Workforce analytics: Using HRM practices, methods and analytics to realise business goals

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ABSTRACT

This study has showered light on the current scenario of HR analytics in the corporate world in India. Statistical analysis of the results and data captured point out that today's workforce is in fact fairly familiar with analytics pertaining to human resource department, however, only 60% of the organizations have implemented analytics in the human resource department. In these organizations that are using workforce analytics, over 77% of the employees agree that workforce analytics has a positive impact on their business performance. Furthermore, most of the organizations use basic HR reporting and descriptive analytics whereas only a fraction has ventured into predictive analytics which includes forecast and has an impact on future planning. It also reveals that the organization which do use HR analytics use it largely for talent management and employee attrition purposes. Finally, almost all of the employees whose organizations have workforce analytics agree that it includes a wide variety of tasks from basic HR reporting to HR driving business through the insights from analytics.

As we move further into the study we reveal a lot about the factors that impede organizations to deploy the use of workforce analytics. It points out that lack of skilled talent and software working knowledge is the major contributor to aversion towards the implementation of workforce analytics in an organization followed by capturing bad data at any of the sources that are used for collation of information for further analysis and finally non-compliance of employee data to be used in the functioning of workforce analytics. It also revealed that organizations that are data-driven, meaning that at least have a dedicated data analytics/data science department find it much easier to implement analytics in their human resource department. This can largely be contributed to the ease of talent available within the organization to start and deploy analytics vertical in human resource department and also to the fact that they have the technical know-how to make the analytics work.

Keywords

Workforce analytics, Big Data, Human Resource Management

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Introduction

The past decade saw the emergence of analytics as a potential force for driving data-based decision making in HR (Lawler, Levenson, and Boudreau, 2004; Levenson, 2005). Still, the last decade did not see much inclusion of workforce analytics within the human resource sphere and because of which people did not think of a career or future as an HR analyst in the corporate world. However, that has swiftly changed. Now, Workforce analytics is viewed as a dedicated career option and one can find a huge number of certification courses and books written on the subject.

However, regardless of so much ostensible advancement in this field, it still experiences uncertainty and vagueness on the operation and application end of analytics in human resources department, it even experiences a lack of know-how in the robust integration of analytics in the field of HR. But, with the advancement and increase in the popularity and demand of big data analytics, companies had to rethink their human resources needs, but at the same time, it is unclear what type of job roles and skills constitute this area (AndreaDe Mauro,MarcoGreco, MicheleGrimaldi, PaavoRitala, 2017). Companies and leaders get excited about the topic of HR analytics and its inclusion but when it comes to implementation, there is a rather grey area and people are rather unclear about its benefits and application and integration in their organization.

In this research paper, we will first discuss the background and current scenario of deployment and development of HR analytics in organizations, the history of it, from where and how it began gaining popularity to when did it start having significant business value to the current scenario of Workforce analytics in the corporate world.

Hence, we begin with the very fuel of analytics that is data and not just any data these days' organizations and any analytics or data science department depends on large amounts of data for its very existence, this is called "Big Data". Searching for the term 'big data', the Web of Science Core Collection yields 3347 hits in 2015, and over 4000 in both 2016 and 2017(Batistič,

S. and van der Laken, P. 2019). Since then the term itself and its prevalence have skyrocketed.

Big data has become the thing that drives business and is vogue on as the bleeding edge of business and strategy management. It is being said that without the reference of data any decision made is just personal judgement. Many studies have been conducted that suggest companies which have data-backed interventions and planning are inclined to be more successful in general when compared to their competitors. There are a lot of factors that have contributed to such widespread acceptance and inclusion of big data and analytics within different departments of organizations. Since past half a decade from where the accessibility to internet increased, cost of storing data decreased and the methods of conducting analysis came embedded in the software, the practice of using big-data for running analysis and driving business strategies has become prevalent in the organization. In spite of its potential benefits, the emergence of talent analytics and workforce analytics as a separate field of business analytics has been very slow (Nocker, Manuela

&Sena, Vania., 2019). Reports show that organizations have a high willingness towards employing Big data analytics in their system but also say that there have been significant gaps in doing so and implementing it. However, a 2016 IBM report suggests that inclusion of a predictive stage of analytics has increased over 40% from past two years, so clearly the trend is changing towards using data analytics as a daily driver for organizational insights. Hence a vital part of this study would be to enlist the factors that impede the emergence of workforce analytics and it's widespread inclusion within the human resource department oforganizations.

