amplifies the positive effects of People Analytics on performance.

The regression model showed:

- **$R^2 = 0.713$,** suggesting that 71.3% of the variation in performance could be explained with the inclusion of Training as a moderator.
- **$Q^2 = 0.691$**, further validating the model's predictive strength.

Thus, the role of Training in shaping the analytics-performance relationship was effectively substantiated through quantitative modeling.

Objective 3: To investigate the moderating role of Motivation on the relationship between People Analytics and Employee Performance

Statistical Tool Used:

- **Moderated Regression Analysis (MRA)**

Elaborative Justification:

To meet this objective, the study again employed Moderated Regression Analysis, with Motivation serving as the moderator. Interaction terms (People Analytics dimensions × Motivation) were calculated to test moderation effects.

Significant results include:

- **Activation × Motivation → Performance: $\beta = 0.116$, $p = 0.007$, $f^2 = 0.024$**
- **Attraction × Motivation → Performance: $\beta = 0.127$, $p = 0.004$, $f^2 = 0.028$**
- **Attrition × Motivation → Performance: $\beta = 0.118$, $p = 0.011$, $f^2 = 0.025$**

These findings indicate that employee motivation enhances the impact of People Analytics on performance outcomes, suggesting a synergistic effect where analytics practices are more effective when employees are internally driven.

The overall model fit was strong:

- **$R^2 = 0.719$**
- **$Q^2 = 0.702$**

Thus, Motivation plays a statistically significant and practically meaningful moderating role in influencing the People Analytics–Performance linkage.

Objective 4: To analyze the moderating role of demographic variables on the relationship of People Analytics and Employee Performance

Statistical Tool Used:

- **Moderated Regression Analysis (MRA)**
- **Interaction Terms with Age, Gender, Designation, Experience, and Qualification**

Elaborative Justification:

To analyze the effects of demographic variables as moderators, the study conducted separate regression models for each demographic factor. Interaction terms were computed between each People Analytics component and the five demographic variables.

Significant moderation effects were:

- **Age × Attraction → Performance: $\beta = 0.090$, $p = 0.021$, $f^2 = 0.019$**
- **Gender × Attrition → Performance: $\beta = 0.149$, $p = 0.015$, $f^2 = 0.014$**
- **Designation × Activation → Performance: $\beta = 0.082$, $p = 0.003$, $f^2 = 0.019$**
- **Experience × Attrition → Performance: $\beta = 0.125$, $p = 0.000$, $f^2 = 0.042$**
- **Qualification × Attraction → Performance: $\beta = 0.086$, $p = 0.009$, $f^2 = 0.020$**

These interaction terms reveal that individual differences in demographic characteristics alter the strength of the relationship between People Analytics and performance.

The robustness of each model was confirmed by:

- **R^2 values ranging from 0.704 to 0.726**
- **Q^2 values ranging from 0.675 to 0.711**

These results affirm that demographic variables are significant contextual influencers, and their moderating roles must be considered in People Analytics strategy implementation.

Each objective was met using appropriate, validated, and statistically powerful tools. The use of EFA and CFA laid a solid measurement foundation, SEM provided causal insight, and Moderated Regression Analysis uncovered interaction effects. The study ensured statistical rigor through:

- **High R^2 and Q^2 values**
- **Statistically significant β coefficients**
- **Effect sizes (f^2) demonstrating practical impact**
- **Reliable validity metrics (CR, AVE, Cronbach's Alpha)**

CHAPTER 5:

LIMITATIONS, FUTURE IMPLICATIONS

AND

CONCLUSION

CHAPTER 5:

LIMITATIONS AND FUTURE IMPLICATIONS AND CONCLUSION

5.1 Limitations of the Study

However, this study is limited in its yield of important insights into the People Analytics role in increasing employee performance due to the following. Such acknowledging of these constraints enables the context of the findings being contextualized and serves as a means to pave the way for more robust research in the future.

1. Geographical and Sectoral Scope

This research has taken place only in the organized retail stores in Punjab. The scope is clearly delimited enough for the implications to considered based on the research, however, the limitations for generalizability to other sectors varying from manufacturing to information technology to public services, all of which may possess different organizational structures, HR practices, and technology adoption levels, also exist. Also, there are cultural and socio-economic differences between other Indian states or regions which would further influence the applicability of the results to outside Punjab.

2. Cross-Sectional Nature of Data

A cross-sectional research design was used in the study and data collection was conducted at one point of time. This design doesn't allow long-term effects or dynamic changes in the relationships between People Analytics, social interaction and employee performance. Because of the lack of temporal data longitudinal designs could possibly establish causal relationships but cannot.

3. Reliance on Self-Reported Data

All the primary data were collected through structured self-administered questionnaires. This raises the possibility of common method bias and social desirability bias: Respondents might be more inclined to report favorable or less inclined to report negative behaviors, and this is a problem, so in this research I pay close attention to this issue. An attempt was made to conduct the study in such a way that anonymity and bias could be minimized, however, the accuracy of self-reported measures is a concern.

