

Deconstructing People, Analytics and Platforms: Multimodality, Inclusion and Practice

by
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Abstract

In understanding the construct of People Analytical Platforms (PAPs), its affordance for different user groups, and organizational practices to ensure equity, this research places particular emphasis on 'multimodal inclusiveness for HR professionals', where 'multimodal' underscores the importance of accommodating diverse modes of communication and interaction. This research adopts a Critical Discourse Analysis (CDA) for dissecting the HR professionals' narratives to identify specific indicators and power dynamics that might be concealed within their discourse; Multimodal Critical Discourse Analysis (MCDA) to investigate how specific linguistic elements contribute to the construction of power relations, meanings, and identities; and Post-structuralist discourse analysis (PDA) to unveil the dynamic process by which HR professionals construct their identities within various discourses. Each analysis aims to demonstrate that HR professionals cannot be simplistically categorized as either powerless and disadvantaged or as victims; rather, their positions and functions within the data exhibit multifaceted complexity, shedding light on the construction of power dynamics, meanings, and identities within this PAP discourse. To inform this research, I bring the theories of Community of Practice (Lave & Wenger, 1991), the founding concepts in Bourdieu's (1986) theory of capital to examine how HR professionals, through their linguistic and social capital, navigate power structures in People Analytics Platforms (PAPs), and Multimodal Social Semiotic Theory (MSST) for unpacking the visual and linguistic elements within PAPs, providing a nuanced analysis of how these elements convey meaning.

The research is grounded in the Affective, Behavioral, and Knowledge (ABK) model, scrutinizing the Affective, Behavioral, and Knowledge domains of HR analytics. With a total of 6 HR professionals from Canada engaged in think-aloud and narrative interviews, the research unfolds the emotional landscapes, behavioral patterns, and knowledge aspects entwined with PAPs. The findings expose the multifaceted nature of HR analytics, depicting its role as a foundation for HR practices, the challenges in its implementation, and the interplay between data-driven decision-making and emotional awareness. This study provides valuable insights into the lived experiences of HR professionals, presenting a crucial bridge between the technicalities of analytics and the

intricacies of human emotions and behavior within the contemporary workplace landscape.

Keywords: Multimodal; people analytics platform; critical discourse; community of practice; post-structuralist discourse

Dedication

To my loving husband Kenneth Aerie DeJong,

Your unwavering support, encouragement, and love have been my anchor throughout this challenging yet fulfilling journey. Your belief in me never wavered, even when mine did. Your patience during late nights and weekends spent poring over research has been a testament to your understanding and dedication to my dreams. You have been my rock, my confidant, and my source of strength.

To my dear sister, niece, nephew, and in-laws,

Your support and understanding have been invaluable to me. From the encouraging words shared over family dinners to the moments of solace during tough times, your presence has been a constant source of comfort. I am deeply grateful for your unwavering belief in my abilities and for cheering me on every step of the way.

To my beloved professional family and LCL 2019 cohort family,

Your camaraderie, shared experiences, and collective wisdom have enriched my journey in profound ways. The bonds forged and the memories created with each of you have been a source of inspiration and motivation. Together, we have navigated the challenges of academia and celebrated our successes. I am honored to have been a part of this incredible community.

With heartfelt appreciation,

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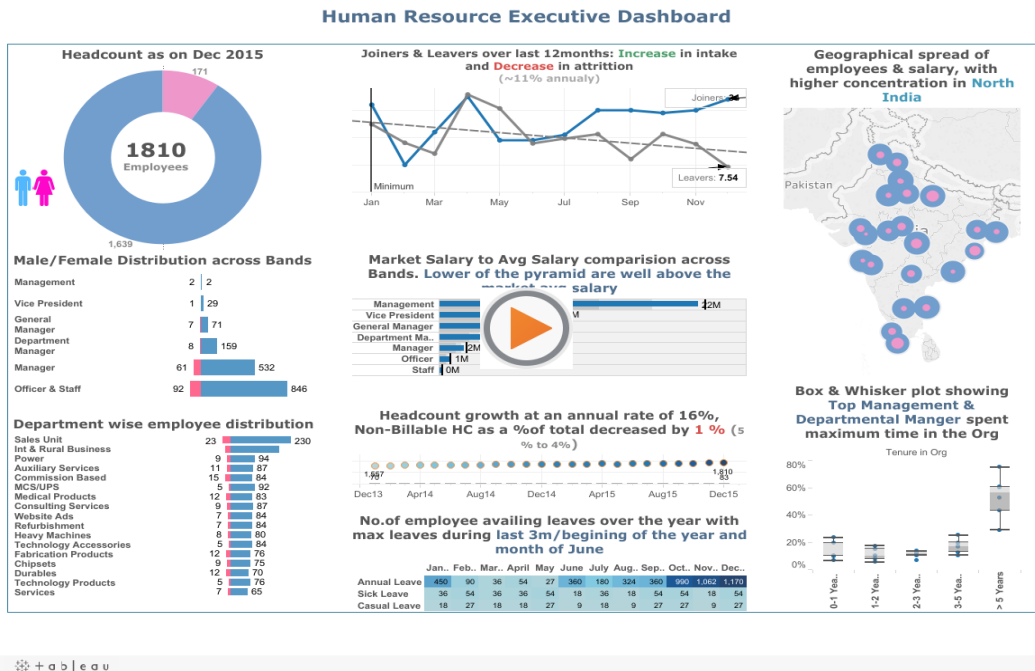
List of Acronyms

ADP	Automatic Data Processing (ADP) is an American provider of human resources management software and services.
BambooHR	BambooHR is a human resources information system (HRIS) for managing candidates and current employees.
EBSCO	Elton B. Stephens Company that provides information resources and tools to libraries
HCM	Human Capital Management
JazzHR	JazzHR is a recruiting software for automating manual tasks, increasing candidate pools, simplifying communication with applicants, and saving costs associated with the recruiting process. here .
JSTOR	JSTOR stands for "Journal Storage" and is a protected electronic archive of leading journals across many academic disciplines.
LAC	Library and Archives Canada
SFU	Simon Fraser University
SuccessFactors	SAP SuccessFactors solutions are cloud based HCM software applications that support core HR and payroll, talent management, HR analytics and workforce planning, and employee experience management.

