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Integrating Strategic Human Resource Analytics with Administrative Decision-Making for Sustainable Organizational Resilience in Emerging Economies

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***Abstract-** The growing complexities in today's business environment have underscored the importance of adopting data-driven practices in order to improve decision-making processes and build organizational resilience. Strategic Human Resource Analytics (SHRA) has become a very important skill for any organization, which helps managers convert data about the workforce into valuable information that is used for making administrative decisions, managing the workforce, and ensuring organizational success. This paper analyzes the application of Strategic Human Resource Analytics in administrative decision-making as an approach aimed at fostering sustainable organizational resilience in emerging economies. Based on recent scholarly literature, the study discusses the strategic value of HR analytics, its importance in evidence-based administrative decision-making, as well as how it contributes to workforce planning, talent management, leadership development, employee engagement, and organizational adaptability. In addition, the study will analyze the obstacles that may emerge in using SHRA in emerging economies. The study also highlights the transformative role of digital technologies, including Artificial Intelligence (AI), cloud computing, and business intelligence systems, in strengthening HR analytics capabilities and improving organizational responsiveness. This paper concludes that the use of Strategic Human Resource Analytics in the decision-making process makes an organization more agile, improves decision-making quality, promotes risk management, and increases organizational resilience in volatile business environments. Even though the application of SHRA in practice may face some difficulties, especially in developing countries, companies that focus on digitalization and analytics become better suited for gaining a competitive edge and success. Strategic Human Resource Analytics is not just an innovation but also a strategic capability for resilient and sustainable organizational development.*

***Keywords:** Strategic Human Resource Analytics, Administrative Decision-Making, Organizational Resilience, Emerging Economies, Evidence-Based Management, Digital Transformation, Sustainable Human Resource Management.*

I. INTRODUCTION

The modern business environment is characterized by rapid technological advancement, economic uncertainty, globalization, and increasing organizational complexity. These developments have compelled organizations to move beyond traditional management approaches toward more strategic, evidence-based decision-making processes. Among the most significant developments in this regard is the emergence of Strategic Human Resource Analytics (SHRA), which enables organizations to leverage workforce data to inform administrative decisions, optimize human capital, and enhance overall organizational performance. By transforming employee-related information into actionable insights, HR analytics has become an essential tool for aligning human resource management with broader organizational objectives (Marler & Boudreau, 2017).

Administrative decision-making has become integral in assessing the extent to which an organization can allocate its resources, manage talent, adapt to environmental changes, and realize sustainable growth. Decisions such as recruiting new staff, developing employees, managing succession, performance management, and reorganizing become dependent on information and less on intuition. Therefore, the integration of HR analytics into the process of administrative decision making ensures that the decisions made by organizational managers are not only objective but also proactive and transparent (Davenport et al., 2010).

It is clear that the use of strategic human resource analytics is becoming relevant in light of the current trends in emerging economies where most organizations face challenges such as economic instability, institutional uncertainties, differences in technology, and rapidly changing labor markets. In order to be able to overcome these challenges, there is a need for resilient organizations which can predict, adapt, and perform despite the environmental instability.

Furthermore, the growing use of digital technology such as Artificial Intelligence (AI), cloud computing, and business intelligence systems has greatly increased the range and efficiency of HR analytics. The above technologies help organizations process a huge amount of information about their workforce, gain predictive insights, and apply human capital intelligence into decision-making in administration. Thus, HR analytics is becoming widely acknowledged not as just human resources management but as an organizational capability that promotes innovation, flexibility, and competitiveness in the long term (Pallathadka et al., 2025).

The present research investigates the introduction of Strategic Human Resource Analytics into administrative decision-making as the means to foster organizational sustainability in emerging markets. In particular, the paper discusses the strategic importance of HR analytics, its ability to contribute to the making of evidence-based decisions in administration, the problems related to the adoption of HR analytics, and the role of digital transformation in the creation of organizational adaptability. Contemporary literature on the topic will be analyzed to provide a holistic view on the issue.

II. STRATEGIC HUMAN RESOURCE ANALYTICS: CONCEPTS AND ORGANIZATIONAL SIGNIFICANCE

The highly dynamic business environment created due to globalization, technological development, digitization, and uncertainty has brought a significant change in how human resources are managed in organizations. Human capital is seen as a strategic resource that creates a sustainable competitive advantage instead of just being used for day-to-day activities. The trend has led to a growing adoption of the approach called Strategic Human Resource Analytics (SHRA), combining human resource management with modern analytics to help the organization perform better by making evidence-based decisions (Marler & Boudreau, 2017).