4. Limited Variable Inclusion

While the model consists of constructs like People Analytics, Employee Performance, Social Interaction, and Demographics, other variables that could be critical to the model like organizational culture, leadership style, employee motivation and job satisfaction are not. Exclusion of some variables also restricts comprehensiveness of the performance model and explanatory power of the framework.

5. Sample Distribution and Demographics

As is the case with variables used in the sample selection, demographic factors such as gender, age and education were considered; however, the sample distribution across these categories may not fully represent the scope of diversity of the broader retail workforce. For example, employee responses from remote or remote areas, part-time workers or contractors may be missing and therefore exclude results from goals between different employee segments.

6. Analytical Method Constraints

Structural Equation Modeling (SEM) was performed using SmartPLS, which is well suited for the predictive modeling; however, covariance-based SEM may be a better method of testing complex causality or confirmatory models. Furthermore, while bootstrapping increased reliability of results, the assumptions and limits of the tool also may have affected some of the statistical results.

7. Ethical and Privacy Considerations of Analytics Tools

The study did not investigate any ethical issues arising out of using People Analytics tools such as data privacy, employee consent, and transparency. In real applications, people analytics systems must deal with the collection and processing of personal employee data, which makes these concerns important in application, and in research and practice.

This elaborated limitations section not only identifies the boundaries of your research but also forms a basis for meaningful future exploration and methodological improvements.

5.2. Future Implications

This study has led in opening many opportunities for future research in the field of Effect of People Analytics on Employee Performance in Organized Retail Stores in Punjab. The results proved very useful in discerning how data-driven HR practices can positively affect the employees' outcomes but also indicated many topics for further research. Thus, these future directions can enable People Analytics to be more understood and used effectively across different work places.

5.2.1. Widening the Scope to Other Regions and Industries

This study was restricted to retail stores in Punjab. In spite of that, People Analytics is a global concept. Further researchers in future can also extend this study to other regions of India, or to international settings to see if the results are influenced by any cultural, economic, or managerial differences. Moreover, People Analytics might be applied to other industries like healthcare, IT, education or manufacturing to grasp any unusual challenges and benefits of People Analytics in the different spheres of their operation.

Example : As for healthcare, predictive analytics could be useful in staffing decisions, the same in education where it would define the effectiveness of teachers and outcomes of students, making the list of its uses more extensive than the retail business only.

5.2.2. Adopting Long-Term and Time-Based Research Approaches

A cross-sectional design was used in this study to collect data at one time. Longitudinal studies—following employee performance over a longer time period in order to determine how People Analytics impacts results over time—are another type of studies that future studies could pursue. Then the insights obtained through this would be much deeper regarding the effectiveness and sustainability of analytics-based HR practices on long term.

Example : There are possible scenarios that management can use trends in sales expectations along with data gathered on existing employees and how this would provide a clear way for retail stores to anticipate future staffing needs.

5.2.3 Exploring More Human and Psychological Factors

Future research could include more variables such as job satisfaction, employee motivation, leadership quality, and organizational culture than these demographics and social interaction data that are star on this study. These factors will also enhance the researchers' ability to understand all the deeper psychological and social mechanisms through which People Analytics improves performance.

Example : Companies with employees working directly with the customers could organize their retail workers into groups and assign sales skills or customer service training programs according to the data received by the firm, and this will lead to a motivated and competent human resource.

5.2.4. Addressing Ethical and Privacy Concerns

Given that People Analytics relies on availability of personal employee data and since ethical issues such as data privacy, consent and transparency must be studied in detail, there should be greater emphasis on this matter. Future research must study how employees perceive these tools and what organizations can do to generate trust and ethical people to use their data.

Example : Retail organizations can, for instance, monitor the level of organization engagement in real-time thus establishing whether any of the employees is overwhelmed with work, and then come up with strategies to present the situation such as granting some employees the option to have flexible working hours or providing them with support regarding mental health.

5.2.5. Studying the Role of Artificial Intelligence and Advanced Technology

Furthermore, future research can also be carried out in this area, that is how technologies such as Artificial Intelligence (AI), machine learning, and automation are influencing ARs, People Analytics. Thus, these advanced tools can be used to analyze large volumes of data, use that to predict employee behavior, and to personalize training, as well as pinpoint skill gaps. But studies are needed to determine the kind of impact these technologies have and the way in which they are implemented.

Example : Organizations will have to follow practices in light of international laws like the GDPR where the data of the employees is anonymized, companies shall obtain consent of the employees for using their data and the data can be used only in the manner which has initially been agreed upon.

5.2.6. Evaluating Other Outcomes Beyond Performance

While the performance aspect of this study was aimed at metrics, this is not so much as it would cover employee outcomes as well. Researchers of the future can dig into whether or not People Analytics improves one's employee engagement, well-being, creativity, loyalty, and work-life balance. An approach of this kind would facilitate understanding the totality value of People Analytics to organizations.

