

Original Research Article

## **People Analytics Capability and Strategic HRM: Implications for Organizational Agility in Oil and Gas Companies in Rivers State, Nigeria**

**Obibhunun Lucky<sup>1\*</sup>, Usoro Lawrence Bassey<sup>1</sup>**

<sup>1</sup> Department of Employment Relations and Human Resource Management, Faculty of Administration and Management River State University, Nigeria.

Correspondence should be addressed to Obibhunun Lucky: [lucky.obibhunun@ust.edu.ng](mailto:lucky.obibhunun@ust.edu.ng)

**Article No:** 037 | **Accepted:** 03 October 2026 | **Published:** 10 October 2026

**Abstract:** The increasing volatility, technological disruption and competitive pressures confronting contemporary organisations have intensified the need for organisations to make timely and evidence-based decisions about their workforce. People analytics capability has emerged as an important development in human resource management because it enables organisations to collect, analyse and interpret workforce data for strategic decision-making. This seminar paper examines the relationship between people analytics capability and strategic human resource management (SHRM), with particular attention to their implications for organisational agility. The paper adopts a qualitative, desk-based methodology involving a systematic review and synthesis of relevant academic literature and empirical studies on people analytics, strategic HRM, dynamic capabilities and organisational agility. The literature suggests that people analytics capability is more than the possession of HR technology; it encompasses data quality, analytical competence and the strategic ability to translate analytical insights into action. Strategic HRM provides the mechanism through which workforce information can be aligned with organisational objectives, while organisational agility represents the capacity to sense environmental changes, respond rapidly and reconfigure resources. Empirical evidence indicates that HR analytics can facilitate evidence-based management, improve strategic decision-making and support organisational agility. However, challenges involving data quality, analytical skills, organisational culture, leadership support, privacy and ethical governance can limit its effectiveness. The paper concludes that people analytics capability can strengthen strategic HRM when analytics is integrated into strategic decision-making rather than treated merely as an administrative reporting function. The paper recommends investment in analytical competencies, integrated HR information systems, data governance, strategic HR-business alignment and ethical safeguards. The paper contributes to knowledge by integrating people

analytics capability, strategic HRM and organisational agility into a single conceptual perspective.

**Keywords:** People Analytics Capability, Strategic Human Resource Management, Human Resource Analytics, Organisational Agility, Strategic Decision-Making, Dynamic Capabilities

---

## 1. Introduction

Organisations operate in an environment characterised by rapid technological development, changing customer expectations, workforce mobility, economic uncertainty and intensified competition. These conditions have increased the importance of organisational agility—the capacity of an organisation to recognise changes in its environment and respond to them rapidly and effectively. Organisational agility is particularly important because competitive advantage increasingly depends not only on possessing resources but also on the ability to reconfigure those resources as circumstances change.

The emergence of people analytics capability has provided organisations with new opportunities to strengthen the strategic role of HR. People analytics involves the systematic use of employee and workforce data, analytical techniques and technology to generate insights for human-resource and organisational decisions. However, people analytics capability extends beyond merely having an HR information system or collecting employee data. It involves the ability to ensure the quality of workforce data, possess appropriate analytical competencies and translate analytical insights into strategic managerial action. Minbaeva (2018) particularly conceptualises human capital analytics capability around data quality, analytical capability and the strategic ability to act. This perspective suggests that the strategic value of people analytics depends not simply on the availability of technology but on an organisation's capacity to transform workforce information into actionable knowledge.

The connection between people analytics and SHRM is important because contemporary HR decisions increasingly need to demonstrate their contribution to organisational objectives. Strategic HRM emphasises the alignment of human-resource policies and practices with organisational strategy. Wright and McMahan (1992) explain SHRM as a pattern of planned human-resource deployments and activities intended to enable organisations to achieve their goals. People analytics can strengthen this alignment by providing evidence on workforce capabilities, employee performance, turnover patterns, skill gaps, recruitment outcomes and other human-resource indicators. Thus, analytics can enable HR managers to move from primarily administrative reporting toward more evidence-based strategic decision-making.

Evidence from Rivers State also demonstrates that digital HR systems are becoming relevant to workforce and organisational outcomes. Lolo and Edum (2025), for instance,

examined HR analytics/reporting systems and talent retention among oil firms in Rivers State and reported a significant positive relationship between HR analytics/reporting systems and talent retention. Earlier research by Kalio and Zeb-Obipi examined employee information systems and HR procurement in the oil and gas sector in Rivers State, demonstrating the relevance of technology-enabled employee information systems to HR processes such as human-resource planning, recruitment, selection and placement. These studies provide a Nigerian contextual basis for examining how workforce information and analytics can contribute to more strategic HR practices.

The relevance of people analytics becomes even more apparent when considered in relation to organisational agility. Organisations require timely information to determine whether they have the skills and human resources necessary to respond to environmental changes. For example, people analytics can reveal emerging skill shortages, identify employees with critical competencies, monitor workforce turnover and support decisions concerning training, recruitment and redeployment. In this respect, analytics can strengthen an organisation's capacity to sense, respond and adapt to changing circumstances. This argument is consistent with the dynamic capabilities perspective, which explains organisational competitiveness in dynamic environments through the ability to sense opportunities and threats, seize opportunities and reconfigure organisational resources (Teece, 2007).

Recent Nigerian studies provide further support for linking technology-enabled HR practices with agility. A study of indigenous oil and gas servicing companies in South-South Nigeria found that e-recruitment was examined in relation to organisational agility, with the study specifically focusing on the ability of oil and gas firms to respond to changing workforce requirements. Similarly, recent research on e-performance management in oil and gas companies in Rivers State examined its relationship with organisational agility, focusing on responsiveness and adaptability. Another recent study on E-HRM practices and organisational agility in multinational firms in Rivers State examined electronic performance management and employee self-service systems in relation to responsiveness and flexibility. Collectively, these studies suggest that digitalisation of HR activities may have implications beyond administrative efficiency and may contribute to organisational responsiveness.

However, the concept of people analytics capability is broader than individual digital HR practices such as e-recruitment, electronic performance management or employee self-service. People analytics capability concerns the organisation's broader capacity to convert workforce data into strategic intelligence and action. This distinction is important because having digital HR systems does not necessarily mean that an organisation possesses the analytical capability required to generate strategic value from its data. Angrave et al. (2016) caution that organisations may encounter difficulties in converting big data and analytics into strategic HR value when HR professionals lack appropriate analytical skills or when analytics is disconnected from organisational strategy. Consequently, the strategic question is not simply whether oil and gas organisations use HR

technology, but whether they possess the capability to use workforce information strategically.

The oil and gas industry in Rivers State also presents a context in which organisational agility is increasingly important. Changes in technology, regulatory requirements, environmental expectations, labour-market conditions and operational requirements may require organisations to rapidly adjust workforce capabilities. Recent research on strategic HR action in selected oil and gas firms in Port Harcourt, for example, has examined the relationship between strategic HR action and organisational performance, reinforcing the relevance of HR planning and strategic workforce management in the sector. Similarly, research on green HRM and organisational agility among oil-servicing firms in South-South Nigeria has examined how HR practices relate to flexibility, adaptability and responsiveness.

