

DATA-DRIVEN HUMAN RESOURCE MANAGEMENT: ASSESSING THE EFFECT OF HUMAN RESOURCE ANALYTICS ON PERFORMANCE OUTCOMES IN CHAIN HOTELS IN BENGALURU

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Abstract

The rapid advancement in technology has transformed Human Resource Management from instinct grounded practises towards data-centric approaches. In chain hotels, employees' performance influences the service quality and satisfaction of customers. The integration of human resource analytics is crucial for strategic planning. The research investigates how training and development. Rewards and recognition contribute to performance management with the help of mediating variables, i.e., learning orientation and knowledge exchange. The purposive sampling method was applied to collect data from 103 human resource professionals in chain hotels. To evaluate the association between independent, mediating, and dependent variables, a structural equation model was used. The finding says that with the help of the learning environment of the organisation and knowledge exchange behaviour among the employees, along with the adaptive and innovation capacity of employees, the evidence-based practice of personnel department significantly enhances the employee's performance in the organisation.

Keywords: Performance Management, Learning Orientation, Knowledge Exchange, Chain Hotels, Human Resource Analytics, Hospitality Sector.

1. INTRODUCTION

1.1 Digitalisation, Competitive Strength, and the Strategic Functions of Human Capital in the Hospitality Department

In a growing computerized era and an extremely dynamic market environment, organizations face consistent pressure to enhance the capability and versatility of employees. Human capital has acquired prominence as a fundamental tactical resource that substantially influences organizational adaptive ability in service-concentrated sectors, hence prompting organizations to restructure from intuition-based to data-driven practices that help with fact-based decisions. This transformation is important in the hospitality industry, where service quality and guest satisfaction are inherently associated with the employees' performance. Chain hotels navigate an extremely competitive market that demands persistent delivery of services globally with a diverse supervising workforce and operational unpredictability. In this context, the acquisition of analytical approaches in human resource management has procured significance to reinforce performance management systems, upgrade talent utilization, and support long-term competitive advantage.

1.2 Human Resource Analytics as a Deliberate Strategic Partner in Data-Based Decision-Making

HRA has procured an increasing prominence as it modifies HRM from organizational support to a deliberate strategic partner that guides the organization in forming fact-based decision-making. As an organization has an enormous amount of employee data, systematic assessment of employees' performance helps make competent decisions, which is helpful for the organization in achieving effective results. Performance management helps the organization to integrate individual-level performance with strategic outcomes. If performance management is inadequate, then engagement of employees also reduces, and there is no proper utilization of human capital. Thus, performance decisions which is form by the organization make decisions more fair, honest, and strategically meaningful, which enhances role transparency and strategic results.

1.3 Digitalization, Global Competition, and the Strategic Importance of Human Resource Analytics in Performance Management

The rapid pace of digitalization has modified how administration assesses and develops its human resources. **(Bondar Ouk & Brewster, 2016)** As digitalization advances in human resource platform so organization has huge amount of employee data. Digitalization not only helps in the generation of data but also assists organizations in converting data into actionable insights that help in the performance of the organization.

This HRA has become the central harnessing of digital infrastructure for evidence-based performance measurement, and global competition has a significant role in sustainable competitive advantage. In the service-based industry, for example, hospitality, where performance of employees and consistency towards service serve as primary competitiveness levels, as chain hotels operate at different locations with standardized brand expectations, management is necessary to maintain the quality of service, satisfaction of guests, and position in the market. The inefficiency in managing personnel in a competitive environment weakens the competitive standing.

Within this digitalization and globalization competitiveness landscape, analytics is pivotal to institutions that are looking forward in terms of human resource decision-making (Van den Heuvel & Bondar Ouk, 2017).

Table 1: Drivers of Human Resource Analytics Adoption in Hospitality Industry

Driver	Description	Relevance to Hospitality Industry
Digitalization	Use of digital HR platforms generating employee data	Enables data-driven HR decisions
Global Competition	Increasing competition among chain hotels	Requires efficient workforce management
Service Quality Pressure	High customer expectations for service consistency	Requires performance monitoring
Workforce Diversity	Employees from different backgrounds and skills	Requires analytics for talent management

Data Availability	Large volumes of HR and performance data	Supports predictive HR decisions
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Source: Author's compilation based on Heino Marler & John W. Boudreau (2017); Thomas H. Davenport et al. (2010); Peter Cappelli (2018).