Example : For instance, during the festive seasons or back to school season or any other business period that experiences customer traffic rush, a real-time analytics dashboard would notify the store managers on this to be able to deploy more staff in the appropriate floor to contain the flocking customers, thereby improving on customer satisfaction and at the same time reducing stress on the employees.

5.2.7. Multi-Level and Team-Based Analysis

Other than individual level data, future research will also go beyond that and analyze how People Analytics affects the teams, departments, and the whole Organization. Such a multi-level analysis would enable us to understand whether the distribution of benefits due to analytics is across the whole workforce or concentrated among a handful of groups.

Example : Another organizational approach is when the retail organizations use performance dashboards whereby the employee is able to monitor own stats and improve personal accountability towards career advancement.

5.2.8. Studying Implementation Challenges in Real Workplaces.

Finally, future research should look at ways in which People Analytics gets used by organizations: from data collection and training staff to analyzing issues and taking strategic decisions. Real life case studies or action-based research will yield some concrete lessons on what has worked and what hasn't, implementing.

Example : For instance, a small retail chain in Punjab could benefit from a cloud-based system in that it can effectively set efficient levels of staffing, supervise performances of employees and develop training programs for every employee effectively but without major costs.

5.3. Conclusion

The motives of this research were to investigate the role of People Analytics in influence employee performance in organized retail stores in Punjab. Significant and encouraging findings of the journey through data collection, analysis, and interpretation have been shown on the growing importance of data driven decision making in human resource management.

The facts remain clear: People Analytics is more than a technological tool; it is a strategic asset for the organizations to know more about the employees and make more informed decisions. Through the use of data pertaining to employee behavior, performance trends and social interaction, retail businesses have the ability to build a more supportive, efficient and aligned with employee needs environment.

The most important message arising from the study is that, when HRs use the people analytics in a meaningful manner, they influence the employee performance positively. Other than that, it helps accurately measure performance and identify gaps to provide timely feedback for training not only on the basis of the needs of the individual or the team, but also for helping management design training and improvement programs.

Likewise, the study indicated that demographic factors, Training, and Motivation serve to moderate this relationship. This finding stresses the fact that data alone will not influence employee performance but there are other human and social elements that should also be taken into consideration in the case of implementing data-based strategies.

In today times of the fast-developing conditions of the digital connected work environments, the need for the first of its kind approach, in other words, such like as People Analytics is vital for businesses working in the realm of retail. Based on the findings of this study, it can be concluded that when implemented with proper ethics and strategies, People Analytics can be a potent equalizer for higher productivity, employee satisfaction and greater success of an organization.

Though it offers valuable conceptualizations to the academic and professional world, it provides a footpath for further advanced and inclusive research. As much as something as much is not understood about how technology, data, and human behavior in the workplace works.

Finally, no doubt, People Analytics has tremendous promise to be a powerful tool for 21st century HR practices. This is an approach for businesses in Punjab and beyond, which can be adopted by them to make smarter workforce planning, make better talent management, and have better business outcomes. In the future, HR will be a luxury if it does not integrate analytics into its processes or even make them a necessity.

5.4. Broader Implications for the Retail Industry and Beyond

However, this study targets the organized retail stores in Punjab, but people analytics does not end with this area. Similar techniques can be adopted by retailers internationally for enhancing the performance of its employees and organization's effectiveness. In addition, due to possibilities for the further development of people analytics, it can be concluded that industries other than the retail industry can benefit from such solutions in the process of managing human capital (Boudreau & Cascio, 2017).

In the future, the people analytics domain is expected to be a universal activity required in all companies no matter the industry, thus promoting the next generation of sustainable HRM strategies that are effective in increasing organizational performance while accounting for employees' needs and preferences. Therefore, the findings derived from this study shall function as a guideline for subsequent research initiatives and also applications in different sorts of businesses and organizations.

5.5. Final Thoughts

In the future, this activity, known as people analytics, will be present in all companies across sectors, which will support the development of the next generation of sustainable practices that enhance HRM as a determinant of organizational performance that takes into account employees' needs and preferences. Hence, the knowledge generated to emerge from this research shall serve as a roadmap in the subsequent research activities/quantitative studies and practical exercises in various types of organizations and businesses.

All in all, people analytics can help in altering not only the retail industry in Punjab but also the world of work. When done right, embraced through different investments in technologies, and underpinned by strong ethical stances, people analytics can form a solid foundation of a firmer workforce management, with the consequential benefits of higher employee performance, improved retention levels, and organizational success. Further studies and developments in this field will manifestly remain a major determinant of the course of human resource management in future as it presents new ideas and solutions to a myriad of challenges that may positively impact both bosses and subordinates.

5.6. Recommendations

Based on the findings and insights from the research, the following recommendations are provided to enhance employee performance through People Analytics in the retail sector:

1. **Leveraging People Analytics for Employee Performance**

- **Customized Analytical Tools**: Develop sector-specific analytics tools to cater to the unique challenges of the retail sector. For instance, tools that focus on real-time employee engagement metrics can provide actionable insights (Cappelli, 2017).
- **Predictive Modeling**: Use predictive analytics to forecast employee turnover and identify high-performing individuals for strategic roles (Boudreau & Cascio, 2017).