Strategic Human Resource Analytics involves the process of systematically collecting, analyzing, and utilizing workforces' data in order to assist in strategic organizational decisions. Unlike classical HR metrics that give data about the past, HR analytics looks at patterns in employee data to make predictions about the future and develop the appropriate strategy for the future use of the workforce. Statistical analysis, predictive modeling, machine learning, and business intelligence are all used in SHRA to make human resource management a strategic process (Davenport et al., 2010).

The development of HR analytics is a part of the general trend towards evidence-based management. Previously, organizations depended on their managerial expertise in making decisions related to recruiting, developing, retaining, rewarding, and promoting employees. Managerial expertise continues to be valued; however, organizations are increasingly aware that analytical evidence helps make better decisions without biases. Therefore, through HR analytics, organizations have the ability to transform employee data into insights that can help them plan strategically (Fitz-enz, 2010).

One of the unique aspects of Strategic HR Analytics is its close connection to organizational strategy. Unlike traditional HR reporting, strategic HR analytics makes sure that all employee decisions contribute to achieving organizational objectives. Becker et al. (2001) argue that organizations obtain sustainable competitive advantage where their human resource practices are closely aligned with the business strategy. HR analytics plays an instrumental role in this process, as it allows linking workforce performance to organizational performance such as productivity, innovativeness, financial performance, and resilience.

Lastly, predictive capabilities differentiate Strategic HR Analytics from traditional HR reporting. Through predictions, organizations will be able to foresee employee turnover, identify leadership potential, predict future needs for skills, and estimate the future demand for workforce. This forward-looking approach allows organizations to respond proactively to emerging issues rather than reacting after they arise (ResearchGate Authors, 2025).

The latest developments in Artificial Intelligence (AI), machine learning, and Human Resource Information Systems (HRIS) have improved the efficiency of HR analytics. They analyze vast amounts of information about the company's workforce and create actionable insights for talent management, workforce planning, and better decisions at all organizational levels (Pallathadka et al., 2025).

Strategic HR Analytics increases the level of evidence-based people management by fostering the integration of organizational data, academic research, managerial experience, and stakeholders' opinions into the process of workforce decisions. Such practice will increase transparency and objectivity of decision-making processes and will allow increasing organizational agility (Jems Editorial Board, 2025; World Economic Forum, 2025).

HR analytics also helps to increase employee engagement, well-being, and manage the workforce diversity. Organizations can conduct analysis of their employees' feedbacks, level of engagement, performance, and workforce demographics and use the results to create effective strategies for improving these metrics, employee satisfaction, and innovation (CIPD, 2024; Deloitte, 2024).

Importance of Strategic HR Analytics is especially clear in the context of emerging economies. In such environments, workforce intelligence enables managers to allocate human capital more effectively, improve productivity, and respond to changing economic conditions with greater confidence (Afolabi & Ibrahim, 2025; Sunway University, 2025).

However, the effective use of technology also demands more efforts on the part of organizations in developing analysis abilities, ensuring good data quality, building proper governance mechanisms, and fostering analytical skills among HR practitioners. Absence of these elements will make HR analytics ineffective in contributing to the decision-making process (Minbaeva, 2018).

There is a solid theoretical base for Strategic HR Analytics in terms of the Resource-Based View (RBV) of the firm and the Dynamic Capabilities Theory. As RBV suggests human capital as an important resource which gives competitive advantage to the company, Dynamic Capabilities Theory focuses on the capacity of an organization to sense changes, exploit opportunities and continuously reconfigure its resources. The use of HR analytics makes organizations more flexible and better capable of making strategic decisions (Becker et al., 2001; ResearchGate Authors, 2025).

III. ADMINISTRATIVE DECISION-MAKING IN CONTEMPORARY ORGANIZATIONS

Administrative decision making can be described as one of the most vital functions in organizational leadership due to its ability to affect almost all aspects of organizational efficiency. It is a fact that every issue related to human resource planning, resource allocation, organization restructuring, and strategic investment is determined by the quality of administrative decisions made. In the modern world where organizations operate in the dynamic environment, there is an increasing trend to change traditional managerial intuition to evidence-based organizational decision making facilitated by organizational information, analytics, and prediction technologies (Davenport et al., 2010).