1.4 Human Resource Analytics: Concept and Strategic Implications

HRAs constitute the organized use of quantitative methods, analytical techniques and evidence-based techniques to evaluate employee data and assist strategic decision-making. HRA is an evolution from traditional HR metrics toward advanced analytical approaches that enable organisations to understand, predict, and influence employee behaviour and performance outcomes (Bassi & McMurrer, 2016; Marler & Boudreau, 2017), by combining data of human resources with organisational performance indicators. HRA builds a stronger relationship between hr practises and strategies of business.

1.5 Role of HRA in Training and Development

HRA has a significant role in training and development, which facilitate organisation to recognise skills and assess competencies in training. Research suggests that analytics-based training needs assessment enhances the relevance and impact of development programs by aligning them with organisational objectives and employee performance requirements (Salas et al., 2012; Marler & Boudreau, 2017). By evaluating data and outcomes of performance, HRA supports consistent capability development and upgrade return on training investment.

1.6 Role of HRA in Rewards and Recognition

HRA helps the organisation to plan a compensation system. Analytics facilitates the identification of high performers, evaluation of pay-for-performance effectiveness, and optimisation of reward structures to enhance motivation and retention (Gerhart & Fang, 2015; Boudreau & Cascio, 2017). The hospitality industry is identified as a work-intensive and customer-centric sector where the performance of employees helps in decision-making regarding guest satisfaction and organisational goals. (Kutluay et al., 2010). Unlike product-based industries, hospitality organisations rely heavily on frontline employees to co-create value with customers through interpersonal interactions, responsiveness, and service consistency (Bowen & Ford, 2002). In chain hotels, it's very important to deliver quality services at different locations and also to organise employee profiles and the functional environment. (Enz & Siguaw, 2003).

Table 2: Strategic Role of HRA in HR Practices

HR Function	Role of HRA	Expected Outcome
Training and Development	Identifies skill gaps and training needs	Improves employees' competencies
Rewards and Recognition	Links rewards with performance metrics	Higher employee motivation
Performance Monitoring	Tracks employee's productivity	Improved organisational performance

Source: Author's Compilation based on Heino Marler & John W. Boudreau (2017); Brian E. Becker & Mark A. Hustled (2006); John W. Boudreau & Wayne F. Cascio (2017).

1.7 Performance Management as a Strong Pillar in delivering magnificent Service in Chain Hotels

Performance management is very important in the hospitality sector, as it makes sure that employees deliver quality service to the guests. Performance management assists employees in how they should act with the guest, hence, it contributes to the success of the organisation. In Chain hotels, instability in management creates disparity in service delivery and weakens the reputation of the brand. Empirical evidence suggests that structured and systematic performance management systems enable hotel organizations to monitor performance more accurately, provide timely feedback, and support continuous employee development (Brown et al., 2019). Hence, performance management is not only the function of hr in the hospitality industry, but also helps in strategic decision-making, organisational competitiveness, and excellence in service in a competitive environment.

1.8 Theoretical Framework

The research combines 3 interrelated perspectives and theories

- 1) Resource-Based View (RBV)
- 2) Organisational learning theory
- 3) Social Exchange theory

1) Resource-Based View

The resource-based view postulates that firms accomplish consistency towards competitive advantage by developing distinctive bundles of valuable resources that are scarce. (Barney 1991) Within an organisation, particularly in the human resources department, employees' efficiency and abilities are considered as judicious assets that affect the performance of an organisation (Becker, 1964).

Training and development are important investments in human capital that develop knowledge of the employees, technical competencies, and abilities to adapt to change. These investments coordinate with the resource-based view that enhances the internal efficiencies that strengthen an organisation's strategic position relative to competitors. Rewards and Recognition give motivation to the employees, which strengthens the required behaviour principles of the organisation.

Hence, training and development together with rewards and recognition constitute hr factors that increase the effectiveness of the investment skills and Innovative behaviour are strategic outcomes of hr investment that bring effectiveness in the performance management system.

2) Organizational Learning Theory

It interprets how knowledge and efficiencies are cultivated and implemented within the organisation (**Argyris & Schön, 1978**). Organizational learning focuses on the procedure through which firms obtain, diffuse, explicate, and retain information. An important

element of this theory is the learning organization, defined as a climate of the organization that gives important, constant improvement and open inquiry. Training and development interventions stimulate learning orientation by enabling employees with new competencies and encouraging them to develop skills. Rewards and recognition motivate employees to learn and also acquire new knowledge to fulfil the goal of the organisation. (Graw 1997, Gottschalk, and Munz 2006) Learning orientation is the perceptual process that associated practise of hr to performance results.

