

DOES HR ANALYTICS MODERATE THE RELATIONSHIP BETWEEN HRM ACTIVITIES AND ORGANIZATIONAL CREATIVITY?

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Abstract

This study examines the relationship between Human Resource Management (HRM) activities and organizational creativity, with Human Resource (HR) analytics serving as a moderating variable. Based on contingency theory, the study explores the effects of employee training, rewards and incentives, knowledge sharing, and recruitment and selection on organizational creativity within the IT sector of Pakistan. Data were collected from 100 HR professionals using a structured questionnaire measured on a five-point Likert scale. SPSS was used for descriptive analysis, while Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to test the hypothesized relationships and moderating effects. The findings indicate that employee training and recruitment and selection have a positive and significant impact on the organizational creativity. Conversely, rewards and incentives and knowledge sharing do not show significant direct relationships with organizational creativity. The results further reveal that HR analytics significantly moderates the relationships between knowledge sharing and organizational creativity, as well as between recruitment and selection and organizational creativity. However, the moderating role of HR analytics is insignificant in the relationships involving employee training and rewards and incentives. The study contributes to the literature by highlighting the strategic role of HR analytics in strengthening selected HRM practices to enhance organizational creativity and innovation.

Keywords: HR Analytics, HR Management Activities, Organizational Creativity, Employee Training, Recruitment and Selection, Knowledge Sharing, Rewards and Incentives

INTRODUCTION

Imagine if your boss fires you tomorrow without giving proper explanation, presenting no evidence indicating the need for termination of your employment, offering a generic reason. Now think of yourself in that case scenario if you were to find out that the promotion you earned was actually due to the rotation mechanism and not on the basis of your true capabilities. This has been the reality in different organizations over the years. Within last few decades this reality has slowly changed. The present economic environment is full of competition and uncertainty, associated with complex issues that put organizations under pressure to make very crucial optimization decisions with respect to resources and capabilities in terms of productivity (Dubey et al., 2023). Technology enables organizations to operate in a networked way and to obtain knowledge and responses quickly and flexibly to rapidly changing requirements today. Furthermore, AI with data analysis backs corporations into making wise and data driven decisions (DiClaudio, 2019). HRM aids in fostering creativity, which is of paramount importance. Creativity is now viewed as a source of effectiveness and competitive advantage for organizations (Olszak & Kisielnicki, 2016; Fahim et al., 2020). Therefore, it is through data analyses and HR analytics that the HR department aids the uppermost management by providing decisions based on credible and relevant information. Human resource is important to the organization in a number of dimensions interrelated and above all determining the future fortune of a given organization (Momin & Mishra, 2020). However, it is through perfect human resource management that productivity and efficiency are

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ensured and quality in the production of output is improved in the organization. HR Analytics enhances productivity, engagement, and experience for the IT industry as well (Murugesan et al., 2023). It also does workforce planning with data-driven insights into talent supply and demand, therefore allowing the proactive management of a skill gap and alignment of HR strategy into business goals through the analysis of historical data and by insights from external labor market trends (Hendrickson et al., 2018). Application of contingency theory into HRM will interestingly deepen the investigation on the moderating effect of HR analytics on the HR practices and organizational creativity relationships (Iqbal & Hassan, 2019).

Additionally, workers who feel empowered and trained with respect to their job also develop this feeling of consideration, which goes a long way to create a sense of reciprocity in their minds. Ultimately, such engagement gives rise to creativity (Nawaz et al., 2014). Relevant organizations should have a culture and environment conducive to creativity and should develop the necessary training module on organizational creativity (Gupta & Banerjee, 2016). According to Chaubey and Sahoo (2019), the best way to enhance creativity among employees would be employment of monetary rewards and potentially other incentives because these have positive way of triggering extra motivation within people. According to Zhang et al. (2015), it will only be achieved when employees trust their managers that the established employee reward and incentive systems will motivate and competence employees which will, in turn, boost their intrinsic motivation and creativity.