Preface

In the ever-evolving landscape of human resource management, the intersection of technology and the human workforce has ushered in a new era. The digital realm now plays a pivotal role in HR decision-making, and as technology evolves, so too does the nature of this relationship. This journey of exploration and discovery began with an important question for me: How do HR professionals navigate the intricate web of People Analytics Platforms (PAPs) to make critical decisions that impact organizations and employees alike?

Tableau Human Resources Executive Dashboard



The figure above, an excerpt from the Tableau Human Resources Executive Dashboard, serves as a window into the analytic world I explored. It is a snapshot of the digital landscapes HR professionals traverse daily. With each click, each data point, and each visualization, they embark on a journey fraught with challenges and marked by discoveries. This image encapsulates the heart of my inquiry—a complex, multifaceted, and dynamic ecosystem of data, decisions, and emotions, and the opportunity to shed light on the often-unseen dynamics at play within these platforms and the individuals who wield them

Chapter 1. Introduction

In today's digital era, the pervasive influence of information and communications platforms has revolutionized various aspects of human life, from how we live and communicate to how we work and entertain ourselves. This profound integration of technology into our daily lives has opened new avenues for businesses and Human Resource (HR) professionals to engage with diverse audiences using multimodal software platforms like Tableau. This study aims to investigate HR professionals' and other C-Suite¹ business executives' perspectives on multimodal software platforms like Tableau by proposing narrative *interviews* as advocated by Lemley and Mitchell (2011) for analytical research, with a focus on HR professionals' experience. The narrative approach acknowledges human experiences as dynamic entities that are in a constant state of flux. Rather than attempting to categorize research data, viewing the data from an objective stance, or generalizing the data to fit a specific industry, participants are given the opportunity to share a rich description of these experiences, and provide an exploration of the meanings that they derive from their experiences. Empirical research in this context requires *case studies*, given their capacity for generating an in-depth, multi-faceted understanding of the complex issue of multimodal platforms like Tableau, and its users in a real-life context. To evaluate the multimodality potential of analytical interventions, this thesis will review the social interpretation of modes, and sociocultural representation in communication, and individual experiences of PAP users.

The insights derived from this thesis aim to bridge the gap between the technicalities of analytics platforms and the lived experiences of HR professionals. This ongoing work contributes to a more holistic understanding of HR practices in the era of digital transformation and various forms of inclusiveness. The primary objective of this research is to explore HR professionals' viewpoints concerning multimodal software platforms such as Tableau, Bamboo HR, and Workdays. More specifically, the study will employ multimodal analysis through People Analytical Platforms (PAPs) to gain insights into HR professionals' critical knowledge, social semiotic awareness, and their approaches to analyzing data for informed business decisions. In doing so, this thesis

¹C-Suite is a widely-used informal term used to refer collectively to a corporation's most important senior executives—as in CEO, CFO, and COO.

seeks to establish a profound connection between the cognitive and affective attitudes of HR professionals toward People Analytical Platforms (PAPs) like Tableau and their intentions to adopt Tableau for people analytics, alongside other conventional techniques. To support and strengthen this research, the Multimodal Social Semiotic (MSS) lens of Kress and Leeuwen (2001) is integrated, alongside the foundational concepts of Bourdieu's (1986) and Coleman's (1988) theory of capital. Furthermore, more recent concepts of Burt (1992), Woolcock (2004), and Lin (2001) extend this theoretical framework. While Bourdieu and Coleman establish the theoretical groundwork for understanding capital in various forms, Burt highlights the strategic advantage of brokering relationships and having a diverse network, contributing to the understanding of social capital as a network-based resource. Woolcock's emphasis on the context-specific nature of social capital adds depth to our understanding, demonstrating how it can be harnessed for positive development outcomes. Lin's work extends social capital theory by introducing the concept of 'social resources,' referring to resources embedded in social networks. This amalgamation of theories provides a comprehensive lens through which to analyze the multifaceted dimensions of capital, ensuring a robust theoretical foundation for this research. In addition, Multimodal Social Semiotics (Kress & Leeuwen, 1996; 2001), will be reviewed and evaluated. This research will review the recent adoption and hegemony of PAP by skilled HR professionals, brought about by the continuous sponsorship of digital Human Resource Management (HRM) by large corporations and business owners in British Columbia, Canada.

This research journey takes the form of an exploratory qualitative method research design, guided by fact-finding multimodal inquiry, and framed by three key theories. These theories not only address human behavior within social contexts but also illuminate the correlation between People Analytical Platforms (PAPs) and Conventional Analytical Techniques (CATs), based on user attitudes and behaviors. I will delve into the intricate world of multimodality surrounding data analytics, treating it as an application of multiple literacies, informed by academic research and related studies in Human Resource Management (HRM) within analytical contexts. Throughout this thesis, I will scrutinize the potential implications of multimodal adoption within HR departments by dissecting the role of PAPs and their potential effects on organizational dynamics I expressed that in understanding the construct of PAPs, its affordance for different user

groups (multimodal inclusiveness for HR professionals), and organizational practices to ensure equity, I will draw on Critical Discourse Analysis (CDA) as well as Multimodal Critical Discourse Analysis (MCDA) (O'Halloran, 2011; O'Halloran et al 2010a; van Leeuwen 2008), and transfer to MCDA to investigate the HR professionals' navigating varied analytical platforms and gain a deeper understanding of the PAP they use.