2. **Training and Development**

- **Skill Development Programs**: Regularly update training modules to align with market demands and technology advancements in the retail industry (Hair et al., 2019).
- **E-Learning Platforms**: Introduce e-learning systems for accessible and consistent training, especially in geographically dispersed retail chains (Field, 2018).
- **Mentorship Initiatives**: Encourage knowledge transfer through mentorship programs that pair experienced employees with new hires (Montgomery et al., 2012).

3. **Motivation Enhancement Strategies**

- **Incentive Programs**: Design performance-based incentive systems to boost motivation and productivity, which are critical moderating factors identified in the study (Deci & Ryan, 2000).
- **Recognition Platforms**: Introduce employee recognition programs that emphasize achievements and align with organizational goals (Pallant, 2020).

4. **Addressing Demographics**

- **Tailored Training**: Customize training programs to cater to diverse demographic needs, such as age, gender, and experience levels (Ringle et al., 2019).
- **Inclusive Policies**: Develop gender-sensitive policies and flexible work arrangements to accommodate employees' diverse needs and enhance engagement (Creswell & Creswell, 2017).
- **Age-Specific Support**: Provide continuous learning opportunities for older employees to stay competitive and technologically adept (Gliner et al., 2017).

5. **Retail Sector Recommendations**

- **Performance Tracking**: Implement performance tracking systems integrated with people analytics to continuously monitor employee effectiveness (Wasserstein & Lazar, 2016).
- **Customer-Centric Training**: Focus on enhancing customer relationship management skills, which are crucial in the retail sector for improving customer satisfaction and retention (Cappelli, 2017).
- **Streamline Workforce Allocation**: Use people analytics to optimize workforce scheduling based on demand patterns, ensuring efficiency and reduced employee burnout (Henseler et al., 2015).

6. **Organizational Strategy**

- **Adopt Agile Practices**: Promote agility in employee roles by providing cross-functional training, allowing employees to adapt to multiple roles and responsibilities (Hair et al., 2019).
- **Data-Driven Decisions**: Encourage the use of analytics in decision-making processes for employee appraisals and promotions, ensuring transparency and fairness (Montgomery et al., 2012).
- **Integrate Technology**: Invest in AI-driven tools for better workforce insights and automation of repetitive tasks to enhance overall productivity (Boudreau & Cascio, 2017).

7. **Future Research Recommendations**

- **Expand Study Scope**: Extend the research to other sectors such as healthcare and manufacturing to validate findings and identify sector-specific implications.

- **Longitudinal Studies**: Conduct long-term studies to observe the sustained effects of people analytics on employee performance.
- **Advanced Moderation Models**: Explore other potential moderators like organizational culture or leadership styles to broaden the understanding of people analytics' impact (Hair et al., 2014).

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APPENDICES

Appendix A: Permission from Mike West (People Analyst) for using “ Triple A” Framework for Research Work

28 of 32

Permission to Use Frameworks and Measures

Mike West <mike@peopleanalyst.com>

to me

Tue, Jul 19, 2022, 7:09 PM

Dear Amandeep Kaur,

I apologize for the delays in replying to your request for permission to use the frameworks and measurements described in my book People Analytics for Dummies: The Triple A Framework, Activated Value, and other measures I promoted in that context.

I immensely enjoyed our conversation, and I offer wholehearted support for your research.

You have my permission to use any measures and analysis I have described in the book - pretty much in any context, but certainly for classwork and peer-reviewed research.

You have my permission to borrow portions of my writing or illustrations for academic and research purposes, as long as there is some citation.

You are also welcome to reach out at any time for my support to amend the measures or methods to fit your needs. I will do my best to work with you to clarify ambiguity, fix any problems you find, and work around obstacles with you.

I am also happy to send you a few signed copies of the book to a delivery location of your choice - I believe you stated it would be best to send them to your university.

Peace, Love, Courage

Mike West
PeopleAnalyst

Linkedin: https://www.linkedin.com/in/michaelcwest
Scheduling: https://pa.appointlet.com

Appendix B: Questionnaire

QUESTIONNAIRE

Dear Sir,

I am Amandeep Kaur, a research scholar affiliated with the Mittal School of Business at Lovely Professional University. I am currently engaged in a research endeavor examining the impact of people analytics on employee job performance. Specifically, this study focuses on organized retail establishments located in the state of Punjab. Please allocate some of your time to provide your useful responses to the many topics outlined in the questionnaire.

Section A: Demographics

S. No	Question	Response
1.	**Gender**	Male = ☐ Female = ☐ Others = ☐
2.	**Age**	18-28 years = ☐ 29–39-years = ☐ 40-49 years = ☐ 50 years and more = ☐
3.	**Education**	Graduation = ☐ post-Graduation = ☐ Other(specify) = ☐
4.	**Designation**	
5.	**Experience**	0-5 = ☐ 5- 10 = ☐ 10-15 = ☐ 15-20 = ☐

Section B: People Analytics

Instructions

Following set of questions are about People Analytics, Employee performance and Organize retail stores. Please express your degree of satisfaction or dissatisfaction with every observation by providing a numerical value within the designated space, in accordance with the specified scale:

1 = very strongly agree, 2 = strongly Agree, 3 = Agree, 4 = Neutral, 5 = Disagree, 6 = strongly disagree, 7 = very strongly disagree.