However, hiring for diversity positively enriches knowledge sharing and collaboration across multiple teams, it consequently leads to fuller, more innovative solutions (Fatima et al., 2023). Beyond that, prior preparation of all team members is necessary to achieve efficient knowledge sharing and collaboration. Knowledge and creativity are current day business challenges. Creative thinking becomes a new knowledge creation mechanism and leads to problem-solving (Ferreira & Filho, 2011). Although, Recruitment and selection are the key components in putting together a team that is creative (Hunter et al., 2012), but they could be optimally complemented by HR analytics. HR analytics provide information and tools necessary to improve and quicken decision making-from recruitment and performance management through employee retention up to leadership development. HR analytics also lays the groundwork for taking informed, data-driven action. As Vicari (1998) pointed out, high organizational creativity is essentially the continuous engagement of these employees and managers in creative effort or innovation.

Problem Statement

Existing research in HR Analytics for organizational creativity has revealed several important findings that aid in the in-depth understanding of the area. These findings indicated increased capability for training needs assessment, employee performance evaluation, and leadership succession planning for organizations that use HR analytics. The major conclusion of the earlier researches is that effective analytics are dependent on modern technologies. Building analytical capabilities in HR is necessary for getting the most value from data (Rasmussen & Ulrich, 2015). The application of HR Analytics is being examined in this study by attempting to enunciate major issues, gaps in the literature, challenges, recommendations, and organizational implications. HRA is accepted as having a profound impact on the retention of employees and the enhancement of organizational performance, conversely their exit profound hurdles interspersing its actualization in Pakistan. The labyrinthine nature that human resource management has taken in decision-making is backed by data, yet most of the organizations still adhere to

the traditional modes of functioning. As organizations throughout the world acknowledge HRA's strategic importance, deficit redressal in this area remains the principal concern in Pakistan.

Moreover, it is observed that, in Pakistan the situation is worst as the HRA is a very new concept. Considering that most businesses still are in the old context of HR Management, they generally overlook the prospects through which data analytics could contribute to employee retention and performance (Awan & Kahn, 2023). Organizations not adopting data-oriented strategies are not competitive enough due to lack of awareness about HRA benefits. Fitz-Enz (2010) explained that even if HRA is badly needed, it can state that horrible gap corresponding to employee expectations and actual helping methods extended by HR specialists tends to be further relegated past data. Therefore, this is a study that fills a gap in the innovation-adoption paradigm by applying the external view of HRA adoption among HR professionals to actually be able to carry out the use of HRA in the field to strategize HRM Activities (Marler & Boudreau, 2017).

Research Objectives

1. To study the relationship between HR Management Activities and Organizational Creativity.
2. HR Analytics moderate the relationship between HR Management Activities and Organizational Creativity.

Significance

This study will help out HR Analyst, HR Manager, AI Developers, Employees, Business Owner as well as policy makers. The aim of this study, therefore, was to make data-driven recommendations on leveraging human capital to organizations. It contributes to academic knowledge and practical practices focus on generating actionable recommendations and HR professionals pursuing the use of analytics to optimize their workforce and develop greater innovation into the organizational culture.

Research Questions

The following are some research questions:

1. What is the relationship between HR Management Activities and Organizational Creativity?
2. How HR Analytics moderate the relationship between HR Management Activities and Organizational Creativity?

LITERATURE REVIEW

HR analytics is an important tool for modern organizations to maneuver decision-making, especially the high stake ones in the area of HRM practices. HR analytics refers to real-time evidence-based insights for workforce management from a tradition of intuition-based decision making to analytics led decision making (Chalutz Ben-Gal, 2019). It follows the contingency theory applied to HR. According to this theory, the reason HR practices are effective is that they fit the context of the internal and external organization (Harney, 2016). Rather than adopting a universal "one-size-fits-all" approach, HR analytics allows organizations to customize their HR activities based on specific workforce needs, thus improving outcome such as organizational creativity linked with specific HR practices such as training, reward and incentive systems, knowledge sharing, and recruitment and selection. However, different studies have produced contradictory results, some observing that traditional HR practices close the creativity channel by restricting individual employee autonomy (De Saá-Pérez & Díaz-Díaz, 2010), while others recognize the positive contribution of innovative HRM methods. Extrinsic rewards inhibit creativity, with contested

arguments in over-justification theory and cognitive evaluation theory against these rewards for undermining intrinsic motivation which is essential to creativity (Amabile et al., 2018). Aside from direct study which examines the impact of HR policies on organizational performance, there seems to be a dearth of studies empirically investigating the moderator role of HR analytics between HR practices and organizational creativity itself (McCartney & Fu, 2022).

