

**DETERMINANTS OF HR ANALYTICS ADOPTION: EXAMINING THE
ROLES OF PERFORMANCE EXPECTANCY, EFFORT EXPECTANCY,
FACILITATING CONDITIONS, AND SOCIAL INFLUENCE WITH THE
MEDIATION OF BEHAVIORAL INTENTION**



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Enrolment Number: 01-221251-015

Supervisor

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MBA Thesis

HR and Management Department

BAHRIA UNIVERSITY ISLAMABAD CAMPUS

SPRING 2026

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DEDICATION

I would like to devote this research work with a lot of love, gratitude, and respect to my loving parents whose unending support, prayers, sacrifices, and encouragement have been the best support in my academic life. Their love and trust in me no matter what and their constant faith in my potential has made me work hard, be persistent and go after my dreams with confidence and sincerity.

My parents have dedicated their lives to offering me advice, education and ethical virtues that have molded my character and encouraged me to surmount all adversities. Patience, understanding and numerous sacrifices they have made have been instrumental in all my life's successes. Their support and prayers made me have the strength to go on whenever I encountered problems or when I was at a crossroads.

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I am committed to dedicating this thesis to my parents with all my heart and love, a little sign of gratitude to all they have given me. May Allah bestow health, happiness and long life to them that is full of peace and prosperity.

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ABSTRACT

The concept of Human Resource Analytics has become one of the strategic solutions that can allow organizations to enhance workforce planning, talent management, and evidence-based decision-making by leveraging the utilization of employee data. Although the telecom industry in Pakistan is fast adopting digital transformation, the uptake of HR analytics has been low because of organizational, technological, and behavioral factors. A lot of telecom organizations still use traditional HR practices, and this limits their capacity to maximize workforce performance and enable them to make strategic decisions. This research therefore explored the factors affecting the uptake of HR analytics by exploring the impact of performance, effort and facilitating conditions and social influence whilst considering the mediating effect of behavioral intention. The research sampled employees of the large telecommunication companies in Pakistan, such as Jazz, Zong, Telenor, Ufone, and PTCL. The conceptual framework proposed was tested empirically to identify both the direct and indirect impacts of the independent variables on the adoption of HR analytics and the indirect impacts via the behavioral intention. The results showed that the performance expectancy, effort expectancy, facilitating conditions, and social influence were all significant and positively related to HR analytics adoption. Among them, performance expectancy stood out as the most predictive factor that showed that employees were more ready to embrace HR analytics when they believed their performance and the quality of decision-making would improve. Moreover, the behavioral intention played an important role in mediating all the independent variables with HR adoption, which proved that behavior of intention formation translated perceptions of employees into real adoption behavior. The results are useful in advising telecom organizations to speed up the process of digital HR transformation by improving organizational support, easy-to-use analytics systems, building employee capabilities, and managing change. Finally, the research will help in enhancing the evidence-based human resource management, workforce productivity, and long-term organizational competitiveness in the Pakistani telecom industry.

Keywords: *HR Analytics Adoption, Behavioral Intention, Performance Expectancy, Effort Expectancy, Facilitating Conditions, Social Influence, UTAUT, Telecom Sector, Pakistan, Digital HR Transformation*