From there we move forward to various methods that can enable workforce analytics to add significant positive impact and help realise business goals, the most prominent path leading to workforce analytics adding business value is via reaching the prediction or predictive analysis analytics stage of workforce analytics. This is the part where the already available in-house data of the organization is taken and using statistical software like SPSS are used to predict outcomes for the future and hence organizations can be better prepared, use resources efficiently and hence can save a lot of company capital. Several organizations have proactively opted predictive analytics for their business functions, as an example, finance and risk, client relationship management, selling and sales, and producing (Malisetty, Sainath & Archana, R & Kumari, Vasanthi, 2017). This enables organizations to be better ready and plan their interventions according to the predictions made and have a better risk aversion and increase the probability of favorable outcomes. But not every organization can and do reach the predictive analytics stage as it a very advanced level of workforce analytics and requires highly skilled manpower software support and large amounts of reliable data to make accurate actionable predictions on which future business decisions and strategies can be structured and based.

The final point to be discussed in this paper is the Challenges faced in widespread deployment and using workforce analysis of HR analytics so far. Companies and organizations at different stages may face different issues, for example, an organization might be very good at predicting future needs of their workforce through robust workforce planning but bight not be good at predicting who is the best candidate for least turnover in future. Hence for different phases, we need different solutions. HR analytics largely works on two levels - Descriptive Analytics and Predictive Analytics. Moreover, predictive analytics is further enriched with the help of Prescriptive Analytics.

Currently, a major chunk of organizations are wedged in the Descriptive Analytics and are only carrying out the basic task of recording and reporting of several data from diverse human resource processes - these can be imagines similar to an ordinary showcase of data dashboards that visualise proper functioning of the organizational procedures. Companies continue to struggle, facing the task of dwelling into the Predictive Analytics territory. Hence in the current research, we will try to find the various causes that create a barrier between venturing in the most valuable predictive analytics.

Research Methodology

The research was done by quantitative analysis of questionnaires filled up by HR professionals currently working in the corporate sector and B-school, students who have work experience in the HR field across the country. Most of the students mentioned above would have prior work experience or be working for a company as part of their summer internship, which is a mandatory requirement for the fulfilment of B-school courses. Total of 112 respondents tookpart in the survey. The survey was distributed over various social media to various future and current professionals. Mostly fresher's were surveyed by convenience sampling so as to get the view of the future scenario of HR and competencies and perspective of futureleaders.

The survey was conducted through a self-completion questionnaire which was divided into two sections. Part A consisted of questions mostly from the current status of implementation and penetration of HR analytics in the respondent's organization. Factors such as the addition of workforce analytics and the practice of statistical software embedded in the daily work of HR professionals in the organization will be recorded. Respondents were required to rate each item

of the questionnaire in a 5-point Likert scale or choose from a list of options which they fill best represents the working of their organization. The names of the organization were kept confidential to maintain corporate anonymity amongst all respondents.

Part B of the questionnaire consisted of the respondent's details required for their perspective on factors that impede the use and inclusion of analytics in the HR department like data, skill, educational background, software availability to best of their knowledge or pertaining to their organization. The data were analysed through statistical analysis to derive results and insights from the survey. The respondents were chosen based on random sampling by connecting via networking platforms such as LinkedIn. Care was taken to select respondents from a 'wide' range of students and HR professionals from the top B-schools and corporate houses respectively in India. The respondents were able to fill-up the questionnaire using online surveytools.