Nevertheless, those organizations that successfully address challenges and establish a healthy data-driven culture are likely to be able to harness their capabilities in the direction of innovation and creativity, effectively turning HR analytics from a support to a strategic enablement function (Iqbal, 2023). So, according to Tan and Nasurdin (2011), it may be concluded that training and development have a direct impact as well as an indirect effect on the various types of innovation, suggesting that if an organization invests heavily in T&D, that would ultimately contribute to improvement in the skills of its employees and also their ability to learn. After getting T&D, employees are supposed to apply what they learned to the specific task and the position they are engaged at. According to Tan and Nasurdin (2011), the more T&D provided, the more new learning and ideas emerge for the organization, contributing to process as well as product innovation.

Lack of continuous training programs results in lower employee performance. This relationship was also supported by Combs et al (2007), who found that HR practices such as training and empowerment can improve the abilities, skills and knowledge of employees, ultimately resulting in the employees' enhanced creativity. It is evident that training and development for innovation and creativity concerns specialized competencies (Beugelsdijk & Smeets, 2023). Such an act serves to develop experience and knowledge for employees on the innovation process and to engender experience and skills associated with idea generation, talent development, and entrepreneurial creativity (Birdi et al., 2008). Such a feeling developed by empowering and training employees will lead them to repay the organization and thereby create this engagement and eventually creativity (Nawaz et al., 2014). Various organizational theorists contend that creative enhancement can be marketed by anticipating a reward that is viewed as a 'Bonus', a validation of one's capabilities, in the form of financial incentives or verbal praise (Abbey & Dickson, 1983).

Certain environments that are "high on factors that support creativity" hold intrinsically motivated employees, demonstrating a strong subject competence talent in creativity and innovation, which is where "individuals may realize their full creative potential" (Amabile, 2012). Most likely to take risks and develop their own "original" ideas, according to the theorist on intrinsic motivation, will be those who are truly driven to complete a task just because it is interesting and rewarding-among other things (Amabile et al., 1994). According to these findings, key innovation comprises internal motivation while evolutionary creativity indicates some external reward. Research shows that new rewards are typically introduced at the beginning of new management initiatives often to 'signal' the organizational importance and commitment (Fernandez & Rainey, 2006). Further, the recognition and reward for such creative behaviors motivate employees to consider more challenge assignments: an appreciation, acknowledgment from their superiors, and monetary rewards raise the confidence levels, spirits, and even the willingness of employees towards their job (Botelho, 2020). An extensive knowledge-sharing environment would not only allow employees to feel confident in their abilities to deal with complexity but also help them to find avenues for best-practice adoption. Thus, those organizations that have a weak culture of knowledge sharing usually waste a lot of their time bringing back old ideas that are less similar to the present and existing ones (Christensen, 2007).

Knowledge sharing includes the right to participate in decision-making prompts acquisition, sharing, and combining of knowledge and source of learning behaviors (Edmondson, 1999), enticingly stimulating and thus igniting fire of creative behavior (Hirst et al., 2009). Sharing knowledge and allowing employees to absorb new ideas and knowledge from fellow employees' aids in enhancing the employees' capability for more creative ideas. Thus, knowledge sharing is the primary route through which employees can assist in the application, innovation, and sustainability of that knowledge by an organization, thereby enabling it to gain competitive edge and win (Jackson et al., 2006). The relationship between HR practices and knowledge sharing is theoretically explained through the psychological protection perspective, according to Trong Tuan (2020), because such practices give employees an added sense of safety in knowledge sharing. Thus, managers should create the right environment conducive to both tacit and explicit sharing of creativity through knowledge sharing mechanisms such as knowledge repository established via brainstorming and introducing an open office (Muñoz-Pascual and Galende, 2017).