3) Social Exchange Theory

It says that if an organisation invests in its employees, then the employees should return to the organisation strongly. (Blau, 1964) When hotels provide training, fair remuneration, and rewards to the employees, employees feel motivated, as a result, they develop adaptability and innovative skills. One mechanism is knowledge exchange, which is an interpersonal behaviour that strengthens combined rules and reinforces interpersonal networks.

- a) Hence, the resource-based view constitutes the valuable role of training and development, rewards, and recognition in the establishment of valuable human capital.
- b) Organizational learning theory elaborates internal cognitive processes that motivate the employees to convert hr investment into adaptability and creative abilities.
- c) Social exchange theory explains the behavioural processes (knowledge exchange) through which employees require organisational support, which increases mutual and innovative behaviour.

2. REVIEW OF LITERATURE

Maksim Romanov (2021), opined that the execution of digital management in the hospitality industry has a significant role in enhancing the effectiveness of human resource management and improving the reputation and consistency of employees. This helps in the growth and development of the organization, and electronic training is very important in the hospitality industry, which helps to fulfil the tasks of employees hence, the efficiency of employees increases.

Kamel Barbar et al. (2021), explored that big, old private sector companies having a good number of employees adopt HR analytics for the development of employees as well as giving training to the employees, whereas new companies having fewer employees, HR analytics helps HR professionals to keep track of the performance of employees by analysis of employees' data, hence, it has a significant role to evaluate the performance of employees.

Ms. Nitya B et al. (2021), investigated that talent acquisition innovation eases the job of HR. HRA enhances rewards and perks for employees. It helps to know the association of employees, which helps analyse the turnover risk. Thus, HRA develops analytics capabilities among the employees and also adapts the latest technology to match a fast-

paced world and a dynamic business environment and hence acquire a competitive advantage.

Vishnu Priya Selvaraj et al. (2023), suggested that HRA is very important for an organization that is facing a shortage of talented employees, as it helps in retaining the right employees with handsome rewards, hence, it also helps the organization to face its competitors easily.

Francisco's et al. (2022), examined that with the help of human resource analytics, an organization has assessed the remuneration and perks of the employees to bring down the rate of attrition, assessment of working habits, and abilities of employees to evaluate the employee's performance.

Colantoni et al. (2002), explored the degree to which firms consider learning as a key resource. Learning orientation mobilizes the employees' efficiency and also responsiveness to change in the environment.

Gikuro Nonaka (2003), suggested that Knowledge exchange indicates mutual exchange, the conveyance and consolidation of knowledge among the employees. Grounded in social capital theory, knowledge exchange increases collaboration, intelligence, and corporate learning it shows that training and development encourage knowledge through exchange theory.

3. RESEARCH GAP

Although previous studies have investigated HRA's association to hr functions, limited research has been done on how HRA influences the performance management system in the hospitality industry.

Existing studies' focal point is the manufacturing industry and IT, but less attention is being given to chain hotels, where the performance of employees influences the quality of service and the satisfaction of customers.

Research in the hospitality industry, particularly in chain hotels in Bengaluru, remains scarce, with Hr practises rapidly becoming digital, and competition increasing in the hospitality industry. Hence, it is important to understand how HRA helps improve performance management.

4. OBJECTIVES

- 1) To **assess** the influence of **Training and Development** and **Rewards and Recognition** on **Human Resource Analytics (HRA) Factors** in chain hotels.
- 2) To analyse the impact of Human Resource Analytics (HRA) Factors on Learning Orientation, Knowledge Exchange, and Performance Management in chain hotels.
- 3) To **evaluate** the contribution of **Learning Orientation** and **Knowledge Exchange** towards **Performance** Management in chain hotels.

5. HYPOTHESIS

H1 - T&D, R&R have a positive influence on (HRA) Factors in chain hotels.

H2 - Human Resource Analytics (HRA) Factors have a significant positive influence on Learning Orientation, Knowledge Exchange, and Performance Management in chain hotels.

H3 - Learning Orientation and Knowledge Exchange have a significant positive influence on Performance Management in chain hotels.

6. CONCEPTUAL FRAMEWORK

The framework for this study says that HRA increases the effectiveness of the performance management system in chain hotels by allowing data-driven decisions. As there is an enhancement of digitalisation and competition in the hospitality industry, intuition-based decisions are incompetent to direct complexity in the workforce and the expectation of service quality in chain hotels.