Despite these developments, there remains a need for deeper examination of how people analytics capability interacts with strategic HRM to influence organisational agility in the Nigerian oil and gas context. Existing Nigerian studies have examined HR analytics in relation to outcomes such as employee efficiency, talent retention and organisational sustainability, while other studies have considered digital HR practices and organisational agility. However, these streams of research have not sufficiently integrated people analytics capability and strategic HRM as interconnected mechanisms through which oil and gas organisations develop agility. This creates a relevant area for seminar discussion and further empirical investigation, particularly in Rivers State.

The seminar therefore focuses on People Analytics Capability and Strategic HRM: Implications for Organisational Agility of Oil and Gas Industry in Rivers State, Nigeria. The central argument is that people analytics capability can provide the workforce intelligence required for strategic HRM, while strategic HRM provides the organisational mechanism for translating that intelligence into workforce decisions and actions. In turn, effective strategic use of workforce information may strengthen the organisation's ability to sense environmental changes, respond rapidly and adapt its human resources to changing operational requirements. The discussion is consequently situated at the intersection of people analytics, strategic HRM and organisational agility, with particular attention to the Nigerian oil and gas industry and the organisational realities of Rivers State.

## **2. Statement of the Problem**

Organisational agility has become an important concern for firms operating in dynamic and uncertain business environments. In the oil and gas industry, the need for agility is particularly significant because organisations operate amid technological changes, regulatory requirements, fluctuating market conditions, environmental pressures, changing skill requirements and intense competition. Organisational agility reflects the capacity of an organisation to identify changes in its environment and respond through timely adjustments in its people, processes and resources. Nigerian studies have demonstrated the relevance of agility to the oil and gas sector. For example, Akpobolokami (2023) examined green performance management and organisational agility in multinational oil and gas companies

in Nigeria, while Alikornwo, Echendu and Adiele (2024) examined hybrid work models and agility among indigenous oil and gas firms in Rivers State. These studies indicate that organisational responsiveness, flexibility and adaptability are increasingly important within the Nigerian oil and gas environment.

Despite the importance of organisational agility, oil and gas organisations may encounter difficulties in responding rapidly to changing workforce requirements. The industry relies heavily on specialised technical and managerial skills, meaning that organisational responsiveness is partly dependent on the availability, deployment and development of appropriate human capital. When organisations lack timely information about employee competencies, emerging skill gaps, turnover patterns, workforce availability and performance, management may experience difficulty making rapid and informed workforce decisions. Consequently, the challenge is not only to possess qualified employees but also to have the capacity to generate and utilise reliable workforce intelligence for strategic decisions.

This challenge has contributed to increasing interest in people analytics capability. People analytics involves the systematic use of workforce data and analytical techniques to generate information that can support human-resource and organisational decisions. However, possessing employee data or an HR information system does not automatically constitute people analytics capability. The organisation must be capable of collecting reliable data, analysing it appropriately and converting the resulting information into strategic action. Minbaeva's (2018) framework emphasises data quality, analytical capability and the strategic ability to act as important elements of credible human-capital analytics. The problem, therefore, is that organisations may invest in HR technologies without developing the complementary analytical and managerial capabilities required to turn workforce data into strategic value.

Evidence from the Nigerian oil and gas sector suggests that this issue is worthy of investigation. Abubakar, Tamunomiebi and Gabriel (2025) examined descriptive human resource analytics and employee efficiency in multinational oil and gas companies in Nigeria. Their study, involving five multinational oil and gas companies and 385 respondents, reported a significant relationship between descriptive HR analytics and employee efficiency. The authors recommended investment in systems capable of collecting, storing and analysing HR-related data. Similarly, Abubakar and Don-Baridam (2024) examined prescriptive HR analytics and employee efficiency in multinational oil and gas companies in Nigeria and reported a significant relationship between prescriptive HR analytics and employee efficiency. These findings suggest that workforce analytics can have important implications for human-resource outcomes within the Nigerian oil and gas industry.

Evidence from Rivers State also indicates growing relevance of HR analytics. Lolo and Edum (2025), in a study of oil firms in Port Harcourt, examined HR analytics/reporting systems and talent retention. Using data from oil firms in Rivers State, the study reported a significant positive relationship between HR analytics/reporting systems and talent

retention. While this finding demonstrates the relevance of HR analytics to workforce outcomes, it does not fully explain how an organisation's broader people analytics capability can contribute to strategic HRM and organisational agility.

A further problem concerns the strategic positioning of HR. Strategic HRM requires HR decisions to be aligned with organisational objectives rather than being limited to routine administrative activities. Where HR lacks credible workforce evidence, strategic decisions concerning recruitment, talent development, succession, workforce planning and employee deployment may depend heavily on managerial judgement. Conversely, effective people analytics can provide evidence about workforce capabilities and emerging workforce risks, potentially enabling HR managers to participate more effectively in strategic decision-making. The challenge for oil and gas organisations in Rivers State is therefore to determine how workforce analytics can be integrated into strategic HRM rather than being treated simply as a reporting or administrative function.

There is also a contextual problem in the existing Nigerian literature. Previous studies have examined HR analytics and employee efficiency, HR analytics and talent retention, and various HR practices and organisational agility separately. For example, research on e-recruitment among indigenous oil and gas servicing companies in South-South Nigeria examined its relationship with organisational agility and involved managers from indigenous oil and gas companies in Rivers State. Research has also examined green HRM and organisational agility among multinational oil and gas companies in Nigeria, including studies focusing on flexibility, adaptability and responsiveness. However, there appears to be comparatively limited empirical attention to the integrated relationship between people analytics capability, strategic HRM and organisational agility, particularly within oil and gas companies operating in Rivers State.

The problem is therefore not simply whether oil and gas companies use digital HR systems. Rather, it concerns whether these organisations possess the capability to transform workforce data into strategic intelligence and use that intelligence to support agile organisational responses. A recent Nigerian review of HR analytics similarly observes that Nigerian organisations have progressed from traditional personnel administration toward HR metrics and analytics, but that more advanced stages involving predictive and strategic analytics remain less developed. This suggests a potential gap between having workforce information and possessing a mature people analytics capability capable of supporting strategic HR decisions.

Furthermore, organisational agility requires more than information availability. Management must be able to interpret workforce information, make timely decisions and reconfigure human resources when circumstances change. For instance, where new technologies create demand for specialised competencies, an agile organisation should be able to identify the skills gap, determine whether existing employees can be reskilled and decide whether recruitment or redeployment is required. People analytics capability may provide the evidence needed for such decisions, while strategic HRM provides the processes through which the decisions are translated into workforce actions.