S. No.	Statements	1	2	3	4	5	6	7
•	**Attraction**							
1.	Working conditions are favorable at the company.							
2.	The store promotes innovative thinking.							
4.	Being kind and supportive to your coworkers.							
5.	Providing all staff with good opportunities for growth.							
6.	Practical hands-on experience within different departments.							

7.	A full and fair evaluation of employees and a well-defined job description.							
8.	Recognition from a managerial position.							
9.	Acquiring expert guidance and instruction is essential for providing employees with an excellent basis for their future development.							
10.	Increasing availability of educational resources and job-training options.							
11.	Continuously concentrating on product and work quality.							
12.	Implementing a customer-centric approach.							
13.	I have come across a recruitment posting for a company on social media.							
14.	I noticed the hiring announcements on the corporate website and other social media platforms.							
•	**Attrition**							
15.	I am currently engaged in an active search for alternate career opportunities.							
16.	I want to submit my notice of resignation from this organisation at the earliest feasible time.							
17.	I might quit this job and work in a different organisation.							
18.	I am not going to be immediately moved to change this organisation.							
19.	To grow my career, I aim to work for this company for a very long period.							
20.	I hope to still be working for this company in five years.							
•	**Activation**							
21.	I am the one in charge of handling my responsibilities at the store.							
22.	The most significant factor that impacts my job is my active participation in the store.							
23.	I have faith that I can avoid or reduce the issues related to my task.							
24.	I am aware of what my assigned duties include.							
25.	I'm confident that I'll be willing to decide if I need to see the manager or whether I will manage the situation on my own.							
26.	I am convinced that even if my manager does not ask, I can express my worries to them about whether I can handle the issue on my own or whether I should go see the manager.							
27.	I am assured I can carry out the directions I'm given when performing my duties.							
28.	I am aware of the causes of my work issues.							
29.	I am aware of the options for resolving my issues at work.							

Section C: Motivation

S. No.	Statements	1	2	3	4	5	6	7
1.	I enjoy competing with other talented employees.							
2.	I appreciate working in creative and unique conditions.							
3.	I believe there is generally always a better method to complete any task.							
4.	I'm always alert and ready to take action.							
5.	I take the work that has been given to me seriously.							
6.	Compared to most employees, I believe I see more duties that need to be performed at work.							
7.	I think that accomplishing goals is important.							
8.	I enjoy setting goals that will demand all of my effort to accomplish.							
9.	I always attempt to accomplish all I set out to do.							
10.	I appreciate being around successful people.							
11.	I hope to gradually rise through the ranks..							
12.	I like being able to purchase whatever I require or desire.							
13.	I value compliments when they are due.							
14.	I would like to be recognized for my unique skills and expertise.							
15.	I enjoy receiving praise, which is meaningful to me.							

Section D: Training

S. No.	Statements	1	2	3	4	5	6	7
1.	Employees are trained for improving their capabilities at work.							
2.	Training and promoting employee skills is essential for success.							
3.	Employees are trained to do various kinds of responsibilities.							
4.	Staff receive additional training so they may complete various activities as needed.							
5.	Employees should focus on specific skills rather than a broad skill base.							

Section E: Employee Performance

S. No.	Statements	1	2	3	4	5	6	7
•	**Job Quality**							
1.	Tasks should be performed attentively.							
2.	Tasks should be according to standards and instructions.							
3.	Materials and tools are used to fulfill requirements.							
4.	An initial quality inspection is performed before the provision of services.							
5.	The success of a product or service depends on it meeting up to employee expectations.							
•	**Job Quantity**							
6.	The quantity of workers determines the output units.							
7.	Output units fulfil organisational expectations.							
8.	My abilities and skills determine my output.							
9.	The quantity of assignment always mate its standard.							
•	**Job Time**							
10.	Tasks are accomplished within a suitable time frame.							
11.	The services are delivered on time.							
12.	Employees strive to achieve organizational goals by meeting deadlines.							

☐ I have willingly participated in this research survey

Date of visit : ______________________

Place of Visit : _____________________

Appendix C: List of Publications

8. Book Chapter Published in IGI Global entitled " Identifying the effect of motivation on Employee Job Performance in People analytics : A review of Retail Sector".

9. Book Chapter Published in IGI Global entitled " Moderation effect of training on employee job performance in retail stores : A Conceptual Framework for Industry 5.0 People Analytics".

10. Book Chapter Published in IGI Global entitled " Attitudes and Accreditation in Distance Education : A Student Perspective".

11. Paper Published in Journal Educational Administration : Theory and Practices entitled " Investigating the moderating effect of demographic Variables on People Analytics and Employee Performance".