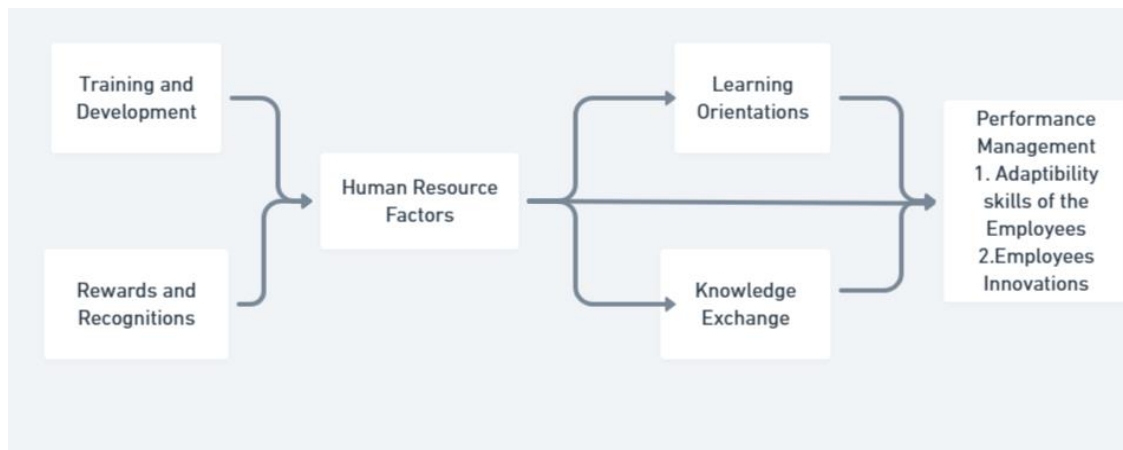


Figure 1: Model

Source: Author Compilation.

The model investigates the influence of Training and Development, Rewards and Recognition as factors of HR on the management of performance in chain hotels.

Training and development, Rewards and recognition are independent variables, and performance management is the dependent variable. these hr factors are potentiated to magnify two important employee-level outcomes.

1) Adaptability Skills of Employees

2) Employees Innovations

The model suggests that effective training and development systems provide an organised response, set clear expectations, and recognise developmental requirements, hence enhancing the adaptability of employees in dynamic environments in the hospitality

sector. Likewise, well-designed rewards and recognition motivated employees to adopt creativity and were also consistent in improving service delivery to the guests.

Additionally, adaptation skills and employee innovations are conceptualised as direct benefactors to performance management effectiveness. Chain hotels also operate in a technology-oriented environment, where employees' ability to adapt and creativity of the employees improve the quality of service, working efficiency, and overall performance of organization.

Hence, this model proposes that factors of hr that is training and development, reward, and recognition, influence performance management through adaptability skills and innovation ability of employees.

Thus, hr practises gain importance by strengthening the capability of employees that enhances the performance of the organisation.

7. RESEARCH METHODOLOGY

7.1 Sample Size

Calculation of Sample Size using Yamane's formula

$$e^2 = (0.05)^2 = 0.0025$$

$$N(e^2) = 140 \times 0.0025 = 0.35$$

$$1 + N(e^2) = 1.35$$

$$N = 140 / 1.35 = 103.4$$

Hence, the sample size is 103

7.2 Sampling Method

The purposive sampling technique is being used in selected chain hotels in Bengaluru for this study. For this study, responses must be received from the right person. As in this study, HRA and performance management have a significant role to play. Hence, employees who work in the HR department and have knowledge about analytics and data can only provide accurate results. Thus, purposive sampling is being used to collect data from relevant persons in the organisation.

7.3 Data Collection

Data were collected after distributing a structured questionnaire to human resource professionals for chain hotels in Bengaluru. The questionnaire was framed by using variables that is based on extensive reviews to ensure content validity.

7.4 Statistical Tools

Demographic characteristics of respondents were understood by descriptive statistics, comprising mean and SD. For reliability analysis, Cronbach's alpha was conducted, the correlation method was used to determine the relationship among all the variables, confirmatory factor analysis was conducted to examine the conceptual framework and

hypothesis, and the structural equation model enabled the examination of the relationship between independent, mediating, and dependent variables. Statistical analysis was carried out using SPSS for preliminary analysis and AMOS for structural model testing.