The unresolved issue, therefore, is the extent to which people analytics capability can strengthen strategic HRM and contribute to organisational agility in oil and gas companies in Rivers State, Nigeria. Existing Nigerian evidence provides support for relationships between HR analytics and employee outcomes and between HR practices and organisational agility, but there remains a need to bring these strands together within a single analytical discussion. This gap provides the basis for the seminar paper titled “People Analytics Capability and Strategic HRM: Implications for Organisational Agility of Oil and Gas Industry in Rivers State, Nigeria.”

The paper consequently addresses the need to understand how data quality, analytical capability and the strategic ability to act can enhance the strategic role of HR and, ultimately, support organisational flexibility, responsiveness and adaptability in the oil and gas industry. The outcome of such an examination can provide useful insights for HR practitioners and managers seeking to use workforce analytics not merely for reporting purposes but as a strategic resource for responding to the changing business environment.

### **3. Aim Of The Study**

The aim of this study is to examine the relationship between People Analytics Capability and Strategic HRM: Implications for Organisational Agility of Oil and Gas Industry in Rivers State, Nigeria.

The specific objectives of the study are to:

1. To examine the relationship between People Analytics Capability and Strategic Human Resource Management in the oil and gas industry in Rivers State, Nigeria.
2. To determine the influence of People Analytics Capability on Organisational Agility of oil and gas companies in Rivers State, Nigeria.
3. To assess the implications of Strategic Human Resource Management in strengthening the relationship between People Analytics Capability and Organisational Agility of oil and gas companies in Rivers State, Nigeria.

### **4. Significance Of The Study**

The study on “People Analytics Capability and Strategic HRM: Implications for Organisational Agility of Oil and Gas Industry in Rivers State, Nigeria” is significant because it examines how the ability of organisations to collect, analyse and strategically use workforce data can strengthen strategic human resource management and enhance organisational agility. The study is expected to be useful to the following stakeholders:

#### **4.1 Management of Oil and Gas Companies**

The study will provide management of oil and gas companies with insight into how People Analytics Capability can support evidence-based workforce decisions. By using reliable employee data and analytics, managers may be better positioned to identify workforce gaps, anticipate skills requirements, allocate employees effectively and respond to changes in the business environment. The findings may therefore assist managers in

developing HR practices that promote organisational flexibility, responsiveness and adaptability.

#### **4.2 Human Resource Managers and Professionals**

The study will be particularly useful to HR managers because it highlights the strategic role of workforce data beyond routine personnel administration. It will demonstrate how people analytics can support strategic workforce planning, talent management, employee development and evidence-based decision-making. The study may also encourage HR professionals to strengthen their analytical competencies and collaborate more closely with line managers and top management in achieving organisational objectives.

#### **4.3 Oil and Gas Industry**

The oil and gas industry operates in an environment characterised by technological changes, fluctuating market conditions, changing workforce requirements and increasing demands for efficiency. The study will provide evidence on how people analytics and strategic HRM can contribute to organisational agility. This may help oil and gas firms develop workforce strategies that enable them to sense environmental changes, respond promptly and reconfigure human resources when necessary.

#### **4.4 Employees**

Employees may also benefit indirectly from the study. Effective use of people analytics can help organisations identify employees' skills, training needs, career-development opportunities and workforce challenges. When workforce decisions are supported by appropriate and reliable data, organisations may be better able to match employees' capabilities with organisational requirements and provide targeted development opportunities.

#### **4.5 Policy Makers and Professional HR Bodies**

The findings may provide useful information to policymakers, regulators and professional bodies concerned with human resource development and workforce transformation in Nigeria. The study may support the development of guidelines and professional-development initiatives relating to HR analytics, digital HRM, workforce planning and data-driven human resource practices, particularly within strategically important sectors such as oil and gas.

#### **4.6 Scholars and Future Researchers**

The study will contribute to the academic literature by linking People Analytics Capability, Strategic HRM and Organisational Agility within the context of the oil and gas industry in Rivers State. Existing studies have often examined HR analytics, strategic HRM or organisational agility separately. By bringing these constructs together, the study provides a basis for further empirical research in Nigeria and other developing economies. Future researchers may also use the study as a reference for developing related studies on people analytics, digital HRM, workforce transformation and organisational agility.

## 5. Methodology

### 5.1 Research Approach

This seminar paper adopted a **qualitative literature-based research approach** to examine People Analytics Capability and Strategic Human Resource Management (SHRM) and their implications for Organisational Agility in the oil and gas industry in Rivers State, Nigeria. The approach was considered appropriate because the paper is primarily conceptual and review-based rather than an empirical field study. It enabled the researcher to examine existing theoretical arguments, empirical findings and industry-related evidence concerning the application of people analytics in strategic human resource management and organisational agility.

### 5.2 Sources of Data

The paper relied primarily on **secondary sources of data**. Relevant information was obtained from peer-reviewed journal articles, scholarly books, conference papers, research reports, institutional publications and credible online academic databases. Particular attention was given to studies on people analytics, human resource analytics, strategic HRM, organisational agility, workforce transformation and the oil and gas industry. Both international and Nigerian studies were considered in order to provide a balanced understanding of the subject. Greater attention was given to studies conducted within Nigeria and, where available, studies relating specifically to the oil and gas industry and Rivers State.

### 5.3 Literature Search Strategy

Relevant literature was identified through searches using key terms such as “People Analytics Capability,” “People Analytics,” “Human Resource Analytics,” “Strategic Human Resource Management,” “Organisational Agility,” “HR analytics and agility,” “oil and gas industry,” “Nigeria,” and “Rivers State.” The literature search focused on studies that addressed at least one of the major constructs of the paper. Relevant publications were reviewed to identify definitions, dimensions, theoretical explanations, empirical relationships and research gaps.

### 5.4 Selection of Literature

The literature included in the seminar paper was selected based on its relevance, academic credibility and relationship to the objectives of the study. Priority was given to peer-reviewed publications and recognised scholarly sources. Studies that provided evidence on people analytics, strategic HRM, organisational agility and workforce management in dynamic business environments were considered particularly relevant. Nigerian studies were also incorporated to ensure that the discussion reflected the institutional and organisational realities of the Nigerian business environment. For example, recent Nigerian research has examined human resource analytics and employee efficiency in multinational oil and gas companies, while other studies have investigated HR analytics and talent retention among oil firms in Rivers State. Research has also examined

organisational agility in relation to HR practices among oil and gas firms in the region. These studies provide useful contextual evidence for the present seminar discussion.

## **6. Conceptual Review**

### **6.1 Concept of People Analytics**

People Analytics Capability has emerged as an important concept in contemporary Human Resource Management (HRM) as organisations increasingly rely on data and analytics to make informed decisions about their workforce. It represents more than the mere availability of employee data or the use of HR information systems. Rather, it concerns an organisation's capacity to collect reliable workforce data, analyse the data appropriately, generate meaningful insights, and translate those insights into strategic decisions and actions. People analytics itself refers to the systematic use of data and analytical techniques to understand workforce-related issues and improve employee and organisational outcomes. Caughlin (2018) explains people analytics as the systematic and scientific use of quantitative or qualitative analysis of people-related data to inform employee-related business decisions and organisational performance. The concept has evolved from traditional HR reporting and metrics toward more sophisticated forms of descriptive, predictive and prescriptive analysis.