Also discussed in the theory chapter, are the theories of Community of Practice (CoP) (Lave & Wenger, 1991), the Multimodal Social Semiotic (MSS) lens of Kress and Leeuwen (2001), the founding concepts of Bourdieu's (1986) and Coleman's (1988) theory of capital, and the more recent concepts of Burt (1992), Woolcock (2004), and Lin (2001) with an increasing number of research articles and chapters on social capital and its many uses (social capital as a business competence, a goal for non-profit organizations, a legal category, the inevitable subject of university conferences, and more).

In an organization with hundreds of employees, the role of any Human Resources (HR) professional goes beyond the manual management of data to the handling of analytics operations, giving the team insights, and allowing for active and meaningful contributions to the organization's bottom line. This makes the exploration of HR professionals' responses to neoliberalism ²within PAPs a vital research area due to its relevance to contemporary workplace dynamics. As organizations increasingly rely on data-driven decision-making, understanding the emotional, behavioral, and knowledge aspects of HR analytics becomes important in the exploration of the emotional states, behavioral patterns, and knowledge dynamics of HR professionals while navigating these platforms, offering valuable insights into the multifaceted world of HR practices in the contemporary digital landscape.

² "Neoliberalism is in the first instance a theory of political economic practices that proposes that human well-being can best be advanced by liberating individual entrepreneurial freedoms and skills within an institutional framework characterized by strong private property rights, free markets, and free trade" (Harvey 2005; p.01).

1.1. Research Questions

My practical experiences with data analytics for decision-making as an HR Consultant has driven the need for a deeper exploration of PAP, leading to the development and application of chosen theoretical frameworks which shape the thesis research questions:

1. To what degree do multimodal analytical platforms ensure inclusive considerations for skilled HR professionals navigating the platforms for decision-making?
2. How does HR professionals' engagement in a community of practice, influenced by their accumulation of Bourdieu's notion of capital, impact their utilization of multimodal People Analytics Platforms (PAP)
3. How do the emotional states of individuals influence their application of analytical tools and processes?

Drawing from my own journey, I recognize the pressing need to bridge the gap between theoretical insights and practical implications. This research aims to unravel the dynamics within HR analytics, offering not just academic contributions but actionable insights derived from the intersection of theory and practice. By grounding the study in real-world challenges, it aspires to be a valuable resource for HR professionals seeking to navigate the evolving landscape of digital platforms with a deeper understanding. The need for an understanding of HR professionals' experiences with multimodal analytical platforms, particularly in terms of inclusivity, prompted the first research question. While the second question is driven by recognizing that HR professionals' engagement within a community of practice and their accumulation of capital, in Bourdieu's conceptualization of the term, could significantly influence their interaction with these platforms., Additionally, an inquiry that guides my thesis investigation is to understand the underestimated role of emotional states in the analytical processes of HR professionals.

In the context of this analysis, 'inclusion' within People Analytical Platforms (PAPs) takes on a multifaceted meaning, encompassing the active involvement and integration of diverse perspectives, backgrounds, and experiences within the processes and methodologies employed by HR professionals in the field of people analytics, including how their personal qualities and capabilities (their Affective, Behavioral, and Knowledge attributes) contribute to creating inclusive practices. Simultaneously, this

research will scrutinize the power dynamics inherent in semiotic choices and interpretations of the PAP users, particularly regarding the transmission of power through these semiotic materials' choices.

Emotions are a fundamental aspect of the human experience, intricately interwoven with our perceptions, understanding, and utilization of complex tools and processes, such as People Analytics Platforms (PAP). In addressing the last research question, this research delves into the captivating realm of emotional states and their profound impact on how individuals engage with analytical tools. By investigating the intricate connections between emotions and analytical use, I aim to uncover the nuanced ways in which our feelings shape our interactions with technology, ultimately shedding light on the pivotal role of emotions in optimizing the potential of People Analytics Platforms.

According to Kress (2003), a culturally and socially fashioned resource used for representation and communication can be referred to as a mode. Multimodality is, then, the use of multiple forms of linguistic information, including images in the form of graphs, charts, and more. Multimodal data in this thesis will be focused on Multimodal Data Analysis (MDA) platforms. Meier, and Meier and Baldwin (2019) described People Analytical Platforms (PAPs) as one of the leading Business Intelligence (BI) tools used to solve BI and analytics challenges. *Tableau Human Resources Executive Dashboard* image on page xv, showing the 'Tableau Human Resources Executive Dashboard' (preface, page 16), shows PAP (Tableau is one of the few PAPs to be reviewed in this research) inclusion of data integration and interpretation within, and across, various modalities.

Using MDA, this study will conduct analysis of the practices and experiences of 6 HR professionals from 3 organizations in different sectors (Healthcare, Education, and Manufacturing). Based on industry verticals and the HR analytics market; these sectors have a higher number of employees and are very likely to utilize one of the top PAPs (Markets and Markets, 2022). For this thesis, a total of 9 skilled HR professionals in these work communities were contacted. In these organizations' context(s), I targeted skilled HR professionals, explored their dynamic learning and knowledge construction while using the PAP structure, by investigating the CoP in the organizations, and the specific PAP semiotics activities. More specifically, my research aims to identify the

learning activities in which HR professionals engage, characterize the semiotic (meaning making) resources that are used when they perform HR activities, and their interpretations of these resources. Access was obtained to the site of the research through my membership at the Chartered Professionals Human Resource (CPHR) Association for British Columbia and Yukon, where fellow skilled HR professionals are scheduled for developmental meetings. The association was aware of my research intentions and willing to allow me to administer a survey to members requesting interest in participation from organizations in the chosen sectors.