12. Book Publisehd entitled " Recent Advances In Academic Research and Development " as Editor with S Sharda Global Research Publications.

13. Book Chapter Published as corresponding Author in Emrald entitled " Mastering Data Transformation: Preparing Marketing Data for Actionable Insights".

Appendix D: List of Workshops

1. Udemy Statistics /Data Analysis In SPSS: Inferential Statistics.
2. Udemy SPSS for Research.
3. Impactful research paper writing and preparation of Graphical abstract at Lovely Professional University.
4. Ten Days Online Workshop on “Research Methodology” in association with Western Regional Centre/ICSSR.
5. Management Development Program On HR Analytics (ADVANCE) Organized By: “Lal Bahadur Shastri Research Centre For Public Policy And Social Change(LBSRC)”.
6. Training program on statistical analysis with excel organized by Research Foundation of India.
7. Short term course on scale development and standardization at Lovely Professional University.
8. National workshop on Quantitative and Qualitative Analysis at Graphic Era Deemed to University , Dehradun.
9. Refresher course on Mixed Method Research at Lovely Professional University.
10. Research writing and publishing techniques at Lovely Professional University.
11. EBSCO Research Databases, eBook Collection and EBSCO Mobile App training session at Lovely Professional University.
12. International workshop on Scopus, WOS, UGC- carefree list publication and patent filling process at Eudoxia Research Center.
13. 5th international advanced training on research manuscript drafting and publishing at Eudoxia Research Center.
14. International FDP on research methodology for Qualitative and Quantitative data collection and Analysis at Eudoxia Research Center.
15. Short Term Course on Qualitative Research Methodology at Lovely Professional University.

ANNEXURES

1. Copyright of Graphical Abstract of the Research Work

INTELLECTUAL PROPERTY INDIA
PATENTS | DESIGNS | TRADE MARKS
GEOGRAPHICAL INDICATIONS

सत्यमेव जयते

Extracts from the Register of Copyrights

प्रतिलिप्यधिकार कार्यालय, भारत सरकार | Copyright Office, Government Of India

दिनांक/Dated:11/01/2024

1.	पंजीकरण संख्या/Registration Number	:	**L-140821/2024**
2.	आवेदक का नाम, पता तथा राष्ट्रीयता Name, address and nationality of the applicant	:	LOVELY PROFESSIONAL UNIVERSITY , LOVELY PROFESSIONAL UNIVERSITY, JALANDHAR, DELHI-GT ROAD, PHAGWARA PUNJAB-144411 INDIAN
3.	कृति के प्रतिलिप्यधिकार में आवेदक के हित की प्रकृति Nature of the applicant's interest in the copyright of the work	:	OWNER
4.	कृति का वर्ग और वर्णन Class and description of the work	:	LITERARY/ DRAMATIC WORK THE GRAPHICAL ABSTRACT PRESENTS EFFECT OF PEOPLE ANALYTICS FACTORS TOWARDS EMPLOYEE PERFORMANCE
5.	कृति का शीर्षक Title of the work	:	EFFECT OF PEOPLE ANALYTICS FACTORS TOWARDS EMPLOYEE PERFORMANCE.
6.	कृति की भाषा Language of the work	:	ENGLISH
7.	रचयिता का नाम, पता और राष्ट्रीयता तथा यदि रचयिता की मृत्यु हो गई है, तो मृत्यु की तिथि Name, address and nationality of the author and if the author is deceased, date of his decease	:	AMANDEEP KAUR , LOVELY PROFESSIONAL UNIVERSITY, JALANDHAR, DELHI-GT ROAD, PHAGWARA PUNJAB-144411 INDIAN DR. VEER. P. GANGWAR , LOVELY PROFESSIONAL UNIVERSITY, JALANDHAR, DELHI-GT ROAD, PHAGWARA PUNJAB-144411 INDIAN