Marler and Boudreau (2017) describe HR analytics as an HR practice enabled by information technology that uses descriptive, visual and statistical analysis of HR, human capital and organisational data to establish business impact and support data-driven decision-making. Their evidence-based review also demonstrates that people analytics has increasingly become connected with strategic HRM, talent management and organisational performance. However, People Analytics Capability goes beyond simply conducting analytics. Minbaeva (2018) argues that human capital analytics should be understood as an organisational capability because its value depends on the organisation's ability to develop and use analytics effectively. She identifies three major dimensions of this capability: data quality, analytics capability and strategic ability to act. Data quality concerns the availability, accuracy, reliability and relevance of workforce information; analytics capability concerns the ability to process and interpret workforce data; while strategic ability to act refers to the organisation's capacity to convert analytical insights into meaningful managerial and strategic actions.

In the context of the oil and gas industry in Rivers State, People Analytics Capability can therefore be understood as the capacity of oil and gas organisations to obtain quality employee and workforce data, apply appropriate analytical techniques to generate HR insights, and use those insights to make strategic workforce and organisational decisions. This capability is particularly relevant to an industry where organisations must manage specialised skills, workforce planning, employee performance, talent retention and changing operational requirements. People Analytics Capability can also strengthen the strategic role of HR. Instead of relying mainly on intuition or routine personnel reports, HR managers can use workforce evidence to identify skill gaps, forecast workforce requirements, evaluate employee performance, identify retention risks and support strategic

workforce planning. Contemporary professional HRM literature similarly identifies people analytics as an important foundation for strategic decision-making and effective strategic HRM.

## **7. Strategic Human Resource Management**

Strategic Human Resource Management (SHRM) is an approach to human resource management that integrates people, HR policies and practices with the strategic objectives of an organisation. It moves HRM beyond routine administrative activities by emphasising the contribution of human resources to organisational goals, competitiveness and long-term performance. Wright and McMahan (1992) define SHRM as the pattern of planned human resource deployments and activities intended to enable an organisation to achieve its goals. Their perspective emphasises both the vertical alignment of HR practices with organisational strategy and the horizontal consistency among different HR practices.

According to Schuler's perspective, SHRM is concerned with the integration and adaptation of human resources to the strategic needs of the organisation. This means that HR policies should be integrated with business strategy, internally consistent across HR activities, and implemented effectively by managers and employees. Thus, recruitment, training and development, performance management, compensation, career management and workforce planning should work together rather than operate as isolated HR activities.

### **Relationship between People Analytics Capability and Strategic HRM**

People Analytics Capability and Strategic Human Resource Management (SHRM) are closely related because people analytics provides the data, evidence and analytical insights required to make HR decisions that are aligned with organisational strategy. While SHRM focuses on integrating human resources with organisational objectives, People Analytics Capability provides the organisational capacity to generate reliable workforce information and translate it into strategic HR decisions.

Minbaeva (2018) argues that human capital analytics should be viewed as an organisational capability rather than simply a technological tool. She identifies data quality, analytical competencies and strategic ability to act as the three important dimensions of this capability. This suggests that the value of people analytics is realised when organisations can obtain credible workforce data, analyse it competently and use the resulting insights to influence strategic decisions.

The relationship is also consistent with the strategic orientation of HRM. Wright and McMahan (1992) explain SHRM as the pattern of planned HR deployments and activities intended to enable organisations to achieve their goals. From this perspective, HR decisions should not operate independently of organisational strategy. People analytics can support this alignment by providing evidence about workforce capabilities, skill gaps, employee performance, turnover patterns, talent requirements and other human-capital issues that have strategic implications.

Marler and Boudreau (2017) further establish that HR analytics involves the use of technology-enabled descriptive, visual and statistical analysis of HR and organisational data

to establish business impact and support data-driven decision-making. This makes people analytics particularly relevant to SHRM because it enables HR professionals to move from routine reporting toward evidence-based strategic decision-making.

### 7.1 People Analytics as a Strategic HRM Enabler

People Analytics Capability can strengthen SHRM in several important ways.

**First, it supports strategic workforce planning.** Through the analysis of workforce data, HR managers can identify current and future staffing requirements, skills shortages and workforce trends. This enables HR to develop workforce strategies that are more closely aligned with organisational objectives.

**Second, it strengthens evidence-based HR decision-making.** Instead of relying exclusively on managerial intuition, HR professionals can use analytical evidence to support decisions relating to recruitment, training, employee deployment, performance management and retention. A recent study of emerging-market firms reported a positive and significant relationship between People Analytics Capability and the quality of strategic HR decisions, although the study was conducted in Indonesia rather than Nigeria.

**Third, it strengthens strategic talent management.** Analytics can help organisations identify critical talent, assess workforce capabilities and evaluate the effectiveness of talent-management processes. Mayo (2018), for example, notes that HR metrics and analytics can be applied to individual employee data, talent-process effectiveness and supporting organisational culture, thereby linking talent decisions with business performance indicators.

**Fourth, it enhances HR-business alignment.** People analytics can help HR demonstrate how workforce issues relate to broader organisational outcomes. This is important for transforming HR from an administrative function into a strategic partner. Research on people analytics indicates that its development has increasingly been associated with the movement of HR from functional support toward strategic organisational requirements.

### 7.2 People Analytics Capability in the Oil and Gas Industry

The relationship is particularly relevant to the **oil and gas industry in Rivers State, Nigeria**, where organisations depend heavily on specialised technical and managerial skills. Strategic HR decisions in such organisations may involve workforce planning, skills development, talent retention, employee deployment, succession planning and preparation for technological changes. Evidence from the oil and gas sector indicates that HR is increasingly expected to assume a more strategic role. McKinsey's review of HR in the oil and gas industry identifies people analytics as one of the strategic actions companies can pursue and argues for linking people analytics applications to value creation. It also highlights the importance of HR professionals who understand both analytics and business/industry requirements.

This implies that People Analytics Capability can provide oil and gas companies with workforce intelligence that enables HR managers to identify emerging human-capital issues and align HR interventions with organisational priorities. For instance, analytics may reveal shortages in critical technical skills, increasing turnover in key positions or changing workforce capability requirements. Strategic HRM can then respond through targeted recruitment, training, succession planning, redeployment or retention strategies.

### **7.3 Relationship between People Analytics Capability and Organisational Agility**

People Analytics Capability and Organisational Agility are closely connected because the ability to collect, analyse and strategically use workforce information can help organisations sense changes, make timely decisions, redeploy human resources and adapt to changing operating conditions. People analytics therefore provides an information and decision-making foundation through which organisations can strengthen their capacity to respond to environmental changes.