The set of knowledge of an organization determines organizational innovation, starting from the phase of the recruitment of talented people into the organization, as Subramaniam and Youndt (2005) have shown. The careful recruitment and selection of talented people could be a key factor in generating the atmosphere for organizational innovation. Recruitment and Selection is a core part of human resource management in every organization. These words and phrases refer to forms of an attraction and selection of job candidates. These two words have a far-reaching impact on management of human resources by company (Gamage, 2014). Individual HR practices addressing creativity are those aiming at recruitment and selection of creative talent, and at training and development for greater creativity. Creative talent recruitment and selection can attract high-potential candidates with personality characteristics that complement or correspond with those associated creativity (Iqbal, 2022; Malakate, Andriopoulos, & Gotsi, 2007). Furthermore, recruitment and selection practices can well contribute to a culture of creativity in the organization (Martins et al., 2004). Human resources activities can attract and recruit creative employees, artisans of creativity conducive environment at individual and group levels, and affect retention of the employees to sustain the competitive edge (Iqbal & Shamsi, 2017).

Advances in statistical analysis have brought prediction modeling applications and other modes of human capital investment under the "what-if" scenarios of forecasting and extrapolation, aided with betterments in aligning compensations to strategies of organizations for enhancing the knowledge sharing of organizations and improving recruitment and selection (Chalutz Ben-Gal, 2019; Iqbal & Chishti, 2023). An innovation culture is one where employees learn to think out of the box, experiment with things, and collaborate with each other to address problems or seize opportunities. In the literature, it seems that there is a contradiction showing positive support across three values that assign this study so that it allows the researcher to understand how HR analytics relate employee training in coordination to organizational creativity (Tang et al., 2023). If it pertains to a number of private companies, especially since C's and AI's touch the borderline of accounting, operations, and marketing-the whole analytics mechanism in private firms identifies the training needs of employees for the future (Spahic, 2015). Performance appraisals show individual strengths and weaknesses.

HR analytics would facilitate the processes by providing the what, why and how factors of the integrated perspective to enhance the efficacy and efficiency of training activity (Njoku & Ebie, 2015). HR analytics gives clues as to the general culture of the organization and its openness toward new and creative ideas. HR analytics enables organizations to undertake descriptive analysis in terms of causation, hence the term predictive. With the introduction of interactions with other business phenomena, various

compensation scenarios can be examined on a variable basis using causal aids-Monte Carlo simulations, regression, and interaction analysis (Chalutz Ben-Gal, 2019). The most recent research indicated that rewards tailored toward meeting the individual needs and preferences of recipients-one of the most powerful means of augmenting the effectiveness of reward and incentive systems can also be informed by HR analytics (Lahiri & Schwartz, 2018). Employee engagement and satisfaction are enhanced through constant feedback, personalized development plans, and analytics enabled fair reward systems. An important aspect in performance management is the design of relevant employee reward and recognition programs, which are crucial for motivating, engaging and retaining top talent (Urme, 2023). HR analytics can help a lot in simplifying and speeding up the implementation by collecting data and performing analysis of the required data through automation and, subsequently, aggregation of all those data and giving interpretative insight so that the reward-and-incentive system remains effective (Bechter et al., 2022).

Technological advances provide a viable means for knowledge management, which feeds HR analytics via telecommunication infrastructure and automated processes. In other words, information technology is central to effective knowledge management, while employee buy-in on the process and positive attitude toward corporate goals would further enhance knowledge-sharing behaviors (Aydiner et al., 2019). Information Technology is crucial to the selection decisions when creating a culture of knowledge sharing (Yeh et al., 2006). Data analytics tools are creating sources of knowledge sharing through which an organization can share the know-how gained from analyzing various data integrated from both internal and external sources. A company that invests heavily in data analytics may have higher performance in terms of knowledge-sharing internal and enhanced decision quality (Alavi et al., 2001). HR analytics may be helpful in shaping knowledge-sharing mechanisms within the organization that could enhance the creativity in organizations. In fact, HR analytics can make available real-time information from colleagues to employees so as to overcome various obstacles to creativity, including distractions, conflicts, and centralization of communication (Lin, 2011). HR analytics can trace knowledge flows and their impact on downstream innovation processes to recognize the small handful of information exchanges that matter for the deep impact on innovation (Tursunbayeva et al., 2018).