Results and Analysis

3.1 Preliminary Statistics of respondents

Table 1 shows the designation wise percentage distribution of respondents that took the self- completion questionnaire of the study. Largely the respondents were Human Resource trainee working in the corporate sector, followed by Human Resource interns that make up 20% of the respondents and so forth.

Table 1: Designation-wise distribution of respondents	
Designation	**Percentage Coverage as respondent**
HR Trainee	36.7
HR Intern	20
Student with prior HR experience	13.3
HR associate	3.3
HR researcher	6.6

Percentage Breakup of respondents

- HR Trainee
- HR Intern
- Student with prior HR experience
- HR Associate
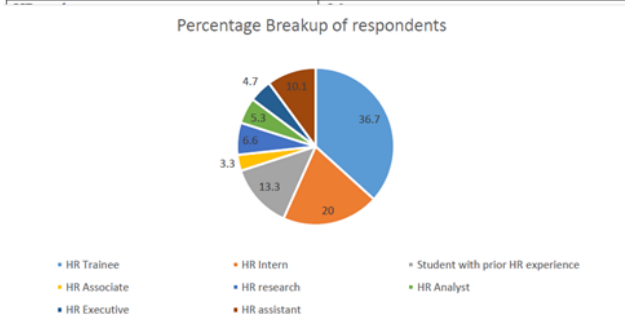- HR research
- HR Analyst
- HR Executive
- HR assistant

Table 2 shows the year-wise distribution of work experience of respondents in their respective fields.

Table 2: Year-wise distribution of work experience of respondents	
Work experience between 0 to 2 years	57%
Work experience between 2 to 5 years	33%
Work experience between 5 years and above	10%

Table 3 enlists the industries and sectors encompassed in this study. It includes a myriad of different organizations belonging to various sectors to have a broad and universal approachof thisresearch.

Table 3: List of industries and sectors covered	
Banking Financial Services and Insurance	Recruitment Consultancy
Consulting	Fast Moving Consumer Goods
Manufacturing	IT sector
Pharmaceutical	Healthcare
Hotels & Hospitality	Automotive
Technology	Media Services

3.2 Part A: Factors of Workforce Analytics contributing positively to the business of an organization

Table 4 captures the degree of exposure to HR analytics. It shows that over 60% of the respondents were aware and exposed to analytics in the field of human resources, this is in tandem with the current scenario where analytics is seeping into the world of human resources and it has become more and more popular and a commonplace within various organizations. This also proves that on a basic level the awareness of analytics pertaining to human resources is not a stymie to the implementation or widespread use of workforce analytics, hence the further deep dive was made to find other causes of those barriers.

Table 4: Familiarity with " Analytics " in human resource	
Likert Scale Degree	**Percentage of respondents**
1	6.7%
2	3.4%
3	26.7%
4	36.7%
5	26.4%

As a precursor to whether the respondent would be attempting Part A of the survey in which they would elaborate about the implications of workforce analytics in their organization or they would be directed to Part B of the survey in which case they would be enlisting the impediments to the application of workforce analytics in their establishment, the respondents had to answer "whether their organization has implemented the use of HR Analytics in the HR Department?".

Table 5 shows that 60% of the respondents said yes to the fact that their organization had implemented analytics in their respective HR department and vis a vi 40% had agreed to the fact that their organization had not implemented the use of analytics in their respective HR department.

Table 5: Organization has implemented the use of HR Analytics in the HR Department	
Yes, the organization had applied workforce analytics	60%
No, the organization had not yet applied workforce analytics	40%

The following statistics represent the current scenario of HR analytics or workforce analytics in the organization. The statistics are drawn after analysing the data captured through various pertaining questions in the survey to give a clear picture of current scenario of Workforce analytics in the organization, its degree of implementation and the benefits that organizations derive from it and as well as the type of data collected for the use of HR analytics department by the organizations of their employees.