8. DATA ANALYSIS AND RESULTS

Descriptive Statistics

Table 4: Descriptive Statistics

Variables	Min.	Max.	Mean	S D	Skewness	Kurtosis
Training Development	2	5	3.75	0.62	-0.79	-0.07
Rewards and Recognition	2	5	3.65	0.76	-0.38	-0.63
HR Analytics Factors	3	5	4.12	0.42	-0.40	-0.41
Learning Orientation	2	5	3.30	0.82	0.21	-1.04
Knowledge Exchange	3	5	3.85	0.46	-0.17	-0.25
Performance Management	3	5	4.00	0.43	-0.05	-0.51

The descriptive statistics gives an overview of the respondents' understanding about variables used in this study. Among all variables, HRA Factors (M = 4.12, SD = 0.42) and Performance Management (M = 4.00, SD = 0.43) received the highest mean scores, it says the efficient use of HRA and performance management. Knowledge exchange also showed a relatively high mean (M = 3.85, SD = 0.46), suggesting that respondent consider usage of HR data positively.

Training and development (M = 3.75, SD = 0.62) and Rewards and Recognition (M = 3.65, SD = 0.76) also received helpful responses. The variable Learning Orientation had the lowest mean (M = 3.30, SD = 0.82), indicating an uncertainty among respondents for learning.

The skewness and kurtosis values show that the data are normally distributed among the variables.

The table 5 shows that the Cronbach's alpha values for all the variables have exceeded minimal value of 0.7 (Hair et al., 2010), indicates the reliability for measurements.

Table 5: Reliability Analysis

Variables	No. of Items	Cronbach's Alpha
Training & Development	5	0.84
Rewards & Recognition	5	0.81
H.R Factors	5	0.91
Learning Orientation	5	0.88
Knowledge Exchange	5	0.89
Performance Management	5	0.90

The Cronbach's alpha values range from **0.81 to 0.91** that are above the suggested threshold of **0.70**. Specifically, Training & Development ($\alpha = 0.84$), Rewards & Recognition ($\alpha = 0.81$), H.R Factors ($\alpha = 0.91$), Learning Orientation ($\alpha = 0.88$), Knowledge Exchange ($\alpha = 0.89$), and Performance Management ($\alpha = 0.90$)

The findings says that each variable is reliable and consistent Therefore, the research instrument is considered reliable and suitable for subsequent analyses, including Structural Equation Modelling (SEM)

Mediation Analysis

The study hypothesises that Learning Orientation and Knowledge Exchange is the mediating variables between Human Resource Factors and Performance Management.

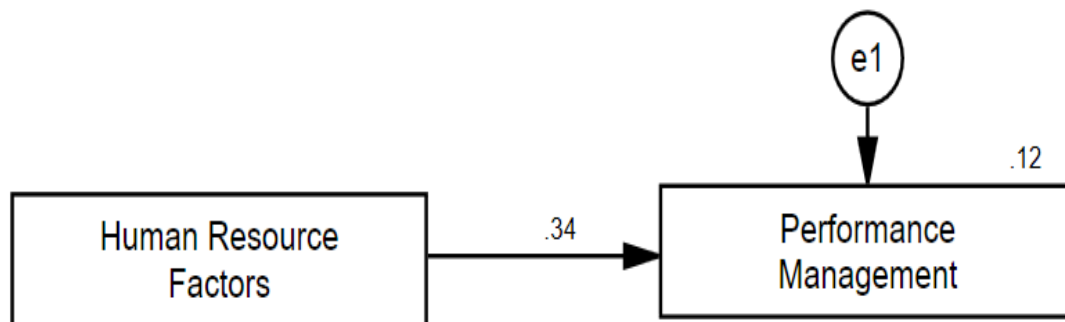


Figure 2: Direct Effect of Human Resource Factors on Performance Management

The result of the direct effect model shows that the path coefficient value was 0.4 and the model was significant ($p < 0.05$).

Table 6: Direct Effect of KM Infrastructure on Organizational Performance

D.V		I.V	Beta Estimate	S.E.	C.R.	p-value	Result
Performance Management	<---	H.R factors	0.32	0.08	3.67	***	Significant

Table 6 presents the direct effect of Human Resource Factors on Performance Management before introducing mediating variables. The outcome indicates that Human Resource Factors have a significant positive influence on Performance Management ($\beta = 0.32$, C.R. = 3.67 $p < 0.001$).

The positive standardized regression coefficient suggests that improvements in Human Resource Factors are associated with enhanced Performance Management in chain hotels.

Since the relationship is statistically significant, the findings confirm the existence of a direct association between Human Resource Factors and Performance Management. This direct effect serves as the baseline model for examining whether Learning Orientation and Knowledge Exchange mediate this relationship, which is assessed in the subsequent mediation analysis.