Until now, HR analytics has been used in organizations in recruitment and selection, but also in training and compensation functions. An example of a company that uses analytics in its recruitment and selection is Google, and BP (British Petroleum) uses analytics in measuring training among its employees (Deloitte, 2015). HR analytics help HR managers to develop an efficient recruitment plan which analyzes the right talent to fit current job vacancies and minimizes cost. It costs the firm even more money and wastes time and resources when a wrong candidate is chosen because the whole process has to be repeated. This makes HR Analytics a strategic element for recruitment and selection (Momin et al., 2015). HR analytics has the potential to make the recruitment process more innovative for organizations. Insights into employee data can be used to design custom development programs that nurture creative skills and capabilities for personalized learning opportunities (Brindha & Dulloo, 2023).

The process of youth annoyance is pivotal in creating a creative workforce (Hunter et al., 2012), but now the same can be refined further with HR analytics. On the other hand, organizations may watch the hire's performance and results over time in order to test the effectiveness of their overall recruitment and selection practices. This implies that the processes and practices recognize and hire those who contribute to creativity in the organization (Ore & Sposato, 2022).

Conceptual Framework

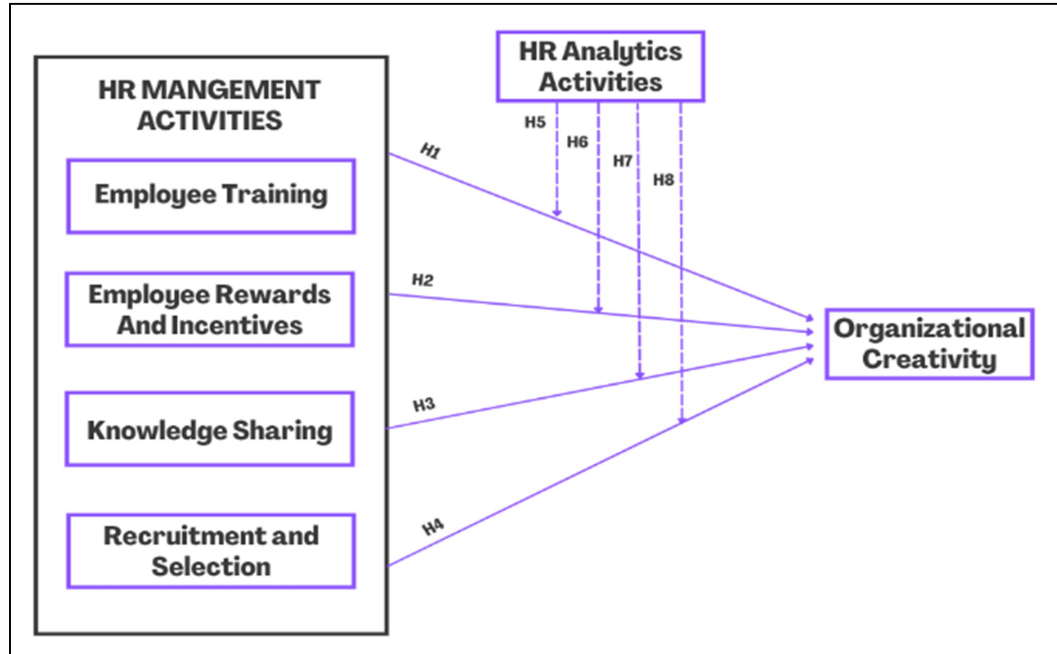


Figure 1: Conceptual Framework

METHODOLOGY

Research Purpose

There are 3 kinds of research purposes, explanatory research, exploratory research and descriptive research. Our research purpose is explanatory.

Research Approach

There are three types of approaches in research, qualitative approach, quantitative approach and pragmatic approach. We used quantitative approach, as we collected data in numbers via Google form.

Research Design

There are three ways of designing a research, analytical research, descriptive research and experimental research. The research design of our research is correlational as it investigates the relationship between two variables.

Sampling Technique

Generally, 2 types of sampling techniques are used, probability and non-probability, we opted non-probability sampling technique which is convenience sampling.

Target Population

The data collected was from HR professionals of IT sector in Pakistan.

Sample Size

The number of participants was only 100.

Statistical Technique and Software

We have used SPSS for analyzing the demographical data while PLS-SEM was used for testing other data.