Table 6: HR Analytics is influencing business performance positively	
Likert Scale Degree	Percentage of respondents choosing
1	6.7%
2	10%
3	5.6%
4	22.2%
5	55.6%

Table 7: Level of implementation of HR analytics	
Level of implementation	Percentage of respondents
Basic standard reporting	50%
Descriptive analytics	33.3%
Predictive analytics	16.7%

Table 7 represents the degree of implementation and use of HR analytics in the organization, we can infer from the data found that most prevent the use of analytics is still confined to basic reporting staff attendance, employee strength etc. The second most implemented level is descriptive analytics which includes reporting and recording of several data from different Human resource progressions - like creating dashboards that visualise the proper working of the organizational processes on various parameters. Finally, the least implemented and most advanced level of analytics is the predictive analytics which is based on correlation, forecasting etc.

Table 8: Task Implementation of HR analytics	
Function for which analytics is used for	Percentage of respondents agreeing
Talent Acquisition	12.5%
Incentive Planning	18.8%
Employee Attrition	31.3%
Talent Management	37..5%

Insights derived from Table 8 show that HR analytics is majorly used for the accomplishment of Talent Management in an organization followed by employee attrition. As in current times of rapid change, there is stiff competition between companies to outperform each other. HR Analytics thus help the organization to design strategic workforce planning by analysing every aspect of manpower data in the organization (MaseseOmete Fred, 2017).

Table 9: Organizations use HR Analytics fulfil the need for providing		
The purpose of HR analytics	YES	NO
Basic HR reporting	77.8%	22.2%
HR value added metrics	100%	0%
Integrated Talent Management Metrics	88.9%	11.1%
Business Driver Analytics	87.3%	12.7%

Table 10 enlists the various types of employee data HRs capture for use in Hr Analytics for deriving insights and other stages in the process of analytical hierarchy. We can conclude from this data that more than 80% of the organizations capture basic workforce statistics data such as gender of the employee, absenteeism etc. A little over half of the organizations covered in this study measure the employee's skills and competency data. Nearly 28% of the organizations use that data for employee performance comparison and around 38% of the companies measure workforce efficiency and effectiveness.

| Table 10: Types of data collected by the HR department	
Type of data	Percentage agreeableness
Workforce statistics(Gender, absenteeism)	88.9%
The measure of people's Skills/values	55.6%
Ratios relation to employee comparison	27.8%
Measures of efficiency and effectiveness	38.9%

Table 11 represents the statistical methodologies employed in the organization to carry out analysis in the HR analytics department.

Table 11: Statistical methodologies employed in HR analytics	
Type of statistics	Percentage agreeableness
Basic statistics	41.2%
Advanced statistics	58.8%
Both advance and predictive statistics	76.5%

From Table 11 we can conclude that 41.2% of the organizations use solely basic statistics such as mean median mode for they workforce analytics, 58.8% of the

organizations employ advanced statistics such as correlation, skewness and 76.5% of the organizations that employ both advance and basic also reach up to the level of predictive statistics.

3.3 Part-B: Barriers to Implementation and Deployment of HR Analytics in organizations
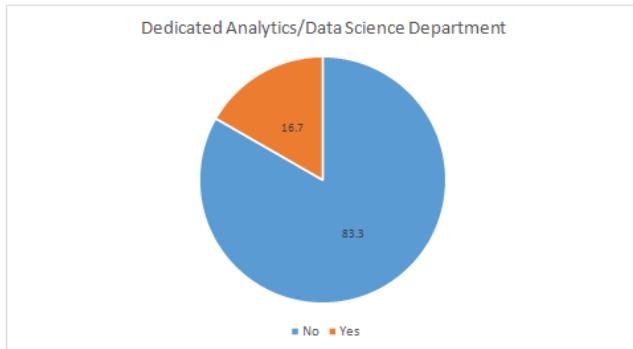
The derived results point out that 83.3% of the organizations that do not have dedicated data analytics or data science department also don't have an HR analytics department. This shows a very strong correlation between organizations that are by nature data-driven also implement it in their human resource department to form workforce analytics wing (Figure 2). Now, this can be because of a number of reasons ranging from the ease of accessibility and expertise of in-house data and talent available for utilizing that data for further positive impacting analysis.