Multimodal data found in PAPs and learning are positioned as situated, culturally embedded phenomena, emerging and mediated in interaction through the resources that agents, in this case skilled HR professionals, utilize as they participate in meaning-making events, as elaborated in this paper. As highlighted by Irawan (2007), one of the major strengths of CDA is the “ability to reveal how certain minority individuals or groups are discriminated against in texts” (p. 164). In this thesis, this strength is harnessed to consider different types of perceptions of organizational phenomena when using a PAP. This exploration brings about a shift in emphasis from a concern with PAP semiotic interpretations to a focus on practical politics and ethics, recognizing the subtle and varied ways individuals within an organization interpret and engage with the multimodal data on PAPs. This shift acknowledges the complexity of organizational life and aims to explore the multifaceted impact of PAPs on individuals and the ethical dimensions surrounding their use. This thesis will critically analyze data using narrative inquiry to understand how skilled HR professionals are depicted negatively by using unfair discourse strategies (Wodak, 2015), the degree of varied interpretations of PAP from one community to the other, as well as actions by C-suites to ensure inclusivity³ for users. For instance, one HR professional's interpretation of a curved graph on employee retention can be differently perceived by another; because each community places different emphasis on the expectations, which are based on internal standards. Using this example, interpretation of the graph is the representation of a community's own

³ The following definition of inclusivity is crafted based on my utilization and understanding within the context of my research: Inclusivity refers to the deliberate effort and commitment to ensuring that all individuals, regardless of their backgrounds, identities, or characteristics, feel valued, respected, and included within a particular setting or context. It involves fostering an environment where diversity is not only acknowledged but also celebrated, and where everyone has equal opportunities to participate, contribute, and succeed.

criteria – which excludes the feelings (Attitude), Behavior, and embodied experience (Knowledge) of the HR professional – the ABK framework.

While the PAP structure includes certain HR professionals with analytical backgrounds, it's crucial to note that these HR professionals possess diverse educational foundations, equipping them with the necessary skills for analytical analysis. Their analytical prowess is multifaceted, encompassing both the creation and utilization of analytics to address various business needs and facilitate informed decision-making. This diversity within the analytical backgrounds of HR professionals under the PAP structure excludes the cultural/embodied knowledge (lived experiences) of these professionals. In contrast, in a post-structural perspective, the interpretation of PAP is dynamic. Post-structuralism denies the existence of any centrality in the meaning-making (of a text or a particular sign). Instead, it considers the way of understanding such phenomena, which cannot be independent of the system of knowledge and cultural values that produced it (Baban, 2010).

Learning represents our involvement in a given Community of Practice, and when learning is considered as participation in socially constructed activities, the societies that embrace such practices have a significant impact on learning. Communities of Practice vary significantly from traditional organizational units, including organizations or work teams (Chun, 2019). Using the CoP theory, this thesis focuses on modal affordance and choice associated with learning for HR professionals using PAP. Lave and Wenger's (1991) model of the community of practice downplayed the role of formal instruction by placing emphasis on the need for learning to be 'relevant' to the community and to the resolution of 'community--owned' problems (p. 147). In reviewing this emphasis on *relevance*, I draw on my experience as a user of PAP, such as Humi, Bamboo HR, and Tableau; many of these platform operators proclaim PAP affords opportunities to communicate, improve statistical analyses, or to help automate HR functions; yet they are also 'curators of public discourse' because the choice of mode and the semiotic resources of PAP, as well as the creators' choices about what can appear, how it is organized, how it is analyzed, and what the technical architecture allows and prohibits, are not specific or relevant to the users – the HR professionals navigating the platform(s). The intricacies of People Analytics Platforms (PAPs) design, from the choice of mode to semiotic resources, have a profound impact on HR professionals as users navigate these platforms. This observation is crucial as it

highlights that the current choices made by platform operators, often seen as curators of public discourse within PAPs (individuals such as vendors, Platform Developers, leaders within an organization who determine the strategic direction and priorities of the PAP, Data Analysts, who contribute content, such as articles, insights, or reports, within the PAP, and more), may not be specific or directly relevant to the unique needs and challenges faced by HR professionals in their day-to-day roles. This misalignment could impede the effectiveness of PAPs in supporting HR decision-making processes. As this thesis delves into the emotional, behavioral, and knowledge aspects of HR professionals while interacting with PAPs, it becomes evident that tailoring these platforms to meet the specific and relevant needs of HR professionals is not just a matter of preference but a necessity. The relevance of this study to HR professionals lies in its potential to inform the design and development of PAPs that align more closely with the nuanced requirements of HR practices. By bridging this gap, PAPs can evolve into powerful tools that not only meet industry standards but also empower HR professionals with a user-centered design, facilitating more informed, strategic, and efficient decision-making within the field.

This thesis unfolds with a transition from the introductory insights of Chapter 1 to an exploration of theoretical frameworks and methodological approaches in Chapters 2 and 3. In Chapter 2, the literature surrounding PAPs is explained, shedding light on the multimodal nature of this methodology. The theoretical underpinnings are further discussed in Chapter 3, where a framework, including Multimodal Discourse Analysis (MDA) and the 'Affective-Behavior-Knowledge' model, is established for an in-depth investigation. Chapter 4, dedicated to methodology, navigates through the research design employing Critical Discourse Analysis (CDA), Post-structuralist Discourse Analysis (PDA), and Multimodal Critical Discourse Analysis (MCDA). These methodological tools provide readers with a lens to dissect the narratives of HR professionals.

In the Analysis chapter, the study delves into the intricate realm of HR professionals' emotional, behavioral responses, and their utilization of knowledge while navigating PAPs. Despite challenges posed by limited visual cues, the research documents a spectrum of emotions and corresponding behavioral cues, challenging conventional notions of HR as a purely data-driven field. The exploration aligns with the

Distributed Language view, inviting a reconsideration of HR practices as significantly shaped by distributed emotions and affective dynamics.