Minbaeva (2018) conceptualises human capital analytics as an organisational capability built around data quality, analytical capability and strategic ability to act. The importance of these dimensions is that workforce data alone does not create organisational value. Organisations must be capable of analysing the data and, importantly, translating analytical insights into managerial actions. This capability provides a logical link to organisational agility because timely workforce intelligence can support faster and better-informed responses to changes in the business environment.

McCartney and Fu (2022) provide further support for this relationship by demonstrating that HR technology can enable HR analytics, which facilitates evidence-based management and ultimately contributes to organisational outcomes. Their study of 155 organisations found support for a chain in which HR technology enables analytics, analytics facilitates evidence-based management, and evidence-based management contributes to organisational performance.

More direct evidence comes from Vadithe and Kesari (2024), who examined HR analytics adoption and organisational agility using data from 678 HR managers in India. Their findings indicated that HR analytics adoption had a positive effect on organisational agility and operational performance. The study suggests that analytical capabilities can help organisations use workforce information to improve their ability to respond to changing business conditions.

Recent research also provides a stronger explanation of *how* this relationship occurs. Mathur et al. (2025) conceptualised HR analytics as a strategic capability that supports the three dynamic-capability processes of sensing, seizing and reconfiguring. Their framework argues that HR analytics can strengthen sensing by identifying workforce changes, support seizing through evidence-based decisions, and facilitate reconfiguration through flexible workforce deployment and continuous reskilling.

Similarly, a 2026 study in the *Engineering, Construction and Architectural Management* journal found that HR analytics positively influenced organisational agility

and operational performance among 330 HR managers in India's construction sector. The study further found that HR analytics played a mediating role between HR technology/human-resource big data and organisational agility. Although the sector differs from oil and gas, the evidence is relevant because both contexts involve complex workforce requirements and changing operational environments.

#### **7.4 Relevance to the Oil and Gas Industry in Rivers State**

The relationship is particularly important for oil and gas companies operating in Rivers State because the industry requires specialised technical and managerial competencies and operates within an environment characterised by technological, operational and workforce changes.

Evidence from the Nigerian oil and gas context supports the relevance of HR analytics. Abubakar, Tamunomiebi and Gabriel (2025), for example, examined descriptive HR analytics and employee efficiency in multinational oil and gas companies in Nigeria and reported a significant positive relationship between descriptive HR analytics and employee efficiency. This suggests that the systematic use of workforce information can have meaningful organisational consequences in the Nigerian oil and gas sector.

The relationship between HR practices and agility has also been examined in Rivers State. Studies of indigenous oil and gas firms have investigated organisational agility through dimensions such as flexibility and responsiveness, demonstrating the growing relevance of agility within the regional oil and gas context.

#### **7.5 Strategic Human Resource Management and Organisational Agility**

Strategic Human Resource Management (SHRM) and organisational agility are closely connected because the ability of an organisation to respond effectively to environmental changes depends not only on technology and financial resources but also on the availability of skilled, adaptable and strategically managed employees. Strategic HRM refers to the systematic integration of human resource policies and practices with the overall strategic direction of an organisation. Wright and McMahan (1992) describe SHRM as the pattern of planned human resource deployments and activities intended to enable an organisation to achieve its goals. Similarly, Boxall and Purcell (2016) emphasise that SHRM involves managing people in ways that support organisational strategy and sustainable performance.

Organisational agility, on the other hand, refers to an organisation's capacity to identify changes in its internal and external environment and respond to them rapidly and effectively. Overby et al. (2006) conceptualise organisational agility around the ability to detect environmental changes and respond appropriately, while Teece et al. (2016) associate agility with the capacity to sense opportunities and threats, seize opportunities and reconfigure organisational resources. Thus, SHRM can contribute to organisational agility by ensuring that the organisation possesses the right human capabilities, structures and HR practices needed to respond to changing circumstances.

One important link between SHRM and organisational agility is strategic workforce planning. Organisations operating in dynamic industries such as oil and gas need to anticipate changes in technology, regulations, market conditions and workforce requirements. SHRM enables organisations to identify current and future talent requirements and develop strategies for recruitment, deployment, succession and employee development. This ensures that human resources can be mobilised when new opportunities or challenges emerge. Wright et al. (2001) argue that strategic HR systems can contribute to organisational performance when human resources and capabilities are aligned with changing strategic requirements.

Another important connection is employee development and continuous learning. Agile organisations require employees who can acquire new knowledge, develop new skills and adapt to changing work processes. SHRM supports this through training, career development, reskilling and knowledge management. In the oil and gas industry, for example, technological developments such as artificial intelligence, automation, digital platforms and advanced analytics require employees to continuously update their competencies. Strategic investment in employee development therefore creates a workforce capable of adjusting to technological and operational changes.

SHRM also promotes organisational agility through flexible work and employment practices. Flexible job designs, cross-functional teams, employee empowerment and decentralised decision-making can allow employees to respond more quickly to emerging operational problems. This is consistent with the argument of Lepak et al. (2006) that HR systems can facilitate organisational flexibility by influencing employee skills, motivation and opportunities to contribute. Where employees are empowered and possess the necessary competencies, organisations can respond to environmental changes without excessive delays caused by rigid decision-making structures.

Furthermore, performance management and reward systems can reinforce organisational agility. Strategic HRM aligns employee objectives and performance expectations with organisational priorities. Reward systems can encourage behaviours such as innovation, collaboration, knowledge sharing and responsiveness to customers. In an increasingly volatile business environment, these behaviours can help organisations adjust their activities and resources in response to changing conditions.

The relationship between SHRM and agility is also explained through the Dynamic Capabilities perspective. Teece (2007) argues that organisations achieve sustained competitiveness in changing environments through their ability to sense opportunities and threats, seize opportunities and transform or reconfigure their resources. Human resources are central to these processes because employees provide much of the knowledge, expertise and organisational learning required for sensing, seizing and reconfiguration. From this perspective, SHRM serves as an organisational mechanism through which human capabilities are developed and aligned with changing strategic needs.

Empirical research also provides support for the relationship between strategic HR practices and organisational agility. For example, Shamsuddin et al. (2020) found that

strategic human resource practices can contribute to organisational agility by developing employee competencies and encouraging behaviours that facilitate organisational adaptation. Similarly, research on HR systems and organisational responsiveness suggests that appropriately designed HR practices can enhance an organisation's capacity to adapt to environmental uncertainty.

In the context of the oil and gas industry in Rivers State, Nigeria, the relationship is particularly relevant because companies operate in an environment characterised by technological change, regulatory requirements, fluctuating market conditions, operational risks and changing workforce requirements. Strategic HRM can support agility by ensuring that employees possess relevant competencies, managers can deploy talent quickly, and HR policies encourage learning, innovation, collaboration and adaptability. Nigerian studies on oil and gas organisations have similarly examined how HR practices, digitalisation and flexible work arrangements relate to organisational agility, indicating the increasing importance of strategically managing human resources within the sector.