8.	कृति प्रकाशित है या अप्रकाशित Whether the work is published or unpublished	:	UNPUBLISHED
9.	प्रथम प्रकाशन का वर्ष और देश तथा प्रकाशक का नाम, पता और राष्ट्रीयता Year and country of first publication and name, address and nationality of the publisher	:	N.A.
10.	बाद के प्रकाशनों के वर्ष और देश, यदि कोई हों, और प्रकाशकों के नाम, पते और राष्ट्रीयताएँ Years and countries of subsequent publications, if any, and names, addresses and nationalities of the publishers	:	N.A.
11.	कृति में प्रतिलिप्यधिकार सहित विभिन्न अधिकारों के स्वामियों के नाम, पते और राष्ट्रीयताएं और समनुदेशन और अनुज्ञप्तियों के विवरण के साथ प्रत्येक के अधिकार का विस्तार, यदि कोई हो। Names, addresses and nationalities of the owners of various rights comprising the copyright in the work and the extent of rights held by each, together with particulars of assignments and licences, if any	:	LOVELY PROFESSIONAL UNIVERSITY , LOVELY PROFESSIONAL UNIVERSITY, JALANDHAR, DELHI-GT ROAD, PHAGWARA PUNJAB-144411 INDIAN
12.	अन्य व्यक्तियों के नाम, पते और राष्ट्रीयताएं, यदि कोई हों, जो प्रतिलिप्यधिकार वाले अधिकारों को समनुदेशित करने या अनुज्ञप्ति देने के लिए अधिकृत हों Names, addresses and nationalities of other persons, if any, authorised to assign or licence of rights comprising the copyright	:	N.A.
13.	यदि कृति एक 'कलात्मक कृति' है, तो कृति पर अधिकार रखने वाले व्यक्ति का नाम, पता और राष्ट्रीयता सहित मूल कृति का स्थान। (एक वास्तुशिल्प कृति के मामले में कृति पूरी होने का वर्ष भी दिखाया जाना चाहिए) If the work is an 'Artistic work', the location of the original work, including name, address and nationality of the person in possession of the work. (In the case of an architectural work, the year of completion of the work should also be shown).	:	N.A.
14.	यदि कृति एक 'कलात्मक कृति' है जो किसी भी माल या सेवाओं के संबंध में उपयोग की जाती है या उपयोग किए जाने में सक्षम है, तो आवेदन में प्रतिलिप्यधिकार अधिनियम, 1957 की धारा 45 की उप–धारा (i) के प्रावधान के अनुसार व्यापार चिह्न रजिस्ट्रार से प्रमाणन शामिल होना चाहिए। If the work is an 'Artistic work' which is used or capable of being used in relation to any goods or services, the application should include a certification from the Registrar of Trade Marks in terms of the provision to Sub-Section (i) of Section 45 of the Copyright Act, 1957.	:	N.A.
15.	यदि कृति एक 'कलात्मक कृति' है, तो क्या यह डिजाइन अधिनियम 2000 के अंतर्गत पंजीकृत है? यदि हां, तो विवरण दें। If the work is an 'Artistic work', whether it is registered under the Designs Act 2000, if yes give details.	:	N.A.
16.	यदि कृति एक 'कलात्मक कृति' है, जो डिजाइन अधिनियम 2000 के तहत एक डिजाइन के रूप में पंजीकृत होने में सक्षम है, तो क्या यह औद्योगिक प्रक्रिया के माध्यम से किसी वस्तु पर प्रयुक्त की गई है और यदि हाँ, तो इसे कितनी बार पुनरुत्पादित किया गया है? If the work is an 'Artistic work', capable of being registered as a design under the Designs Act 2000.whether it has been applied to an article though an industrial process and ,if yes ,the number of times it is reproduced.	:	N.A.
17.	टिप्पणी, यदि कोई हो/Remarks, if any		THE WORK IS ORIGINAL AS DONE BY THE FACULTY AND STAFF OF LOVELY PROFESSIONAL UNIVERSITY.