Moving into the Findings chapter, the study explores the affective, behavioral, and knowledge dimensions of HR analytics through narrative interviews and think-aloud protocols. This comprehensive examination of HR professionals' sheds light on the multifaceted factors influencing decision-making processes, behaviors, and knowledge acquisition within their professional environments. The study contributes to HR literature by emphasizing the significance of emotions in decision-making processes, bridging gaps between conventional HR frameworks and the evolving landscape of People Analytics.

Transitioning to the Discussion and Conclusion chapters, the study consolidates its findings within the Affective-Behavior-Knowledge (ABK) Model, offering a holistic lens to understand HR professionals' interactions with People Analytics Platforms. By integrating affective, behavioral, and knowledge dimensions, the ABK Model provides a foundational structure for unraveling the intricate decision-making processes and experiential facets of HR professionals engaging with PAP. The research underscores the pivotal role of ABK in assessing various dimensions of individual behavior and performance, extending beyond technical functionality to reveal a complex tapestry of individual attributes shaping interactions with analytical platforms. In essence, the study contributes valuable insights to the field of Human Resources and People Analytics, offering a nuanced understanding of the interplay between emotions, behaviors, and knowledge within the realm of HR decision-making.

1.2. Contextualizing Human Resource Management and People Analytical Platforms

Human Resource Management (HRM) has undergone profound transformations over the past century, transitioning from a mere administrative function to a strategic partner in organizational success. The early roots of HRM can be traced back to the late 19th and early 20th centuries when it emerged as "personnel management," primarily focused on workforce administration and ensuring compliance with labor laws (Taylor, 1911). During this period, HRM's main objective was to oversee basic employee functions such as hiring, training, and payroll management. However, it was not until the

mid-20th century that HRM began to take on a more strategic role within organizations. Influenced by scientific management principles pioneered by Frederick Taylor and the human relations movement led by Elton Mayo (Mayo, 1945), HRM started to emphasize the importance of employee satisfaction and motivation in driving organizational performance. This marked a significant shift in the approach to managing human capital, with HRM increasingly viewed as a critical function for enhancing employee productivity and organizational effectiveness. As the global business landscape continued to evolve, so too did the role of HRM. The emergence of strategic management theories in the latter half of the 20th century highlighted the need for HRM to align with broader organizational goals and contribute to strategic decision-making (Porter, 1985). HRM professionals began to play a more proactive role in shaping corporate strategy, moving beyond administrative tasks to become strategic partners in driving organizational success.

Managing human capital has become increasingly critical for organizations, particularly amidst the current economic climate (Gartner, 2021). This urgency has propelled digital transformation forward, accelerated by the COVID-19 pandemic, which has necessitated rapid development of AI skills. However, amidst this transition, there has been limited recognition of the use of CAT (Conventional Analytical Techniques) tools - what the International Association of Business Analytics Certification in their 2023 article referred to as the 'spreadsheet era' (IABAC, 2023). This period marked a pivotal moment in the history of data analytics, characterized by heavy reliance on spreadsheets, notably Microsoft Excel, for managing and analyzing data. These tools provided a structured and tabular format for organizing data, facilitating tasks such as financial modeling, budgeting, and basic data visualization. However, despite their advantages, spreadsheets had limitations, particularly in handling large datasets and performing advanced data analytics tasks (IABAC, 2023). Amidst the ongoing digital transformation fueled by the COVID-19 pandemic, organizations are grappling with the challenges and opportunities presented by the era of big data. This paradigm shift in the landscape of data analytics and management, extensively documented by the International Association of Business Analytics Certification, represents a monumental evolution in how organizations harness and leverage data to drive decision-making processes (IABAC, 2023).

Central to the era of big data are three fundamental attributes: volume, velocity, and variety. The exponential growth in data volumes, fueled by the proliferation of internet-enabled devices and digital platforms, has inundated organizations with an unprecedented deluge of data. This influx includes structured, unstructured, and semi-structured data, ranging from customer transactions and social media interactions to sensor readings and multimedia content (IABAC, 2023). In addition to the sheer volume of data, the velocity at which it is generated and must be processed has become a critical consideration for businesses across industries. Real-time data streams and high-speed data processing have become indispensable for tasks such as financial trading, e-commerce personalization, and supply chain optimization (IABAC, 2023). In my expertise and opinion, this extends to human resources management as well. In today's dynamic business environment, HR departments rely on timely and accurate data to make informed decisions regarding workforce planning, talent management, and employee engagement strategies. For instance, real-time data analytics can help HR professionals identify emerging trends in employee sentiment, assess the effectiveness of training programs, and make proactive adjustments to recruitment strategies. Therefore, incorporating real-time data capabilities is essential for modern HR practices to adapt and respond effectively to changing organizational needs.

Furthermore, the variety of data types and sources has expanded exponentially in the era of big data, encompassing text, images, videos, and sensor data. This diversity presents both challenges and opportunities for organizations seeking to extract actionable insights from their data assets (IABAC, 2023). In response to the complexities of big data, organizations are increasingly turning to advanced analytics and machine learning techniques to unlock the full potential of their data. Machine learning enables predictive modeling, prescriptive analytics, anomaly detection, and natural language processing, among other applications. These advanced analytics capabilities empower organizations to derive actionable insights, optimize processes, and drive innovation in an increasingly data-driven world (IABAC, 2023).