### **7.6 Application of People Analytics in the Nigerian Oil and Gas Industry**

The Nigerian oil and gas industry is characterised by a complex and highly dynamic operating environment involving technological changes, regulatory requirements, fluctuating oil prices, operational risks, skills shortages and increasing pressure for improved productivity and cost efficiency. These conditions require organisations to make timely and evidence-based decisions concerning their workforce. People Analytics provides an important mechanism for achieving this objective because it enables organisations to collect, integrate and analyse workforce data to generate insights that can support human resource and business decisions (Marler & Boudreau, 2017; Minbaeva, 2018).

People Analytics involves the systematic use of employee and workforce data, statistical techniques and analytical technologies to understand workforce patterns and support organisational decision-making. Rather than relying exclusively on managerial experience or intuition, People Analytics enables HR professionals and managers to use evidence concerning employees to address workforce challenges and anticipate future needs. In the Nigerian oil and gas industry, this capability can be applied to areas such as workforce planning, talent management, employee performance, skills development, employee turnover, safety management, succession planning and strategic decision-making.

### **7.7 Workforce Planning and Deployment**

One major application of People Analytics in the Nigerian oil and gas industry is workforce planning. Oil and gas operations require different categories of employees, including engineers, geologists, technicians, safety specialists, project managers, administrative personnel and other technical professionals. People Analytics can integrate information relating to employee qualifications, competencies, experience, age, job roles, retirement projections and performance to determine present and future workforce requirements.

For example, an oil and gas company can use workforce analytics to identify departments that are likely to experience skills shortages as experienced employees retire or as new technologies are introduced. Such information can help management determine whether to recruit new employees, redeploy existing employees or invest in employee development. This supports strategic workforce planning and reduces the risk of having critical positions without appropriately skilled personnel.

### **7.8 Talent Management and Succession Planning**

People Analytics can also support talent management and succession planning. The oil and gas industry depends substantially on specialised knowledge and technical expertise. The loss of experienced employees can therefore create significant knowledge and capability gaps. Through analytics, organisations can identify high-potential employees, critical positions, competency gaps and potential successors.

Minbaeva (2018) argues that credible human capital analytics can improve the quality of strategic decisions when organisations possess reliable data, analytical capabilities and the ability to translate analytical insights into action. In the Nigerian oil and gas industry, this means that companies can use workforce data to identify employees who have the competencies and potential required to assume critical positions in the future. People Analytics can consequently support succession planning and reduce organisational dependence on individual employees.

### **7.9 Employee Performance Management**

Another important application is employee performance management. Oil and gas companies normally operate with clearly defined performance objectives relating to production, project completion, safety, maintenance, customer service, cost management and operational efficiency. People Analytics can combine performance data with information on training, workload, absenteeism, job experience and other workforce variables to identify factors associated with employee performance. Instead of simply determining whether an employee has achieved a performance target, analytics can help managers understand patterns behind performance outcomes. For example, if particular units consistently demonstrate lower performance, workforce data may reveal whether the problem is associated with inadequate skills, excessive workload, insufficient staffing or limited access to training. This provides a more evidence-based approach to performance management.

### **7.10 Employee Training, Reskilling and Development**

The increasing use of digital technologies, automation, artificial intelligence and advanced operational systems is changing the skills required within the oil and gas industry. People Analytics can assist organisations in identifying existing competency gaps and determining the skills that employees will require in the future. By comparing employees' current competencies with the skills required for particular positions, organisations can identify training priorities. Analytics can also be used to evaluate whether training programmes produce improvements in employee performance. This enables companies to

move from generalised training programmes towards more targeted and evidence-based learning interventions.

Marler and Boudreau (2017) note that HR analytics can provide evidence for important HR decisions, while McCartney and Fu (2022) demonstrate that HR technology and analytics can facilitate evidence-based management. For Nigerian oil and gas companies, this application is particularly relevant as organisations seek to prepare employees for digital transformation while retaining valuable technical knowledge.

### **7.11 Employee Turnover and Retention**

People Analytics can be used to understand and manage employee turnover. Employee turnover can be costly, particularly when organisations lose employees possessing scarce technical skills or extensive organisational knowledge. Analytics can examine patterns involving tenure, compensation, promotion, career progression, engagement, workload, performance and previous turnover to identify factors associated with employee exits. Predictive analytics can potentially help organisations identify positions or workforce groups with elevated turnover risk. Management can then investigate the underlying reasons and design appropriate retention strategies. However, such systems should be used responsibly because statistical associations do not automatically establish that a particular employee will leave the organisation. Human judgement and appropriate organisational procedures remain important.

### **7.12 Health, Safety and Workforce Risk Management**

Health and safety are particularly important in the oil and gas industry because many employees work in environments involving significant operational hazards. People Analytics can contribute to workforce risk management by analysing patterns in accidents, absenteeism, fatigue, work schedules, training records and safety incidents. For example, an organisation may examine whether certain work patterns are associated with increased safety incidents or whether specific groups of employees require additional safety training. Such analyses can help management identify potential workforce risks and strengthen preventive interventions. People Analytics can therefore complement, rather than replace, established occupational health and safety systems.

### **7.13 Absenteeism and Workforce Productivity**

People Analytics can also be applied to employee absenteeism and productivity. By analysing attendance records alongside information on workload, work schedules, location, employee category and operational demands, organisations can identify patterns of absenteeism. Managers can then investigate whether absenteeism is related to workforce shortages, work scheduling, employee wellbeing, transportation difficulties or other organisational factors. Similarly, workforce productivity indicators can be compared across departments, projects and employee groups. This can help management identify areas where productivity is relatively low and determine whether interventions such as additional staffing, training, process redesign or technological support are required.

### **7.14 Strategic Decision-Making**

Perhaps the most important application of People Analytics is its contribution to strategic decision-making. According to Minbaeva (2018), the value of human capital analytics depends not simply on possessing large amounts of data but on the ability to generate credible insights and translate those insights into organisational action. In the Nigerian oil and gas industry, People Analytics can provide management with evidence for decisions concerning workforce expansion, restructuring, recruitment, employee development, succession, outsourcing, talent retention and digital transformation. This moves HR from an administrative function towards a more strategic role in organisational decision-making.

McCartney and Fu (2022), in their study of organisations in Ireland, found that HR technology facilitates HR analytics and evidence-based management, thereby creating pathways through which HR information can contribute to organisational performance. Although the study was not conducted in Nigeria, its findings provide a useful basis for understanding how analytics can support strategic HR decision-making.

### **7.15 Supporting Organisational Agility**

People Analytics can also contribute to organisational agility in the Nigerian oil and gas industry. Organisational agility involves the capacity to detect environmental changes, respond rapidly and reconfigure resources when necessary (Overby et al., 2006; Teece, 2007). Workforce information is important to this process because organisational responses frequently depend on having employees with the right skills and capabilities available at the right time. For instance, when an oil and gas company introduces a new digital production system, People Analytics can help management identify employees who possess relevant competencies, determine skill gaps and identify where additional training is required. Similarly, when market or regulatory conditions change, workforce analytics can provide information that supports rapid redeployment of employees and restructuring of work processes.