Questionnaire and Measurement Treatment

The questionnaire consists of 7 sections, demographics, Employee Training, Employee Rewards and Incentives, Knowledge Sharing, Recruitment and Selection, Organizational Creativity, HR Analytics. Likert scale was used ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Tested questionnaire from Alkandi et al. (2023) was used to measure Employee Training, Employee Rewards and Incentives, Knowledge Sharing, Recruitment and Selection and Organizational Creativity. While HR Analytics was measured using tested survey from the study of Huang et al. (2023).

Ethical Consideration

This research was done under consideration that no harm was done to research participants and the data collected is protected. There is no unfair means in data collection and collected data was only used for research purposes with no manipulation.

RESULTS

The first statistical technique that was used to assess the data is SPSS. It includes demographic profile.

Table 1
Demographic Profile (Frequencies)

		Position of Respondent	Organizational Size (Number of Organization)		
N	Valid	100	100		
	Missing	0	0		
Position of Respondent					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	JLM	34	34.0	34.0	34.0
	MLM	30	30.0	30.0	64.0
	SLM	36	36.0	36.0	100.0
	Total	100	100.0	100.0	
Organizational Size (Number of Organization)					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Under50	34	34.0	34.0	34.0
	50-100	35	35.0	35.0	69.0
	Above100	31	31.0	31.0	100.0

	Total	100	100.0	100.0
Organization Age (Years of Operation)				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under3Years	18	18.0	18.0
	3-10Years	36	36.0	54.0
	Above10Years	46	46.0	100.0
	Total	100	100.0	100.0

The details of demographic profiles are presented in Table 1. As seen from demographic 36% of the respondents are senior level managers while 34% are Junior Level Managers and remaining 30% are mid-level Managers. In terms of Size of Organization, the 35% of respondents work in an organization of 50-100 employees, while 34% work in organization with under 50 employees and other 31% work in organization with over 100 employees. The respondent’s organization’s age group category showed that 46% are working in organization operating for over 10 years, while 36% work for organizations operating between 3 to 10 years and rest work in organizations operating for less than 3 years.

PLS-SEM

The statistical technique that was used to assess the data is PLS-SEM. Measurement model involves convergent and discriminant validity whereas structural model involves path analysis.

Table 2
Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
ER	0.812	0.704	0.561
ET	0.804	0.769	0.546
HRA	0.865	0.869	0.516
KS	0.781	0.786	0.696
OC	0.84	0.859	0.678
RS	0.741	0.766	0.656

The table 2 presents reliability and validity measures for 6 constructs: Employee Training (ET), Employee Rewards and Incentives (ER), Knowledge Sharing (KS), Recruitment and Selection (RS), HR Analytics Activities (HRA) and Organizational Creativity (OC). Cronbach alpha is ranged from 0.741 for RS to 0.865 for HRA, as compares the others constructs RS shows lowest Cronbach alpha (0.741) indicating lower internal consistencies. Composite reliability (Rho_a) ranges from 0.704 for ER to 0.869 for HRA. All construct meet Average variance extracted (AVE) values above 0.5.

Table 3
Discriminant Validity - Fornell- Larcker Criterion

	ER	ET	HRA	KS	OC	RS
ER	0.749					
ET	0.528	0.768				
HRA	0.372	0.286	0.718			
KS	0.544	0.526	0.359	0.834		
OC	0.408	0.542	0.494	0.504	0.823	
RS	0.451	0.454	0.516	0.561	0.613	0.810

Table 3 presents that the Fornell-Larcker Criterion assesses discriminant validity by comparing the square root of the average variance extracted (AVE) for all constructs with the correlations between that construct and all other constructs. The diagonal values for ER, ET, HRA, KS, OC and RS are 0.749, 0.768, 0.718, 0.834, 0.823, and 0.810. All constructs appear to support discriminant validity since square root AVE is greater than inter-construct correlations.