Table 12: Factors as barriers to implementation of HR Analytics in organization						
Factors	1	2	3	4	5	Mean Scale
Lack of relevance of HR analytics to the business	16.7%	25%	50%	8.3%	0%	2.34
Compliance of employee data required was not looped in from the beginning	3.3%	13.3%	41.7%	33.3%	8.3%	3.29
Bad data/Faulty unusable wrongly captured data	0%	16.7%	25%	41.7%	16.7%	3.58
No translation to actionable insights	0%	33.3%	41.7%	8.3%	16.7%	3.08
Lack of skilled talent and required software for implementation and execution of HR Analytics	0%	8.3%	25%	50%	16.7%	3.75

Insights drawn from table 12 show that biggest barrier to implementation and integration of HR analytics in organizations is the lack of skilled talent and required software handling and working knowledge for the execution of HR analytics and derive actionable insights from it. Most of the companies get stuck at the descriptive end of analytics and are not able to break the barrier to predictive and actually valuable forecasting insights as it requires large amounts of past data and resources to make accurate usable

predictions. The second biggest contributor to impeding the use of workforce analytics is bad or faulty data captured, workforce analytics requires cleaning, collating, and analyzing data from multiple verticals as well as from multiple business functions.

The problem gets larger when venturing outside the company into the world of unstructured data and predictive analytics and with wrongly captured bad data at any end becomes a hurdle in implementing analytics. The third biggest factor contributing as a barrier is the fact that many companies have newly started including analytics so they lack a structure and compliance of employee data required for using it for further analysis, usually filing for compliance is a long and tedious process and has a risk of data leak or infringement and hence adds to the reason for aversion towards workforce analytics as it directly involves employee data. Finally, the last contributor is the fact that analytics derived insights are mostly not actionable in a real situation. Many times the insights derived from the analysis are not actionable for the organization for many reasons like lack of approval from leadership, liquidity crunch etc.

This creates a big hurdle for the results of the analysis to from being usable and impacting, it might also be thecase that analysis performed are so complex that the leadership might choose to ignore valuable insights and are never actually applied in a real business setting. Surprisingly enough even after all these barriers, a large number of people disagree on the fact that workforce analytics lacks relevance to business drivers. This means that respondents, in fact, believe that HR analytics does have relevance and impact towards an organizations business vertical. So the crux lies between bridging that gap between performing analysis coming up with insights and actually implementing those insights to make HR analytics actually relevant to an organizations business goals.

Discussion

Human resources or HR is that division or branch of the company that is tasked with the management of talent needs, employee grievance handling and governing workforce-benefit programs. As organizations restructure themselves to achieve a competitive edge, the Human resource department upholds a vital part in aiding corporations to adjust to a volatile environment and increased need for skilled talent. HR plays a role of acting as a bridge between the workforce and the management, constantly working between handling employee expectations and helping the management realise organizational goals through employees.

Things are done the same way since decade without significant advancements in the carried out procedures. However, a lot of the work in HR is based on 'gut feeling' (Kazim Ladimeji, 2018). Human resource department does not have a standing of fetching direct revenue or being heavily involved with the working of numbers likes of which are sales. HR also struggles to quantify and measure its success, which other verticals follow. It is seen acting as a support function and not

something that can directly impact revenue. Due to this the HR department has been relatively untouched by the advantages of technology simply because it wasn't seen as something that is required in the HR sphere.

Most of the challenges defined here have the potential to be resolved by enabling organizations to become more data-driven and analytical. This is where workforce analytics plays a crucial role. HR analytics possesses the prospective to change all of this.