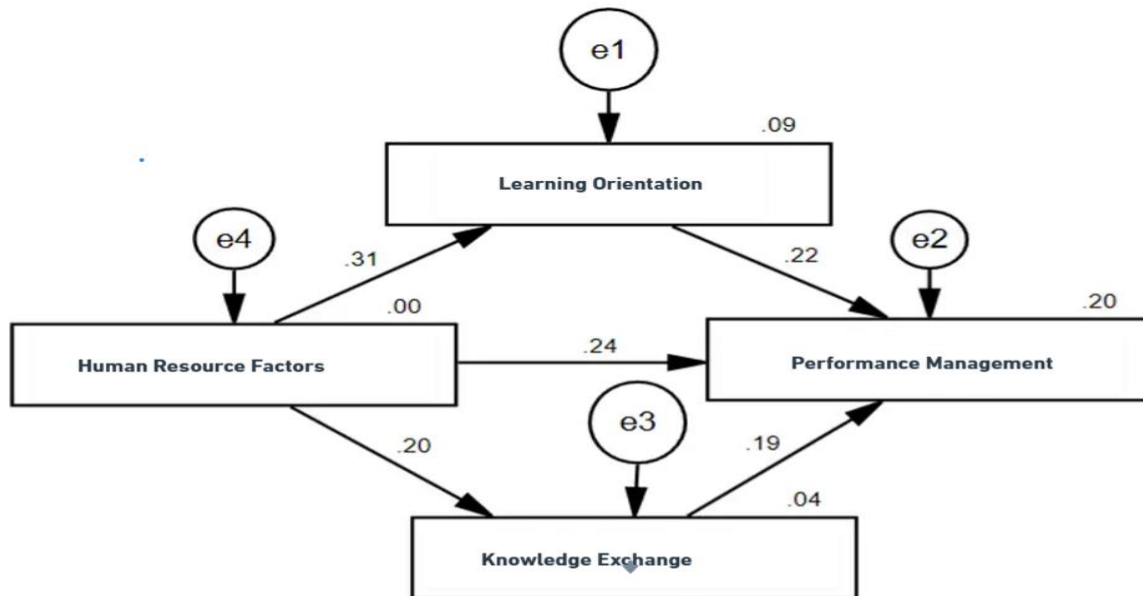


Figure 3: Indirect Effect of Learning Orientation and Knowledge Exchange on the Relationship between Human Resource Factors on Performance Management

Indirect effect was quantified through the mediating variables, namely, Learning Orientation and Knowledge Exchange.

Table 7: Indirect Effect of Learning Orientation and Knowledge Exchange on the Relationship between Human Resource Factors and Performance Management Assessment of Structural Model

D. V		I. V	Beta Estimate	S.E.	C.R.	p-value	Result
Learning Orientation	<---	HR Factors	0.31	0.17	3.27	0.00	Significant
Knowledge Exchange	<---	HR Factors	0.20	0.09	2.08	0.04	Significant
Performance Management	<---	Learning Orientation	0.22	0.05	2.30	0.02	Significant
Performance Management	<---	Knowledge Exchange	0.19	0.08	2.08	0.04	Significant
Performance Management	<---	HR Factors	0.24	0.08	2.55	0.01	Significant

Table 7 presents the results of the mediation analysis examining the indirect effect of H.R Factors on Performance Management through Learning Orientation and Knowledge Exchange. The findings indicate that H.R Factors have positive influence on Learning Orientation ($\beta = 0.31$, $p < 0.001$) and Knowledge Exchange ($\beta = 0.20$, $p = 0.04$). Furthermore, Learning Orientation ($\beta = 0.22$, $p = 0.02$) and Knowledge Exchange ($\beta = 0.19$, $p = 0.04$) significantly thus positively influence Performance Management. The direct effect of Human Resource Factors on Performance Management remains significant ($\beta = 0.24$, $p = 0.01$) even after introducing the mediating variables; however, the coefficient

decreases from $\beta = 0.34$ (Table 6) to $\beta = 0.24$. This reduction, while maintaining statistical significance, indicates that Learning Orientation and Knowledge Exchange **partially mediate** the relationship between Human Resource Factors and Performance Management. These findings suggest that Human Resource Factors enhance employee performance not only directly but also indirectly by fostering a learning-oriented culture and promoting knowledge exchange within the chain hotel.