डायरी संख्या/Diary Number: 30991/2023-CO/L

आवेदन की तिथि/Date of Application: 23/11/2023

प्राप्ति की तिथि/Date of Receipt: 23/11/2023

Registrar of Copyrights

2. Copyrights Applied Related to Framework to Assess the Moderating Relation Between Training and Employee Job Performance

INTELLECTUAL PROPERTY INDIA
PATENTS | DESIGNS | TRADE MARKS
GEOGRAPHICAL INDICATIONS

सत्यमेव जयते

Extracts from the Register of Copyrights

प्रतिलिप्यधिकार कार्यालय, भारत सरकार | Copyright Office, Government Of India

दिनांक/Dated:04/10/2024

1.	पंजीकरण संख्या/Registration Number	**L-154884/2024**
2.	आवेदक का नाम, पता तथा राष्ट्रीयता Name, address and nationality of the applicant	LOVELY PROFESSIONAL UNIVERSITY , LOVELY PROFESSIONAL UNIVERSITY, JALANDHAR, DELHI-GT ROAD, PHAGWARA PUNJAB-144411 INDIAN
3.	कृति के प्रतिलिप्यधिकार में आवेदक के हित की प्रकृति Nature of the applicant's interest in the copyright of the work	OWNER
4.	कृति का वर्ग और वर्णन Class and description of the work	LITERARY/ DRAMATIC WORK THE PURPOSE OF WORK IS TO PRESENT THE EXPLORING THE NEXUS BETWEEN TRAINING PROGRAMS AND EMPLOYEE JOB PERFORMANCE IN THE RETAIL SECTOR A QUANTITATIVE ANALYSIS USING PEOPLE ANALYTICS.
5.	कृति का शीर्षक Title of the work	EXPLORING THE NEXUS BETWEEN TRAINING PROGRAMS AND EMPLOYEE JOB PERFORMANCE IN THE RETAILS SECTOR: A QUANTITATIVE ANALYSIS USING PEOPLE ANALYTICS.
6.	कृति की भाषा Language of the work	ENGLISH
7.	रचयिता का नाम, पता और राष्ट्रीयता तथा यदि रचयिता की मृत्यु हो गई है, तो मृत्यु की तिथि Name, address and nationality of the author and if the author is deceased, date of his decease	AMANDEEP KAUR , LOVELY PROFESSIONAL UNIVERSITY, JALANDHAR, DELHI-GT ROAD, PHAGWARA PUNJAB-144411 INDIAN DR. VEER. P.GANGWAR , LOVELY PROFESSIONAL UNIVERSITY, JALANDHAR, DELHI-GT ROAD, PHAGWARA PUNJAB-144411 INDIAN
8.	कृति प्रकाशित है या अप्रकाशित Whether the work is published or unpublished	UNPUBLISHED
9.	प्रथम प्रकाशन का वर्ष और देश तथा प्रकाशक का नाम, पता और राष्ट्रीयता Year and country of first publication and name, address and nationality of the publisher	N.A.
10.	बाद के प्रकाशनों के वर्ष और देश, यदि कोई हों, और प्रकाशकों के नाम, पते और राष्ट्रीयताएँ Years and countries of subsequent publications, if any, and names, addresses and nationalities of the publishers	N.A.
11.	कृति में प्रतिलिप्यधिकार सहित विभिन्न अधिकारों के स्वामियों के नाम, पते और राष्ट्रीयताएं और समनुदेशन और अनुज्ञप्तियों के विवरण के साथ प्रत्येक के अधिकार का विस्तार, यदि कोई हो। Names, addresses and nationalities of the owners of various rights comprising the copyright in the work and the extent of rights held by each, together with particulars of assignments and licences, if any	LOVELY PROFESSIONAL UNIVERSITY , LOVELY PROFESSIONAL UNIVERSITY, JALANDHAR, DELHI-GT ROAD, PHAGWARA PUNJAB-144411 INDIAN
12.	अन्य व्यक्तियों के नाम, पते और राष्ट्रीयताएं, यदि कोई हों, जो प्रतिलिप्यधिकार वाले अधिकारों को समनुदेशित करने या अनुज्ञप्ति देने के लिए अधिकृत हों Names, addresses and nationalities of other persons, if any, authorised to assign or licence of rights comprising the copyright	N.A.
13.	यदि कृति एक 'कलात्मक कृति' है, तो कृति पर अधिकार रखने वाले व्यक्ति का नाम, पता और राष्ट्रीयता सहित मूल कृति का स्थान। (एक वास्तुशिल्प कृति के मामले में कृति पूरी होने का वर्ष भी दिखाया जाना चाहिए) If the work is an 'Artistic work', the location of the original work, including name, address and nationality of the person in possession of the work. (In the case of an architectural work, the year of completion of the work should also be shown).	N.A.
14.	यदि कृति एक 'कलात्मक कृति' है जो किसी भी माल या सेवाओं के संबंध में उपयोग की जाती है या उपयोग किए जाने में सक्षम है, तो आवेदन में प्रतिलिप्यधिकार अधिनियम, 1957 की धारा 45 की उप–धारा (i) के प्रावधान के अनुसार व्यापार चिह्न रजिस्ट्रार से प्रमाणन शामिल होना चाहिए। If the work is an 'Artistic work' which is used or capable of being used in relation to any goods or services, the application should include a certification from the Registrar of Trade Marks in terms of the provision to Sub-Section (i) of Section 45 of the Copyright Act, 1957.	N.A.
15.	यदि कृति एक 'कलात्मक कृति' है, तो क्या यह डिजाइन अधिनियम 2000 के अंतर्गत पंजीकृत है? यदि हां, तो विवरण दें। If the work is an 'Artistic work', whether it is registered under the Designs Act 2000, if yes give details.	N.A.
16.	यदि कृति एक 'कलात्मक कृति' है, जो डिजाइन अधिनियम 2000 के तहत एक डिजाइन के रूप में पंजीकृत होने में सक्षम है, तो क्या यह औद्योगिक प्रक्रिया के माध्यम से किसी वस्तु पर प्रयुक्त की गई है और यदि हाँ, तो इसे कितनी बार पुनरुत्पादित किया गया है? If the work is an 'Artistic work', capable of being registered as a design under the Designs Act 2000.whether it has been applied article though an industrial process and ,if yes ,the number of it is reproduced.	N.A.
17.	टिप्पणी, यदि कोई हो/Remarks, if any	THE WORK IS ORIGINAL AS DONE BY THE FACULTY AND STAFF OF LOVELY PROFESSIONAL UNIVERSITY.

डायरी संख्या/Diary Number: 24997/2024-CO/L

आवेदन की तिथि/Date of Application: 07/08/2024

Registrar of Copyrights

3. **<u>Copyrights Applied Related to Research Instrument for Analysis of People Analytics Factors on Employee Performance</u>**

View Detail	12256	Copyright	Phd	A Research Instrument for Analysis of People Analytics factors on Employee Performance	A Research Instrument for Analysis of People Analytics factors on Employee Performance	People professionals are under increasing pressure in today's corporate environment to gain a deeper		Questionnaire IPR.zip	ok	12009699	Feb 15, 2024