Human resource (HR) analytics is touted to have the potential to bring great value to general managers' and HR leaders' decision-making on human and organization capital by

supplementing intuition and experience with evidence (ThomasRasmussen&DaveUlrich 2015). Effectively, without robust workforce analysis, every decision made can be considered largely as a hunch. As we advance further into the timeline of corporate world data-backed decisions are needed to expect and realisefavourable, value-adding outcomes. This is where workforce analytics comes into the picture and provides data-backed interventions from a people's perspective to drive business goals and integrate HR policies and strategies with organizational goals.

Hence in scheming a thorough HR strategy, workforce analytics takes up a vital part. All facets of Human resources metrics have the potential to yield an evidence-based product through the aid of workforce analytics. Thus, Workforce analytics becomes a critical constituent for strategic development in an organization.

Analytics and measurable variables together bargain boundless perspective in improving thevalue of decision-building over human capital concerns in organizations. In spite of conventional wisdom, robust and accurate statistical expertise are not automatically a stymie to smearinganalytic conducts of investigative and elucidating an organizational problem. The bigger barrier to applying analytics is the time and resources needed, and an understanding of what types of analytics to apply and when to apply them, and how to do so (Alec Levenson 2011). This implies that, first of all, the precursor to analytics that is the data or specifically the large amounts of data involve a hefty time and resource to gather collate and then cleanse for eventual analysis. This is not possible for every organization and neither every organization would see value into it.

Human resource departments by practice collect large depositories of employee data. Regrettably, this data time and again rests unused. There are many caveats to using this data so that it bears a positive impact one of the major consideration is having the skill to perform analysis. Skill is needed to extract desired data from the organizational or HR perspective (Vinita Sinha, K. S. Subramanian, Sonali Bhattacharya, Kaushik Chaudhuri 2012). Even after an organization complies with all the norms as it is dealing with personal employee data, it needs a highly-skilled talent to derive actionable insights from the captured data and also to impart a favourable impact on business through analytics. The moment companies begin analysing their employee concern and issues through the use of this data, they are engaging themselves in working on workforce analytics. However, it currently risks becoming another management fad, because HR analytics has too often taken an "inside-out," HR-centric, and academic approach being governed by a Centre-of-Expertise (CoE) distant from the business (ThomasRasmussen&DaveUlrich 2015). It needs to be taken in a more practical approach like those of other verticals of corporate have. Basic reporting cannot be seen as the

epitome or final stage of analytics in any organization. Capturing all that data and not using it beyond basic statistic is an under-utilisation of all that resource. The final goal is foranalytics to drive future business strategies and workforce planning, but a sheer focus and vision of that end goal is required.

"HR analytics" is used to refer to a too-wide array of measurement and analytical approaches, making strategic focus difficult. There is also a misconception that doing more measurement of HR activities and human capital will necessarily lead to actionable insights (Alec Levenson 2011). As mentioned earlier basic statistics is just the first step into the process of running a successful analytics department

The basic pre-requisite for applying analytics to any field and not just human resource is the availability, collection and or collation of data to further derive insights through analysis or other procedure. Nowadays, the data used for analysis and to derive business insights of any kind typically in an organization is termed as "Big Data". 'Big data is high volume, high velocity, and/or high variety information assets that require new forms of processing to enable enhanced decision making, insight discovery and process optimization'. Big Data has four basic features: Volume, Variety, Velocity, and Value (low-density data value). This is so-called four V characteristics (Siyu Zang, Maolin Ye, 2015)

Volume: In the recent past there have been a few predominant reasons for the increase in the amount of data available. The first is the increase in low-cost availability and access to the internet, which enables easy data attainment and sharing. The second is the subsequent increase in the variety of data points that can be recorded, the sheer depth and myriad of data points available to be measured. Most importantly the trend has moved from analysing the whole data to analyse a sample of the actual data set that explains the whole population.