Similar to the spotlight placed on Chief Financial Officers (CFOs) and finance functions during the 2008–2009 recession, the current shift is now highlighting the role of Chartered Human Resource Officers (CHROs) and HR organizations. Companies are now prioritizing their digital core across various aspects, including monitoring workforce sentiment, establishing connections between organizational leaders and teams,

integrating wellbeing into work, and reimagining work processes in response to remote work mandates imposed by local governments. The evolution of technology has played a pivotal role in reshaping HRM practices, giving rise to People Analytical Platforms (PAPs) that leverage advanced analytics and artificial intelligence to optimize human capital management.

In the era of big data, characterized by massive volumes of data generated at unprecedented rates, HR functions have undergone a transformative shift. Initially, HR Information Systems (HRIS) were introduced to automate routine administrative tasks such as payroll processing and employee record-keeping. However, with rapid advancements in big data analytics, cloud computing, and machine learning, HRIS evolved into sophisticated PAPs capable of analyzing vast amounts of data to generate actionable insights for decision-making (Davenport et al., 2010). PAPs enable HR professionals to leverage data-driven insights across various HRM functions, including recruitment, talent management, performance evaluation, and workforce planning (Rasmussen & Ulrich, 2015). By harnessing predictive analytics and machine learning algorithms, PAPs empower HR leaders to make informed decisions that drive organizational performance and competitive advantage. For example, PAPs can help identify talent gaps, forecast workforce needs, and optimize employee engagement initiatives, ultimately contributing to improved business outcomes.

The integration of PAPs into HRM practices offers numerous benefits for organizations seeking to enhance their human capital management strategies. One of the key advantages is improved efficiency, as PAPs automate repetitive tasks and streamline HR processes, allowing HR professionals to focus on strategic initiatives that add value to the organization (Nielsen & McCullough, 2018). Additionally, PAPs facilitate better alignment of HR strategies with business objectives by providing real-time data and analytics, enabling HR leaders to make data-driven decisions that support organizational goals. However, the implementation of PAPs also presents several challenges for organizations. One of the main concerns is data privacy and security, as PAPs collect and analyze sensitive employee data that must be protected from unauthorized access and misuse (Acquisti, Taylor, & Wagman, 2016). Organizations must invest in robust data governance policies and cybersecurity measures to safeguard employee privacy and ensure compliance with regulatory requirements. Technological barriers can also pose challenges in implementing PAPs, particularly for organizations

with limited IT infrastructure and resources. Issues such as system integration, data interoperability, and software compatibility may arise, requiring careful planning and investment in technology infrastructure (Kiron et al., 2018).

Resistance to change from HR professionals and employees is another common challenge in adopting PAPs. Some HR professionals may be skeptical of new technologies and reluctant to embrace change, while employees may have concerns about privacy, job security, and the potential for algorithmic bias in decision-making (Davenport, 2006). Organizations must invest in change management initiatives, provide training and support for HR staff, and foster a culture of innovation and collaboration to overcome resistance and ensure successful adoption of PAPs. Looking ahead, the future of HRM and PAPs is poised for further innovation and transformation, driven by advancements in technology and evolving business needs. Emerging technologies such as predictive analytics, machine learning, and natural language processing will continue to reshape HRM practices, enabling organizations to anticipate workforce trends and proactively address talent challenges (Bughin et al., 2018). However, these advancements also raise ethical, legal, and societal concerns that must be carefully addressed. As PAPs become more sophisticated, there is a growing need for transparency, accountability, and fairness in their use. HR professionals must ensure that the use of PAPs is ethical, unbiased, and aligned with organizational values, with a focus on promoting diversity, equity, and inclusion in the workplace (Sharma et al., 2018). In conclusion, the evolution of HRM and the rise of PAPs have fundamentally changed the way organizations manage their human capital. By leveraging data-driven insights and advanced analytics, organizations can enhance their HRM practices, improve employee engagement, and drive organizational performance. However, the successful integration of PAPs into HRM practices requires addressing challenges such as data privacy concerns, technological barriers, and resistance to change. Looking ahead, HR professionals must continue to adapt to technological advancements and ensure that the use of PAPs is ethical, transparent, and aligned with organizational goals.

1.3. Origins of HRM and Emergence of Analytics

In exploring the landscape of HRM and the integration of People Analytical Platforms (PAPs), it's crucial to understand the educational foundations and skill sets

necessary for HR professionals to effectively leverage data analytics within their roles. A study by Cheryl L. Aasheim and Susan Williams offers valuable insights into this aspect by dissecting the distinctions between Data Analytics and Data Science programs. These distinctions highlight the specific skill sets and knowledge domains that HR professionals need to navigate in the era of data-driven decision-making. By analyzing course descriptions and curriculum offerings, Aasheim and Williams identify key similarities and differences between Data Analytics and Data Science programs. While both emphasize foundational areas such as statistics, programming, and data visualization, Data Science programs delve deeper into advanced statistical techniques, machine learning algorithms, and big data technologies. In contrast, Data Analytics programs prioritize practical applications of data analysis within specific domains, such as business intelligence and decision support systems.

Understanding these nuances is crucial for HR professionals as they seek to integrate analytics into HRM practices and collaborate effectively with data science teams. It provides insights into the educational pathways and skill development required to harness the full potential of PAPs within HRM contexts. By aligning educational offerings with industry demands and career aspirations, HR professionals can ensure they have the necessary competencies to drive meaningful change and innovation in their organizations' HR practices. In the context of "Deconstructing People, Analytics, and Platforms," this discussion underscores the importance of bridging the gap between theoretical understanding and practical implementation in HRM. It highlights the evolving skill sets and knowledge domains that HR professionals must navigate to effectively utilize PAPs and advance inclusive HR practices. By contextualizing these educational considerations within the broader framework of your research, this discussion enriches our understanding of the intersection between HRM, analytics, and platforms in contemporary organizational contexts.