Validation of the Structural Equation Model

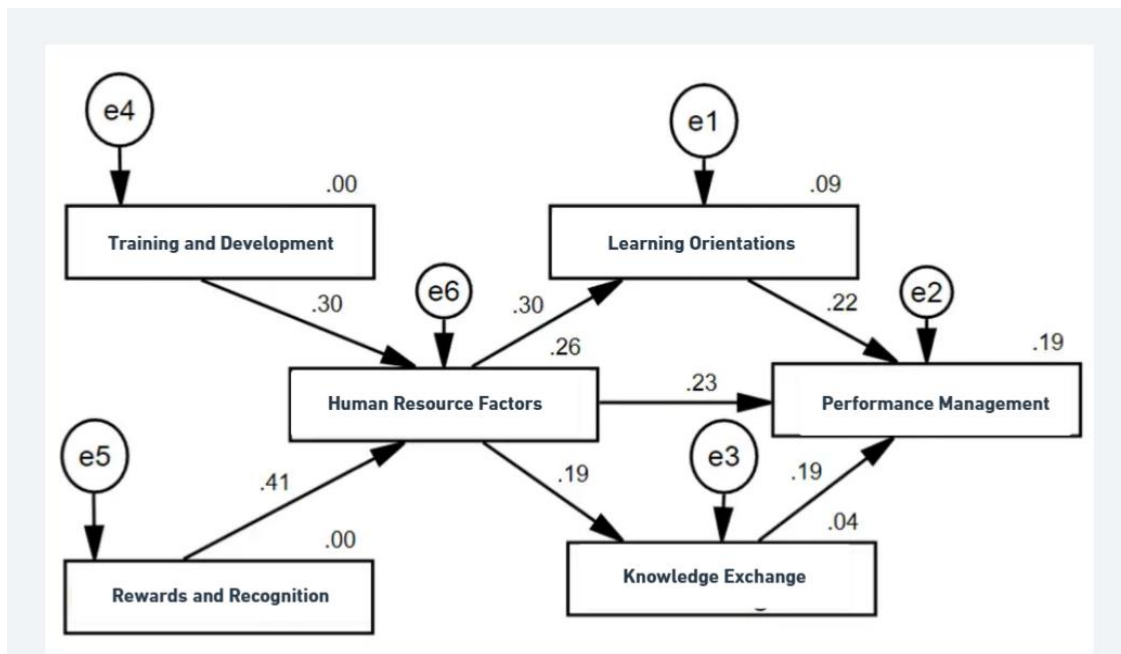


Figure 4: SEM Analysis

Table 8: Standardised Regression Estimates

D.V		I.V	Estimate	S.E.	C.R.	p-value
Human Resource Factors (HRF)	<---	Training and Development	0.30	0.07	3.23	0.00**
Human Resource Factors (HRF)	<---	Rewards and Recognition	0.41	0.06	4.41	***
Learning Orientation	<---	Human Resource Analytics (HRA)	0.30	0.17	3.27	0.00**
Knowledge Exchange (DM)	<---	Human Resource Analytics (HRA)	0.19	0.09	2.08	0.04*
Performance Management (PM)	<---	Learning Orientation	0.22	0.05	2.30	0.02*
Performance Management (PM)	<---	Knowledge Exchange	0.19	0.08	2.08	0.04*
Performance Management (PM)	<---	Human Resource Analytics (HRA)	0.23	0.08	2.55	0.01*

Hypothesis Testing

H1: T&D, R&R have a positive influence on (HRA) Factors in chain hotels.

The SEM results reveal that T&D and R&R significantly influences Human Resource Factors Therefore, **H1 is accepted**

H2: Human Resource Analytics (HRA) Factors have a significant positive influence on Learning Orientation, Knowledge Exchange, and Performance Management in chain hotels.

The SEM results indicate that Human Resource Factors significantly influence Learning Orientation and Knowledge Exchange. Therefore, **H2 is accepted.**

H3: Learning Orientation and Knowledge Exchange have a significant positive influence on Performance Management in chain hotels.

The SEM results demonstrate that Learning Orientation and Knowledge Exchange significantly influences Performance Management. Therefore, **H3 is accepted.**

Table 9: Goodness of Fit Indices

Indices	Suggested value	Obtained Value
Chi-square value	-	25.44
DF	-	8
Chi-square value/DF (CMIN)	< 5.00 (Hair et al., 2010)	3.18
GFI	> 0.90 (Hu & Bentler, 1999)	0.94
AGFI	> 0.90 (Hair et al. 2010)	0.92
NFI	> 0.90 (Hu & Bentler, 1999)	0.96
CFI	> 0.90 (Daire et al., 2008)	0.96
RMR	< 0.08 (Hair et al. 2010)	0.052
RMSEA	< 0.09 (Hair et al. 2010)	0.063

The Chi-square value for the model was 25.44 with 8 degrees of freedom, yielding a normed chi-square (CMIN/DF) of 3.18, which falls within the acceptable range of less than 5.0 (Hair et al., 2010), indicating a reasonable model fit.