Administrative decision making can be described as a process of identification of organizational problems, analysis of various solutions to the problems, resource allocation and implementation of appropriate actions. All of these stages of organizational decision making require effective use of information and analytics, participation of organizational stakeholders, and constant assessment.

In this regard, organizations perceive administrative decision making as a strategic function nowadays (Jems Editorial Board, 2025).

One of the features of modern organizational decision making is the growing trend to adopt evidence-based management. It means that managers have to base their decisions on organizational information, results of scientific research, expert opinion, and stakeholder views. By relying on verifiable evidence rather than intuition alone, organizations improve decision quality, transparency, and accountability (Marler & Boudreau, 2017).

The proliferation of digital information has continued to shape decision making in administration. ERP, CRM, financial systems, and HRIS are some of the digital resources that make it possible for managers to make decisions based on the integration of data from organizational performance evaluation, planning, and forecasting. Consequently, decisions have evolved from being reactive to proactive and predictive (Kaplan & Norton, 1996).

There are different types of decisions made at the strategic, tactical, and operational levels. Strategic decisions define the organizational direction over the long-term, tactical decisions translate strategic objectives to departmental level decisions, and operational decisions relate to the day-to-day activities in an organization. Strategic Human Resource Analytics provides decision-making support at all the levels through workforce intelligence aligned to human capital management (Becker et al., 2001).

At the strategic level, decision-making has evolved around predictive analytics, which involves forecasts such as future workforce demand, skill gaps, succession readiness, and employee turnover. At the tactical and operational levels, analytics improves workforce deployment, performance management, training evaluation, and routine administrative processes, enabling organizations to enhance efficiency while reducing managerial bias (Van den Heuvel & Bondarouk, 2017; Pallathadka et al., 2025). Administrative agility has also emerged as an important requirement. Companies that have real-time information access have been able to respond well to changes in technology and markets, and any crisis situations. The pandemic caused by the coronavirus showed how companies that had advanced information technologies were better able to adapt by continuing with their businesses, offering work-from-home options, and intervening in the workforce situation (Deloitte, 2024).

In view of the growing use of information about the workforce, ethical governance has become an important part of the decision-making process of administration. Managers should ensure that the information about the workforce is obtained and used in the right way, keeping in view privacy rules and the trust of the employees. At the same time, managers are expected to have analytical skills that allow them to interpret the data and use analytics in their decision-making process (CIPD, 2024; Minbaeva, 2018).

Integration of information from different organizational areas has enhanced the quality of decisions. Using the information from finance, operations, marketing, SCM and HR departments, the executives are able to make better decisions that enhance organizational performance. Human Resource Analytics makes an important contribution by integrating workforce considerations into the administrative decision-making process (Kaplan & Norton, 1996).

Administrative decision-making is especially important for organizations operating in emerging economies, since these organizations operate in a volatile economic environment, characterized by institutional and technological uncertainties. Despite the fact that many organizations continue facing such problems as poor data quality, lack of analytical competence, and insufficient investment in technology, continuous efforts towards digitalization and training of the workforce lead to gradual improvement in evidence-based management (Afolabi & Ibrahim, 2025; Sunway University, 2025).

Additionally, there is theoretical background supporting this trend. According to Organizational

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Information Processing Theory, the organization needs advanced information processing capabilities to cope with uncertainty. At the same time, according to Systems Theory, there is high interdependence between the functions of the organization necessary to accomplish strategic goals. Both of these approaches demonstrate the importance of information systems and analytical intelligence for improved administrative decision-making (Marler & Boudreau, 2017; Becker et al., 2001).

In summary, administrative decision-making has become a data-driven strategic process relying on digital technologies, integrated information systems, and evidence-based management. The successful integration of managerial expertise and analytical intelligence provides an opportunity for the organization to improve decision quality and increase organizational resilience.

IV. THE INTEGRATION OF HUMAN RESOURCE ANALYTICS AND ADMINISTRATIVE DECISION PROCESSES

The integration of Human Resource Analytics (HRA) into administrative decision-making has transformed the role of human resource management from a largely administrative function to a strategic partner in organizational governance. While HR departments traditionally focused on recruitment, payroll, employee welfare, and compliance, modern organizations increasingly rely on workforce analytics to support strategic planning and executive decision-making (Marler & Boudreau, 2017).