Recent research provides empirical support for this relationship. Vadithe and Kesari (2024), based on data from HR managers in India, found a positive relationship between HR analytics adoption, organisational agility and operational performance. Similarly, McCartney and Fu (2022) show how HR analytics can facilitate evidence-based management, while recent research has increasingly connected HR analytics with organisational agility through organisational sensing, decision-making and resource reconfiguration.

## **8. Challenges Associated with People Analytics Adoption**

The adoption of People Analytics has created opportunities for organisations to make more evidence-based decisions concerning their workforce. However, the implementation and effective use of People Analytics are associated with several organisational, technological, human, ethical and institutional challenges. These challenges are particularly relevant to organisations in the Nigerian oil and gas industry, where

workforce data may be dispersed across different locations, departments and operational systems. The major challenges are discussed below.

### **8.1 Poor Data Quality and Inadequate Data Integration**

One of the major challenges associated with People Analytics adoption is the availability of accurate, complete and integrated workforce data. People Analytics depends on reliable employee information to generate meaningful insights for managerial and strategic decision-making. Where employee records are incomplete, outdated, duplicated or inconsistent, the analytical results may be misleading. Minbaeva (2018) argues that credible human capital analytics depends substantially on data quality, analytical capability and the organisation's ability to translate analytical findings into action.

This challenge may be particularly relevant to oil and gas companies operating in Rivers State because workforce information may be distributed across different departments, locations and information systems. Recruitment, payroll, training, performance, attendance and employee development records may not always be integrated into a single platform. Such fragmentation makes it difficult for HR managers to obtain a comprehensive view of workforce capabilities and requirements.

Poor data integration can consequently limit the ability of People Analytics to support strategic workforce planning, talent management and organisational agility. Oil and gas companies therefore need to establish integrated HR information systems and appropriate data-governance procedures to ensure that workforce data is accurate, timely, accessible and consistent.

### **8.2 Lack of Analytical Skills and Technological Infrastructure**

A second major challenge is the shortage of the technical and analytical competencies required to implement and utilise People Analytics effectively. People Analytics requires HR professionals to possess knowledge of data analysis, statistics, data interpretation, data visualisation and, increasingly, artificial intelligence and predictive analytics. Marler and Boudreau (2017) note that the effective development of HR analytics requires more than technology; organisations also need the appropriate human capabilities to use and interpret analytical information.

In oil and gas companies, the challenge may arise when organisations invest in analytics software without simultaneously developing the competencies of HR professionals and managers. Sophisticated technology may produce large amounts of workforce information, but the information will have limited strategic value if decision-makers cannot interpret it correctly or translate it into appropriate action.

Technological infrastructure is also important. People Analytics may require reliable HR information systems, data storage facilities, analytics software, cybersecurity systems and effective connectivity. Companies operating across multiple locations may face additional difficulties in integrating workforce data. Consequently, organisations need to combine technological investment with continuous training and development of HR professionals.

### **8.3 Employee Privacy, Confidentiality and Trust**

The concern becomes greater where organisations use predictive analytics or artificial intelligence to monitor employee behaviour or predict outcomes such as performance, turnover or absenteeism. Employees may perceive such applications as excessive workplace surveillance. Tursunbayeva et al. (2018) identify ethical, privacy and governance issues as important considerations in the development and use of People Analytics. For oil and gas companies, appropriate data governance is therefore essential. Management should establish clear policies regarding the collection, storage, access and use of employee information. Employees should also be informed about the purposes for which their data is collected and how analytical findings will be used. Maintaining confidentiality, transparency and appropriate human oversight can strengthen employee confidence in People Analytics.

### **8.4 Management Resistance and Weak Organisational Analytics Culture**

The fourth major challenge is resistance from managers and the absence of an organisational culture that supports evidence-based decision-making. Some managers may continue to rely heavily on personal experience, intuition and traditional HR practices even when analytical evidence is available. This can reduce the strategic value of People Analytics. People Analytics requires organisational commitment because analytical insights must ultimately influence managerial decisions. Minbaeva (2018) argues that the value of human capital analytics depends on an organisation's ability to act on analytical insights. Similarly, McCartney and Fu (2022) demonstrate the importance of evidence-based management in converting HR analytics into organisational value.

In the Nigerian oil and gas industry, senior management support is therefore important for successful adoption. Management should communicate the strategic value of People Analytics, provide adequate resources and encourage managers to use workforce evidence when making decisions concerning recruitment, training, succession, performance and workforce deployment. Developing an analytics-oriented culture will help move People Analytics from a reporting function to a strategic organisational capability.

## **9. Conclusion**

This study examined People Analytics Capability and Strategic HRM: Implications for Organisational Agility of Oil and Gas Companies in Rivers State, Nigeria. The review established that the increasing complexity and dynamism of the oil and gas industry make effective management of human resources increasingly dependent on reliable workforce information and evidence-based decision-making. People Analytics provides organisations with the capacity to collect, analyse and interpret workforce data and transform such information into useful insights for managerial and strategic decisions.

The study established that People Analytics Capability is an important foundation for Strategic HRM. When organisations possess quality workforce data, analytical competence and the ability to act on analytical insights, HR professionals can make more informed decisions concerning workforce planning, talent management, employee

development, succession planning, performance management and employee retention. People Analytics therefore enables HR to move beyond routine administrative activities towards a more strategic role that supports organisational objectives. The study also established a strong conceptual relationship between Strategic HRM and Organisational Agility. Strategic HRM contributes to organisational agility by developing employee competencies, encouraging continuous learning, supporting flexible workforce deployment and aligning human resources with changing organisational requirements. In an industry such as oil and gas, where technological developments, regulatory changes, market uncertainty and operational risks can require rapid organisational responses, strategically managed human resources constitute an important source of adaptability.

The study further identified several challenges that may limit the effective adoption of People Analytics among oil and gas companies. These include poor data quality, fragmented HR information systems, inadequate analytical skills, implementation costs, employee privacy concerns, managerial resistance, limited senior management support, algorithmic bias and difficulty translating analytical findings into practical action. These challenges suggest that acquiring analytics technology alone is insufficient. Organisations also require appropriate data governance, skilled personnel, supportive leadership and an organisational culture that values evidence-based decision-making.

In conclusion, People Analytics should be regarded as a strategic organisational capability rather than merely a technological or HR reporting tool. For oil and gas companies in Rivers State, developing this capability can strengthen Strategic HRM and provide workforce intelligence necessary for responsiveness, flexibility and adaptability. The effective integration of People Analytics with Strategic HRM can therefore provide a foundation for improving organisational agility and enabling companies to respond more effectively to the changing technological, economic and operational environment of the Nigerian oil and gas industry.