The absolute fit indices revealed a good model fit, with the Goodness-of-Fit Index (GFI) and the Adjusted Goodness-of-Fit Index (AGFI) recorded at 0.94 and 0.92, respectively, both exceeding the recommended threshold of 0.90 (Hu & Bentler, 1999; Hair et al., 2010). Similarly, incremental fit indices, including the Normed Fit Index (NFI = 0.96) and the Comparative Fit Index (CFI = 0.96), also surpassed the 0.90 benchmark, suggesting that the model has a strong improvement over the null model (Hooper et al., 2008)

Furthermore, the Root Mean Square Residual (RMR) value was 0.052, which is below the acceptable maximum of 0.08, indicating a low level of residuals. The Root Mean Square Error of Approximation (RMSEA) was 0.063, within the acceptable threshold of 0.09, confirming that the model provides a good approximation of the population data (Hair et al., 2010).

Hence, the goodness-of-fit indices verified that the structural model fits nicely in the data.

Findings

The study says” Data-Driven Human Resource Management: Assessing the Effect of HRA on Performance Outcomes in Chain group of Hotels in Bengaluru” with learning orientation and knowledge exchange as mediating variables. Data being collected from 103 human resource professionals at Chain hotels, a structural equation model is being used. The descriptive evaluation highlights that human resource analytics is being used by human resource professionals widely in chain hotels. It is helpful in evidence-based decisions. Mean scores are high for the construct of Human resource analytics, which can start a strong implementation level for training and development, rewards, and recognitions, where analytics have a significant role to evaluate the employees' performance.

Learning orientation and knowledge exchange are the mediators between HRA factor and performance management, which helps hr professionals in taking evidence-based decisions. Thus, HRA helps the hr professionals in making evident, quality decisions.

9. DISCUSSIONS

The study validated that HRA factors, training and development, rewards and recognitions, and organizational system of hr magnify performance management in chain hotels. It says that data-based hr practises support transparency in managing human capital.

Training and development, rewards and recognition have a significant role in the development of overall HR abilities. Data-centric training and development, rewards, and recognition enable the organization to evaluate the contribution of the employees in a more organized way, hence enhancing the adaptability and innovative skills of the employees. The study verified that learning orientation and knowledge exchange are the mediating variables between hora and performance management. The result reflects that organizations that are constantly using analytics for decision making in that organization, learning, and knowledge sharing are very important to monitor the performance outcomes. Hence, it is suggested that when hr professionals utilise analytics to support the strategy of training, allocation of rewards, and development of talent, they altogether promote learning driven and knowledge-sharing environment, thus making performance management more organized, goal-oriented,

The study facilitates theory by consolidating HRA with organisational learning and knowledge sharing to explain the competencies of performance management. Learning orientation and knowledge exchange are crucial mechanisms that connects hr practises to performance outcomes. Resource View demonstrates that HRA is not only technology-oriented but also a strategic resource that establishes organizational assets, i.e., learning culture and knowledge sharing system. The study also sustains a resource-based view, which signifies that the performance of the organisation enhances when there is effective utilisation of knowledge. Results also coordinate with social exchange theory, which suggests that employees acknowledge a positive hr system that is transparent and data-

driven by involving more enthusiasm in learning and knowledge processes. Hence, the study says that HR can improve performance management by encouraging a culture of continuous learning and organizational knowledge exchange.

From the manager's point of view, the results provide significant details for hr professionals and hospitality sector employees looking forward to enhancing the performance management system through analytics. It indicates an investment being made in analytics driven hr practises in training and rewards system, hence magnifying performance outcomes; mediating effects indicate that managers should not only focus on the execution of technology but also concentrate on creating a secure learning orientation within the organisation; moreover, strengthen knowledge exchange mechanism increase the impact of HR on performance management.

10. CONCLUSION

The study emphasises the importance of mediating variables, i.e., learning orientation and knowledge exchange in building up the association between factors of H and performance management in Chain group of hotels in Bengaluru. In the hospitality sector, human capital has a significant role in the quality of services and competitiveness in the organization. The effective utilization of data driven hr practises becomes very important. Organised training and development, and a data-driven rewards and recognition system are positively involved in building strong HRA abilities, which enhance performance management results.

11. SCOPE FOR FUTURE RESEARCH

- 1) The study can be expanded to other regions and countries.
- 2) Researchers should focus on other sectors, including the hospitality sector.

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