This integration is not just about using technology but is all about evidence-based management in which intelligence of the workforce influences crucial decisions. Tasks carried out in administration, for instance, organizational restructuring, recruitment, succession planning, retention of employees, innovations, and business continuity now rely heavily on credible information about human capital. Converting information about workforce into intelligence through HR analytics allows managers to make sound and objective decisions (Davenport et al., 2010).

Unlike conventional HR reporting, which only gives explanations about past occurrences, integration of HR analytics gives predictions and prescriptions to organizations. Predictive analytics allows organizations to predict workforce problems like retention of staff, shortages in skills, and lack of leadership, while prescriptive analytics suggests necessary interventions. Executives can then make decisions based on predictions and prescriptions rather than relying only on intuition and past experience (ResearchGate Authors, 2025).

The integration of HR analytics also enhances alignment of workforce strategies with organizational objectives. As mentioned in Becker et al. (2001), sustainable competitive advantage is attained when human capital strategies help in achieving the goals of the firm. It is easy to align strategies through HR analytics by showing their contributions to organizational productivity, innovation, finance, and sustainability.

Decision making quality is one of the significant advantages of integrated HR analytics. Information about workforce concerning employees' productivity, engagement, performance, success rate, absenteeism, competencies, and succession planning allows HR to make well-grounded conclusions about the efficiency of different options (Davenport et al., 2010).

Applications of integrated HR analytics can be used practically everywhere in the sphere of HRM. Thus, in recruitment process, analytics is used to analyze the features of high-performing workers and assess the effectiveness of recruiting channels (Van den Heuvel & Bondarouk, 2017). When it comes to workforce planning, predictions are made with regard to future needs of an organization and gaps in skills to create a succession plan (ResearchGate Authors, 2025). Likewise, HR analytics allows predicting staff turnover and developing effective retention practices (Fitz-enz, 2010).

Moreover, performance management, employee development, and compensation systems can be also improved with the help of analytical tools. Real-time performance measures, competency assessments, and learning outcomes allow managers to promote their employees, reward them, and develop leaders. Likewise, compensation decisions become more equitable and strategically aligned through the use of workforce and labour market analytics (Minbaeva, 2018; CIPD, 2024; Deloitte, 2024).

Apart from operational efficiencies, HR analytics helps bridge the gap between HR professionals and executives through workforce recommendations which are measurable and backed by evidence and not just opinions. Additionally, HR analytics helps organizations manage risks by spotting any possible workforce risks such as leadership deficiencies, decreased engagement, exhaustion, and compliance risks before they impact organization performance (Jems Editorial Board, 2025).

The integration has been facilitated further by digital transformation where cloud-based Human Resource Information Systems (HRIS), Artificial Intelligence (AI), machine learning, and business intelligence provide organizations with workforce dashboards to inform their administration decisions promptly (Pallathadka et al., 2025). Moreover, evidence-based decision-making increases the levels of transparency and accountability, and builds employees' trust since managerial decisions can be easily defended using empirical data instead of managerial discretion (CIPD, 2024).

However, successful integration is possible if there are quality workforce data, digital capabilities, analytical skills, executive support, and a culture of evidence-based management in organizations. However, many organizations, especially those in emerging economies, still face challenges like fragmented information systems, lack of analytical skills, poor data quality, and financial constraints. However, increasing investments in digital technologies and workforce capability development are gradually improving organizational readiness for HR analytics adoption (Sunway University, 2025; Afolabi & Ibrahim, 2025).

The integration of HR analytics with administrative decision-making is supported by Dynamic Capabilities Theory, which emphasizes an organization's ability to sense change, seize opportunities, and reconfigure resources to remain competitive. Likewise, Organizational Information Processing Theory suggests that organizations require effective information-processing capabilities to manage uncertainty. HR analytics strengthens both perspectives by transforming workforce data into strategic intelligence that improves coordination, planning, and decision quality (ResearchGate Authors, 2025; Marler & Boudreau, 2017).

Overall, integrating Human Resource Analytics with administrative decision-making enables organizations to make more informed, agile, and strategic decisions. By embedding workforce intelligence into executive processes, organizations improve resource allocation, strengthen governance, enhance organizational resilience, and position themselves for sustainable long-term success.