## **10. Recommendations**

1. Oil and gas companies in Rivers State should invest in integrated People Analytics infrastructure that provides accurate, timely and reliable workforce information. HR, payroll, recruitment, training, performance and employee records should be properly integrated to create a dependable workforce database. Management should also establish clear data-governance procedures to ensure data accuracy, security, confidentiality and appropriate access. This will enable HR managers to generate credible workforce intelligence for strategic decision-making.
2. Management should continuously develop the analytical competencies of HR professionals and managers through training in data analytics, statistical analysis, data interpretation, artificial intelligence and evidence-based decision-making. HR professionals should be equipped not only to generate analytical reports but also to interpret workforce patterns and translate them into strategic HR actions. This will strengthen the connection between People Analytics Capability and Strategic HRM.

3.  
Oil and gas companies should make People Analytics an integral part of Strategic HRM rather than treating it as a routine reporting tool. Workforce analytics should inform strategic workforce planning, recruitment, talent management, succession planning, performance management, employee development and retention decisions. By linking workforce evidence with organisational strategy, management can identify emerging skills requirements and deploy the right employees to the right positions at the right time.
4. Management should use People Analytics to strengthen the organisation's capacity to anticipate and respond to changes in technology, market conditions, regulations and workforce requirements. Analytics can be used to identify skills gaps, predict workforce needs, facilitate timely reskilling and redeployment, and support flexible workforce arrangements. This will enable oil and gas companies to respond more rapidly to environmental changes while maintaining an adaptable and strategically aligned workforce.

## 11. Contribution

In conclusion, the study establishes that People Analytics Capability is an important strategic resource for oil and gas companies in Rivers State, Nigeria, as it enables organisations to transform workforce data into useful insights for Strategic HRM and organisational decision-making. Effective use of People Analytics can support workforce planning, talent management, employee development, performance management and timely responses to changing technological and operational demands. The study further indicates that Strategic HRM provides the mechanism through which workforce insights can be translated into appropriate employee and organisational actions, thereby strengthening organisational responsiveness, flexibility and adaptability. However, the benefits of People Analytics depend on reliable data, analytical competencies, appropriate technological infrastructure, management support, employee trust and responsible data governance. Therefore, oil and gas companies that develop and strategically integrate People Analytics into their HR practices can strengthen their workforce capabilities and improve their capacity to remain agile in an increasingly dynamic industry.

---

## References

1. Abubakar, J. N. (2024). Prescriptive human resource analytics and employee efficiency of multinational oil and gas companies in Nigeria. *Global Academic and Scientific Journal of Multidisciplinary Studies*.
2. Abubakar, J. N., Tamunomiebi, M. D., & Gabriel, J. M. O. (2025). Descriptive human resource analytics and employee efficiency in multinational oil and gas companies in Nigeria. *Business Administration Department Journals, Rivers State University*.
3. Akpa, V., & Magaji, N. (2015). Strategic human resource management and organizational performance in the Nigerian oil and gas industry. *International Journal of Investment Management and Financial Innovations*.
4. Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M., & Stuart, M. (2016). HR and analytics: Why HR is set to fail the big data challenge. *Human Resource Management Journal*, 26(1), 1–11. <https://doi.org/10.1111/1748-8583.12090>
5. Boxall, P., & Purcell, J. (2016). *Strategy and human resource management* (4th ed.). Palgrave Macmillan.

6. Caughlin, D. E. (2018). People analytics. In R. W. Griffin (Ed.), *Oxford bibliographies in management*. Oxford University Press.
7. Kalio, N. L., & Zeb-Obipi, I. (2018). Recruitment management system and employee procurement in the oil and gas sector in Nigeria. *International Journal of Human Resource Management and Research*, 8(2), 7–18.
8. Lepak, D. P., Liao, H., Chung, Y., & Harden, E. E. (2006). A conceptual review of human resource management systems in strategic human resource management research. *Research in Personnel and Human Resources Management*, 25, 217–271.
9. Lolo, A. T., & Edum, C. C. (2025). Human resource analytics and talent retention of oil firms in Rivers State. *BW Academic Journal*, 2.
10. Magaji, N., Ajike, E., Akinlabi, B., & Sonubi, O. A. (2015). Strategic human resource management and organizational performance in the Nigerian oil and gas industry: The mediating role of organizational climate. *International Journal of Investment Management*
11. Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR analytics. *The International Journal of Human Resource Management*, 28(1), 3–26.  
<https://doi.org/10.1080/09585192.2016.1244699>
12. Mayo, A. (2018). Applying HR analytics to talent management. *Strategic HR Review*, 17(5), 247–254.  
<https://doi.org/10.1108/SHR-08-2018-0072>
13. McCartney, S., & Fu, N. (2022). Bridging the gap: Why, how and when HR analytics can impact organizational performance. *Management Decision*, 60(13), 25–47. DOI: 10.1108/MD-12-2020-1581.
14. McCartney, S., & Fu, N. (2022). Bridging the gap: Why, how and when HR analytics can impact organizational performance. *Management Decision*, 60(13), 25–47. DOI: 10.1108/MD-12-2020-1581.
15. Minbaeva, D. B. (2018). Building credible human capital analytics for organizational competitive advantage. *Human Resource Management*, 57(3), 701–713. <https://doi.org/10.1002/hrm.21848>
16. Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006). Enterprise agility and the enabling role of information technology. *European Journal of Information Systems*, 15(2), 120–131.
17. Schuler, R. S. (1992). Strategic human resource management: Linking the people with the strategic needs of the business. *Organizational Dynamics*, 21(1), 18–32.
18. Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of sustainable enterprise performance. *Strategic Management Journal*, 28(13), 1319–1350.
19. Teece, D. J., Peteraf, M., & Leih, S. (2016). Dynamic capabilities and organisational agility: Risk, uncertainty, and strategy in the innovation economy. *California Management Review*, 58(4), 13–35.
20. This section can be followed with “2. Dimensions of People Analytics Capability”, with each dimension discussed in detail and supported with recent Nigerian and international studies.
21. Tursunbayeva, A., Di Lauro, S., & Pagliari, C. (2018). People analytics—A scoping review of conceptual boundaries and value propositions. *International Journal of Information Management*, 43, 224–247.  
<https://doi.org/10.1016/j.ijinfomgt.2018.08.002>
22. Vadithe, R. N., & Kesari, B. (2024). Impact of human resource analytics adoption on organizational agility and operational performance: Examining TOIE model. *SN Computer Science*, 5, 909. DOI: 10.1007/s42979-024-03269-3.
23. Van den Heuvel, S., & Bondarouk, T. (2017). The rise (and fall?) of HR analytics: A study into the future application, value, structure, and system support. *Journal of Organizational Effectiveness: People and Performance*, 4(2), 157–178.
24. Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, 18(2), 295–320.  
<https://doi.org/10.1177/014920639201800205>
25. Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, 18(2), 295–320.  
<https://doi.org/10.1177/014920639201800205>

26. Wright, P. M., Dunford, B. B., & Snell, S. A. (2001). Human resources and the resource-based view of the firm. *Journal of Management*, 27(6), 701–721
- 



© 2026 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by-nc-sa/4.0/>).