HRM has undergone significant transformations over the past century, transitioning from administrative functions to strategic business partners (Borgers & Ulrich, 1998). One of the key drivers of this transformation has been the integration of analytics into HRM practices. Analytics, broadly defined as the process of analyzing data to derive insights and make informed decisions, has revolutionized the field of HRM, enabling organizations to optimize their human capital management strategies (Sturman,

2009). This literature review aims to provide a comprehensive overview of the evolution of analytics in HRM, from its early beginnings to the current era of data analytics.

The origins of HRM can be traced back to the early 20th century, where it emerged as personnel management, primarily focusing on administrative tasks and compliance with labor laws (Taylor, 1911). With the advent of scientific management and human relations theories, HRM began to incorporate principles of efficiency and employee welfare (Follett, 1924). However, it was not until the latter half of the 20th century that analytics started to gain prominence in HRM practices. Early analytics in HRM focused on basic metrics such as turnover rates and absenteeism, providing organizations with insights into workforce trends and patterns (Devanna et al., 1981). The evolution of technology, particularly advancements in big data analytics, artificial intelligence, and cloud computing, has transformed HRM practices (Davenport, 2006). This transformation has led to the emergence of data analytics as a specialized field within analytics, capable of analyzing vast amounts of data to provide actionable insights for decision-making (Brynjolfsson & McAfee, 2014). Data analytics in HRM encompasses processes such as data collection, cleansing, transformation, and visualization, enabling organizations to uncover patterns, trends, and correlations within the data (Laudon & Laudon, 2004).

The integration of analytics into HRM practices has become increasingly critical for organizations seeking to gain strategic advantages and improve business outcomes (Rasmussen & Ulrich, 2015). Analytics enables HR professionals to leverage data-driven insights to enhance recruitment processes, optimize workforce planning, and improve employee engagement (Bersin et al., 2013). By harnessing predictive analytics and machine learning algorithms, HR leaders can make informed decisions that drive organizational performance and competitive advantage (Davenport et al., 2010). The adoption of data analytics offers numerous benefits for organizations, including improved efficiency, enhanced employee productivity, and better alignment of HR strategies with business objectives (Bersin, 2013). While the adoption of data analytics holds immense potential for HRM, it also presents challenges that organizations must address (Fernandez & Gallardo, 2020). Data privacy concerns, technological barriers, and resistance to change from HR professionals are some of the key challenges associated with the implementation of data analytics in HRM (Fernandez & Gallardo, 2020). However, by investing in data governance, providing training and support for HR staff,

and fostering a culture of data-driven decision-making, organizations can overcome these challenges and unlock the full potential of data analytics in HRM ((Sturman, 2009).

Looking ahead, the future of HRM and data analytics is poised for further innovation and transformation (Davenport et al., 2010). Emerging technologies such as predictive analytics, machine learning, and natural language processing will continue to reshape HRM practices, enabling organizations to anticipate workforce trends and proactively address talent challenges (Wamba et al., 2015). However, these advancements also raise ethical, legal, and societal concerns, necessitating careful consideration of the implications of data analytics on employee privacy, fairness, and diversity (Friedman & Nissenbaum, 1995). In conclusion, the evolution of analytics in HRM has revolutionized the field, enabling organizations to optimize their human capital management strategies. From its early beginnings as personnel management to the current era of data analytics, analytics has become an integral part of HRM practices. While the adoption of data analytics presents challenges, it also offers significant opportunities for organizations to enhance their competitiveness and drive organizational performance. By addressing challenges and embracing opportunities, organizations can leverage data analytics to achieve strategic objectives and unlock new possibilities in HRM

Chapter 2. Literature Review

People Analytics Platforms (PAPs) are an essential tool that assists human resource professionals with different tasks as they go through their daily management roles. The rise of PAP has been influenced by different factors, including the rise of big data and artificial intelligence, which makes it more sophisticated and vital in assisting organizations in adopting data-driven decisions regarding their workforce. People Analytics Platforms (PAPs) assist HR professionals with analyzing employee data, different trends, patterns, and the likely issues that could be experienced within an organization. PAPs are subject to advanced analytics techniques that allow HR professionals to adopt data-driven decisions and develop better professional practices. The HR practices platforms help gather data from diverse sources such as HR systems, performance evaluations, and employee-related information that offer valuable insights into HR practices.

As such, this literature review focuses on the current state of research on PAPs in education and business academic journals, focusing on three areas: PAPs as multimodal platforms, subjectivity around multimodal platforms, and ethics and Diversity Equity Inclusion (DEI) considerations. Additionally, the literature review offers viable answers to the research question on equitable considerations for HR professionals using multimodal analytical platforms, the impact of capital and community involvement on knowledge acquisition revealed through narrative interviews, and the role of affective states in analytical tool use. I also examined power dynamics tied to semiotic material choices and interpretations. The investigation into power dynamics becomes important as it uncovers the intricate relationships between semiotic material choices and the diverse interpretations they evoke, especially within the decision-making processes of HR professionals. This study places a particular emphasis on how HR professionals, operating within the sphere of power dynamics, navigate their access to and influence over multimodal analytical platforms (PAPs). In the context of decision-making processes, this study delves into the ways HR professionals work with and around the power embedded in PAPs. By scrutinizing these dynamics, the research aims to provide a comprehensive understanding of the strategies employed by HR professionals to harness the potential of PAPs while mitigating the inherent power imbalances. This exploration is crucial for illuminating the complex interplay between power, semiotic

material choices, and their interpretations, shedding light on how HR professionals leverage or confront power differentials in their day-to-day use of multimodal analytical platforms. Consequently, this study not only contributes to the broader discourse on power dynamics but also enriches our understanding of the practical implications of PAPs in shaping decision-making processes within professional environments.