Table 4
Cross Loading

	ER	ET	HRA	KS	OC	RS
ER1	0.729	0.325	0.259	0.457	0.261	0.235
ER2	0.884	0.486	0.325	0.388	0.404	0.439
ER3	0.809	0.360	0.250	0.434	0.211	0.312
ET1	0.185	0.880	0.172	0.146	0.219	0.184
ET2	0.442	0.890	0.230	0.459	0.534	0.416
ET3	0.434	0.853	0.185	0.426	0.224	0.263
HRA1	0.135	0.309	0.856	0.218	0.371	0.500
HRA2	0.258	0.237	0.719	0.281	0.382	0.509
HRA3	0.358	0.118	0.837	0.254	0.331	0.432
HRA4	0.268	0.226	0.826	0.305	0.392	0.414
HRA5	0.433	0.195	0.800	0.221	0.305	0.450
HRA6	0.100	0.100	0.790	0.140	0.272	0.354
HRA7	0.231	0.217	0.768	0.309	0.396	0.493
HRA8	0.343	0.276	0.801	0.294	0.355	0.360
KS1	0.503	0.406	0.329	0.793	0.413	0.511
KS2	0.368	0.416	0.280	0.827	0.393	0.439
KS3	0.484	0.490	0.291	0.880	0.452	0.454
OC1	0.337	0.463	0.473	0.429	0.884	0.610
OC2	0.324	0.465	0.432	0.378	0.837	0.512
OC3	0.330	0.457	0.405	0.440	0.856	0.549
OC4	0.376	0.399	0.296	0.427	0.704	0.298
RS1	0.391	0.368	0.399	0.538	0.381	0.758
RS2	0.348	0.313	0.481	0.476	0.501	0.806
RS3	0.370	0.423	0.591	0.388	0.577	0.863

Table 4 presents cross-loading analysis of each construct where individual items for every construct are loaded higher in their relevant construct.

Table 5
Discriminant Validity HTMT Matrix

	ER	ET	HRA	KS	OC	RS
ER						
ET	0.702					
HRA	0.51	0.498				
KS	0.82	0.798	0.429			
OC	0.554	0.823	0.566	0.627		
RS	0.662	0.771	0.749	0.758	0.742	

Table 5 presents the HTMT ratio of correlation. Above table shows all the values of HTMT below 0.85 which indicates discriminant validity.

Table 6
Bootstrapping Path Coefficients

	Original Sample	T-Statistics	P Values
ET -> OC	0.298	4.980	0.021
ER -> OC	0.021	2.716	0.846
KS -> OC	0.122	0.840	0.311
RS -> OC	0.304	1.285	0.007

Table 6 presents bootstrapping-path coefficients which examine the strength and significant of relationship between the latent variable. The table shows that there is positive/Negative and significant/insignificant relationships between Employee Training (ET), Employee Rewards and Incentives (ER), Knowledge Sharing (KS), Recruitment and Selection (RS), HR Analytics Activities (HRA) and Organizational Creativity (OC). The table shows that there is a positive and significant relationship between Employee Training and Organizational Creativity, this indicates that the develop hypothesis is accepted. The table shows that there is a positive and significant relationship between Recruitment and selection and Organizational Creativity, this indicates that the develop hypothesis is accepted. The table also shows that there is a positive but insignificant relationship between Employee Rewards and Incentives and Organizational Creativity, this indicates that the develop hypothesis is rejected. The table also shows that there is a positive and insignificant relationship between Knowledge Sharing and Organizational Creativity, this indicates that the develop hypothesis is rejected.

Table 7
Moderating Effect

	Original Sample	T-Statistics	P Values
HRA (ET) -> OC	0.132	1.528	0.127
HRA (ER) -> OC	0.100	1.232	0.218
HRA (KS) -> OC	-0.124	2.172	0.030
HRA (RS) -> OC	-0.040	2.690	0.007

Table 7 showed that the HR analytics (HRA) significantly moderates between Knowledge Sharing (KS) and Organizational Creativity (OC). It also shows that HR analytics (HRA) significantly

moderates between Recruitment and Selection (RS) and Organizational Creativity (OC) accepting both hypothesis. While HR analytics (HRA) insignificantly moderates between Employee Reward and Incentives (ER) and Organizational Creativity (OC), similarly, HR analytics (HRA) insignificantly moderates Employee Training (ET) and Organizational Creativity (OC) hence hypothesis both are rejected.