V. STRATEGIC HUMAN RESOURCE ANALYTICS AS A DRIVER OF SUSTAINABLE ORGANIZATIONAL RESILIENCE

Organizational resilience has become one of the key factors influencing the long-term success of businesses in the current complex economic landscape. Economic volatility, rapid technological changes, cybersecurity issues, climate risk, global catastrophes, among other things, have shown the necessity for organizations to be able to prepare for unexpected challenges, adapt to them, and overcome them. In this regard, SHRA becomes a useful competence that helps to make evidence-based decisions concerning workforce and organizational sustainability (Adeyemi et al., 2026).

Organizational resilience is defined as an organization's capacity to absorb shocks and adapt to changing circumstances, whether they are internal or external, while pursuing their strategic goals. As employees are responsible for organizational knowledge and innovations, the proper management of human resources is crucial for developing resilience (Abbas et al., 2026).

Strategic HR Analytics contributes to the development of resilience as a result of providing workforce intelligence that allows companies to anticipate possible risks but not react to them. Using predictive analytics, organizations can anticipate workforce requirements, predict possible skill gaps, and make succession plans before facing any operational challenges (Fitz-enz, 2010).

Additionally, engagement of employees and continuous learning play an essential role in developing resilience. HR analytics enables organizations to assess employees' job satisfaction, identify the likelihood of burnout, appraise the workplace atmosphere, and evaluate the efficiency of training programs. This allows managers to implement necessary interventions to boost employee well-being, develop workforce capabilities, and ensure organizational adaptability to changes (CIPD, 2024; World Economic Forum, 2025).

Leadership continuity and talent management are other factors that help to increase organizational resilience. Identifying high-potential candidates, evaluating leadership skills, and conducting critical skill assessment help managers to implement proper succession plans and retain capable leaders during the times of uncertainty. Moreover, HR analytics allows for efficient use of talent through relocation of employees and optimization of their workforce capabilities (Becker et al., 2001; Minbaeva, 2018).

Use of digital technologies has greatly increased the effectiveness of HR analytics. Artificial Intelligence (AI), machine learning, and cloud HR systems allow for fast processing of workforce information, detection of risks, and generating predictive insights for administrative reactions. These technologies enhance organizational agility by allowing leaders to make timely decisions based on real-time workforce information (Pallathadka et al., 2025).

The COVID-19 pandemic clearly illustrated the need for workforce analytics. Firms that had HR information systems were able to cope better with the challenges of telecommuting, keep track of the well-being of their employees, maintain productivity, and apply appropriate workforce interventions. This highlighted the need for HR analytics as an essential element of organizational resilience (Deloitte, 2024).

In the case of companies operating in emerging economies, HR analytics becomes crucial since such firms usually have to deal with economic instability, poor infrastructure, and uncertainty in terms of regulations. Constant monitoring of workforce dynamics helps to make proper decisions regardless of all these constraints. Still, in order to use the potential of HR analytics effectively, firms should invest in digital capabilities, analysis skills, data governance practices, and a corporate culture supporting evidence-based management (Afolabi & Ibrahim, 2025; Sunway University, 2025).

Resource-Based View and Dynamic Capabilities Theory help to understand why HR analytics is strategically important. The former states that human capital can serve as a sustainable competitive advantage, while the latter focuses on sensing changes, seizing opportunities, and resource reconfiguration. HR analytics strengthens both perspectives by providing the workforce intelligence necessary for continuous adaptation and strategic decision-making (Becker et al., 2001; ResearchGate Authors, 2025).

In summary, Strategic Human Resource Analytics serves as a strategic enabler of sustainable organizational resilience. By improving workforce planning, leadership continuity, employee development, organizational agility, and evidence-based decision-making, it equips organizations to navigate uncertainty while sustaining long-term performance and competitiveness.

VI. CHALLENGES TO INTEGRATING HR ANALYTICS IN EMERGING ECONOMIES

Despite an increasing recognition of SHRA as a valuable management tool, organizations based in emerging countries face numerous challenges in using this tool in practice. These problems prevent many organizations from using workforce analytics within administrative decision-making processes and, consequently, building sustainable organizational resilience.

Inadequate digital infrastructure is one of the key barriers preventing organizations from implementing

SHRA. Many organizations use manual recording or fragmented HRIS, which makes data collection problematic. The lack of integrated digital systems leads to inaccurate results of the analysis that cannot be used by managers for making strategic decisions (Sunway University, 2025).

Poor data quality is another problem faced by organizations when implementing HR analytics. HR analytics presupposes that information collected about employees is accurate, up-to-date, and complete. However, many organizations have outdated, inconsistent, and incomplete data concerning their employees, resulting in flawed analysis (Marler & Boudreau, 2017).