Variety: Complexity in data continues to be an imperative attribute of so-called "big data". Although, previously, we still possessed considerably large amounts of data it lacked variety and complexity. With the advancement in technology and the increase in the variety of data points the data being gathered has become more and more unstructured.

Velocity: With rapid progress in data and information procurement sources and technology, there is fast growth in data-volumes and new data materialises exceedingly quick. For this ever- increasing velocity of data acquisition, we also need faster processing methods and faster processing capacity otherwise the pile of data getting accumulated and unused will create more problems than solutions.

Big Data can be and is applied in human resource management in many ways.

Application of big data in talent acquisition: Nowadays there prevails a stiff competitionbetween companies to acquire the top talent and is also the paramount charge of the human resource department. Conventional talent acquisition methods typically follow the underlined given steps: Firstly, respective top management or leadership and or top management reports the mandate for new employee or vacancy. Secondly, the subsequent requirement is posted on the company portal and other job-hunting websites. Then,

HR should select the appropriate candidate from the pool of applicants. But the reality shows that the results are often biased (Siyu Zang, Maolin Ye, 2015). The decision is largely based on personal experience and managerialjudgement.

However, Big data can supplement the decision parameters for an unbiased approach. It providesa much broader statistically backed approach to select the best talent given the profile and requirements of the organization looking into the trends of the past data of the organization.

Application in talent evaluation: Traditionally, talent assessment is done through taking

interviews, surveys and questionnaires, the problem with this method is that they're based on the subjectivity of the evaluator (Zhou & G.H.,2013). With Big data in the picture, it impedes the dependency on subjectivity and encourages statistical analysis of evidence-based on data for fair and robust evaluation of employees on just revenue and effort parameters but also behavioural and personality parameters.

Application in Career Management: Within the realm of big data, individual career management is closely linked to data. By analysing the employee data based on their interest in work, will for promotion etc. HR could better understand the interest of an employee and help with improved future career planning for that individual.

Typically, companies go through a flow of processes in the journey of building their workforce analytics capabilities. First is standard reporting like staff attendance, employee strength etc.

Second is deriving insights and answering human resource planning problems such as which team has the highest performers? The subsequent stage would be to find out the reason behind the more number of high performers in a particular team and try to replicate that for others. The fourth stage involves predictive analysis where a statistical model would be built using many analytics methods such as regression to predict certain outcomes based on past and current variables. The final stage would be to automate this predictive modelling for future business decisions.Advancements in automation and HR technology are not slowing down anytime soon. As HR departments become increasingly reliant on advanced technologies and the numbers they produce, they also will experience the need for new skillsets required to deploy and use them (Julie Fernandez, 2019). Hence in this paper, we will discuss the ways and methods in which companies can be on the forefront of grabbing this opportunity by researching and analysing thecaveats and barriers that stop Workforce analytics from being embedded into a more practical and business-oriented front as it should be.

Limitations

As this is an exploratory study, the findings of this study are limited to respondents and organizations pertaining to the Indian sub-continent. There can be several implications of geographical, social-economic factors that can lead to an aversion towards new methods and technologies which can arise from a study which is concentrated in only one region. Also, startup organizations were not included in this study and hence the findings can be misleading if interpreted for small scale businesses and startup-organizations.

Furthermore, the angle of data laws related to employees and other governmental compliance laws are not touched upon which can significantly impact the decision of using workforce analytics as it is directly related to using employee data for deriving insights and analysis. The study also had a majority of respondents who are in early stages of their career and work experience and might not know the innards of company policy and strategies and reasons behind implementation and non-implementation both of workforce analytics in their organization.

Respondents might be biased views by the virtue of being an employee of the organization they're supposed to answer the survey about, and this can affect a study's accuracy. As an employee, they would refrain answering negatively inclined questions in a survey that can showcase an absence of advanced methods or an absence of implementation of new technologies in the organization. Nonetheless, a majority of studies in this line are subject to respondent's biases and such limitations and that should be accounted for while deriving inferences from this study.

Acknowledgement

References