DISCUSSION

The research has demonstrated that Employee Training (ET) is positively and significantly linked with Organizational Creativity (OC), thus approving hypothesis ($p = 0.021$). According to the Gupta & Banerjee (2016), organizations need to establish and promote a culture and climate of creativity, supported by appropriate training modules that can nurture organizational creativity. Employee Rewards and Incentives (ER) are found to have no significant relationship with Organizational Creativity (OC) ($p=0.846$). In Ramita et al. (2015) study, Pearson's product-moment correlation coefficient was computed to evaluate the relationship existing between extrinsic reward and employee creativity. The findings disclosed from such study have a degree of correlation between extrinsic reward and employee creativity, that is, where high extrinsic reward befalls high employee creativity.

Furthermore, Knowledge Sharing (KS) has an insignificant relationship with Organizational Creativity (OC) ($p=0.311$). The study concluded that effective knowledge-sharing mechanisms should be available to enable organizations coordinate their workforce towards improved organizational performance (Yeboah., 2023). The study further shows that Recruitment and Selection (RS) has a significant and positive relationship with Organizational Creativity (OC) thus supporting it ($p = 0.007$). Organizations can encourage creativity among existing employees through recruitment and selection practices as well (Asad Sadi & Al-Dubaisi, 2008). Interestingly, discovery also indicated that HR Analytics is an insignificant moderator of the Employee Training (ET) and Organizational Creativity (OC) relationship, that is, $p=0.127$. Actually, with descriptive and predictive analysis techniques, HR analytics can further increase measuring the prospective improvements in the workforce and develop enhancing classification methods that can give enhanced training return investments. (Chalutz Ben-Gal, 2019).

Further, in between Employee Rewards and Incentives (ER) and Organizational Creativity (OC), HR Analytics moderates insignificantly ($p=0.218$). HR analytics might even automate the collection of data, analyze and make sense of the data that can be pooled to provide insights that may improve the pay and reward and incentive systems (Bechter et al., 2022). On the contrary, HR Analytics significantly moderates the relationship between Knowledge Sharing (KS) and Organizational Creativity (OC) ($p=0.030$). Analyzed HR analytics can provide employees with real-time information received from their colleagues, which diminishes several hindrances to creativity like distraction, conflict, and centralization of communication (Lin, 2011). By tracing the flow of knowledge and its influences on the creative process, HR Analytics will inform by ad-hoc which exchange of information has more important bearing on innovation (Tursunbayeva et al., 2018). On the maximization of this influential exchange, it will be used to tailor knowledge-sharing platform or interventions (Zhou et al., 2023).

The last result of the analysis states that HR Analytics is significant moderation between Recruitment and Selection (RS) and Organizational Creativity (OC) ($p=0.007$). Organizations could use HR analytics insight into their recruitment and selection activities to determine the best selection methods, improve the accuracy of the selection decisions, and build a feedback mechanism to

continuously fine-tune recruitment and selection practices for innovativeness (van den Heuvel & Bondarouk, 2017).

CONCLUSION

The analysis will provide a visible study on the influence of HR Analytics as a moderator between the HR Management Activities and Organizational Creativity. On the acceptance-and-rejection scale, it can be said that four hypotheses were accepted, and four hypotheses were rejected. It is assumed that HR Analytics plays an important role in the HR management system in organizations that deal with analytical data, which aids efficiency, effectiveness and productivity. The study was conducted with a sample size of 100 respondent and two statistical techniques were used namely SPSS and PLS-SEM. The contingent theory was used as a theoretical background to analyze the conceptual model. The findings of our research are aimed to be beneficial for students, teachers, and Industry firm, employees and HR experts. They can have a keen knowledge about the HR Analytics effect on HR management activities and organizational creativity.

Policy Implications

What happens is that we give clarity on which of the HR management activities are likely to yield the highest impact on organizational creativity. This lends to the design of innovative strategies to focus on those few practices that can yield positive impact plus the implementation of HR analytics such that organizations can maximize value from their investment into HR before even achieving the best possible outcome in organizational creativity avoiding incorrect high-stake decisions. The most sophisticated HR analytics could also be applied to individual HR practice customization. These shall militate against companies making wrong high-stake decisions by designing and implementing ineffective if not counterproductive HR practices, but also strengthen the empirical literature that provides evidence towards a clearly increasing positive benefit.

Future Recommendations

However, future studies are suggested for a wider sample size and focus on such a broad geographical coverage data. Future researchers are also suggested to including other variables that may affect extrinsic and intrinsic rewards such as individual and group creativity value among others.

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