The lack of necessary analytical skills of HR professionals is another barrier for implementing SHRA. HR specialists in many emerging countries are well-trained administrators but not good at analyzing data. This skills gap reduces the strategic value that HR analytics can provide to organizational leaders (Minbaeva, 2018).

Furthermore, financial limitations hinder the process of implementing HR analytics. The implementation of such systems involves investing into the required software, cloud technology, training employees, and ensuring security of the collected data. Small- and medium-sized enterprises – the majority in many emerging economies – usually do not have the necessary financial resources for this purpose (Afolabi & Ibrahim, 2025).

Moreover, organizational culture could be seen as one more barrier to implementing HR analytics. Intuition-based management often finds it difficult to adopt a new approach, especially when recommendations are seen as going against the established management traditions. Creating an evidence-based culture requires great leadership involvement and constant organizational learning (CIPD, 2024).

Furthermore, issues related to the privacy of employee data have gained importance. Ensuring that data about employees is collected and processed correctly becomes essential in order to avoid creating legal and ethical problems (Deloitte, 2024).

Thus, overcoming the discussed barriers would involve investing into digital infrastructure, capacity building, data governance, and leadership support. Organizations gaining such competencies will be able to use HR analytics as a means of achieving sustainable organizational resilience.

VII. DIGITAL TRANSFORMATION AND DATA-DRIVEN HUMAN RESOURCE MANAGEMENT

Digital transformation has changed human resource management by allowing the organization to use technology for better and faster decision-making. Technologies such as Artificial Intelligence (AI), cloud computing, machine learning, and business intelligence have improved the capability of organizations in collecting, analyzing, and using data on the workforce in relation to their strategic goals (Pallathadka et al., 2025).

Data-driven human resource management makes decision making evidence-based rather than relying on intuitive approaches where the organization uses data on performance, engagement, recruitment, and learning to make decisions based on the evidence. This makes the process of making decisions more efficient and consistent (Davenport et al., 2010).

Furthermore, the use of AI has advanced human resource analytics by making it possible to predict certain issues including turnover of employees, future skill needs, performance trends and provide recommendations on personal development programs. The use of technology is helpful as it helps the organization to solve certain challenges ahead of time (ResearchGate Authors, 2025).

Digital technologies also enhance workforce planning by providing real-time data about staffing and organizational capacity. Such insights enable managers to allocate resources efficiently, strengthen succession planning, and support business continuity during periods of uncertainty (World Economic Forum, 2025).

Additionally, digital transformation helps increase collaboration between HR teams and executive management. Thanks to interactive dashboards and integrated reporting tools, organizational management is able to gain insight into workforce data along with financial and operational data, which makes it possible to consider the human capital factor within strategic planning (Kaplan & Norton, 1996).

For organizations operating in emerging markets, digital transformation becomes a chance to compensate for most of the existing administrative barriers. Despite the fact that certain limitations in terms of infrastructure and resources still persist, increased access to cloud technologies and affordable digital solutions allows considering HR analytics as never before (Afolabi & Ibrahim, 2025).

In general, digital transformation contributes to SHRA in the sense that increases availability, reliability, and accessibility of workforce data. Successful adoption of digital technologies enables organizations to make evidence-based administrative decisions and ensure organizational resilience and competitiveness in a changing global business environment.

VIII. CONCLUSION

Strategic Human Resource Analytics has been identified as one of the most crucial skills in helping organizations develop the capacity to enhance administrative decision-making and build organizational resilience. The use of data about the workforce in organizations through HR analytics helps to support decision-making on talent management, workforce planning, development of employees, and organization's strategy.

The combination of HR analytics with administrative decision-making in organizations provides the basis for evidence-based management, organizational flexibility, and better anticipation and response to the environmental uncertainty. Such a capability has become important for organizations operating in emerging economies where the operations are characterized by economic instability, technological change, and institutional problems. Despite the presence of obstacles such as poor infrastructure, insufficient analytical skill, financial constrains, and data governance problems, the process of digital transformation is constantly creating new opportunities for adopting the data-driven HR practices.

In conclusion, integrating Strategic Human Resource Analytics with administrative decision-making is no longer an optional managerial practice but a strategic necessity for organizations seeking sustainable growth and resilience in an increasingly complex global environment.

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