A thorough search of academic sources has been conducted in conducting this literature review. The database search used relevant keywords, including Analytics Platforms, PAPs, Multimodal platforms, Subjectivity, Ethics, and DEI. Further, the selected academic databases for this review included JSTOR, EBSCO, and Google Scholar, which offered a diverse range of sources from different academic fields, including business and education. Notably, the inclusion criteria for this literature review were academic articles published between 2018 and 2023 that focused on PAPs. As a result, this criterion ensured that the review captured the latest research in the field of PAPs. On the other hand, the exclusion criteria were articles that did not directly address PAPs or were not published in English. After applying the inclusion and exclusion criteria, this literature review led to the location of relevant articles, providing a comprehensive overview of the current state of research on PAPs. In this case, the selected articles were from reputable and peer-reviewed academic journals in business and education, including *Human Resource Management Review*, *Journal of Business and Psychology*, and *Journal of Organizational Behaviour*.

Table 2.1. Articles Categorization Analysis

Article	Database	Authors	Publisher
Identifying the Role of the Communities of Practice in the Development of Human Resource Management Knowledge	Google Scholar	BahramiFulad, A., & Tahmasebi	N/A
Sentiment analysis in organizational work: Towards an ontology of people analytics Expert Systems	Google Scholar, EBSCO	Gelbard, R., Ramon-Gonen, R., Carmeli, A., Bittmann, R. M., & Talyansky.	Wiley

Article	Database	Authors	Publisher
Big Data and Human Resource Management Research: An Integrative Review and New Directions for Future Research	Google Scholar, EBSCO	Zhang, Y., Xu, S., Zhang, L., & Yang, M.	Elsevier
Human Resource Management in a Digital Environment	Google Scholar, JTSOR	Hagemann, V., & Klug, K.	Springer International Publishing
Equality, Diversity, and Inclusion: An International Journal	Google Scholar	Green, W. M.	N/A
Human Resources Analytics	Google Scholar, EBSCO	Margherita, A.	Elsevier
Human Resource Technology Disruptions and Their Implications for Human Resources Management in Healthcare Organizations	Google Scholar, EBSCO	Tursunbayeva, A.	BioMed Central (BMC)
The Ethics of People Analytics: Risks, Opportunities, and Recommendations	Google Scholar	Tursunbayeva, A., Di Lauro, S., & Pagliari, C.	Emerald Publishing
Employees Recruitment: A Prescriptive Analytics Approach via Machine Learning and Mathematical Programming	Google Scholar	Pessach, D., Singer, G., Avrahami, D., Ben-Gal, H. C., Shmueli, E., & Ben-Gal, I.	Elsevier
The PAP-NAP One Decade Later: Patient Risk Factors, Indications, and Clinically Relevant Emotional and Motivational Influences on PAP Use	Google Scholar, EBSCO	Ulibarri, V. A., Krakow, B., & McIver, N. D.	Springer
People Analytics Effectiveness: Developing a Framework	Google Scholar	Peeters, T., Paauwe, J., & Van De Voorde, K.	Emerald Publishing.
Category	Number of PAP Articles Published		

Article	Database	Authors	Publisher
		Number of insight (s) on HR Professionals Using PAP	
Education Academic Journals on PAP and HR professionals: PAP utilizes various modes of communication (text, images, videos) to convey information. PAP raises ethical considerations regarding data privacy and potential bias.	58	N/A	
Business Academic Journals in PAP and HR professionals: Multimodal design enhances usability and accessibility for HR professionals, catering to different learning styles and cognitive abilities. Subjective factors (designers, users, organizational preferences) influence the usability and effectiveness of multimodal platforms in PAP.	4	N/A	

Note: This table presents an analysis of the number of articles published on People Analytical Platforms (PAPs) across various categories, alongside the count of HR professionals actively using PAPs within each respective category. This data provides insights into the adoption and utilization of PAPs among HR practitioners in different domains. The initial section of the table highlights researched articles providing some insights into HR professionals utilization of PAP, while the second section displays the number of articles that do not explicitly address HR Professionals Using PAP.

PAPs have become increasingly popular in recent years, with HR professionals using the platforms to collect and analyze data to inform their decision-making. This literature review also highlighted the multimodal nature of PAPs, emphasizing the need for HR professionals to navigate the different data presentation modes to make informed decisions. Moreover, this review addressed the subjectivity around the design and use of PAPs, highlighting the need to consider factors such as individual biases and organizational culture. This review also explored the ethical considerations surrounding using PAPs, such as data privacy and the potential for discrimination. Additionally, the review presented the importance of considering Diversity, Equity, and Inclusion (DEI) implications when designing and using PAPs. As such, this literature review provides a

comprehensive overview of the current research on PAPs, highlighting their effectiveness in helping organizations make data-driven decisions regarding their workforce. It also underscores the importance of considering multimodal, subjective, and ethical considerations when designing and using PAPs.

2.1. PAPs as a Multimodal Methodology

Different studies have examined the multimodal aspects of PAPs and their implications for HR practices. Multimodal methodology constitutes a combination of multiple modes of communication, such as text, images, and videos, in PAPs. In this case, PAPs as a multimodal methodology refers to different modes of communication that the platform utilizes to convey information. In this case, Multimodal Social Semiotic Theory (MSST) has been employed to understand the different modes of representation used in PAPs. Multimodal Social Semiotic Theory (MSST) is a theoretical framework adopted to provide a key understanding of how meaning is created by using different modes of communication, according to Tursunbayeva et al. (2022).

This modality is critical in analyzing representation models used in PAP, such as data displays, interactive dashboards, and reports generated by the software, as explored by Tursunbayeva et al. (2022). While my study draws insights from their findings, it particularly emphasizes the role of multimodal data visualization in shaping how HR professionals interact with data and make decisions within PAPs. For instance, the MSST analysis of a PAP has various types of information, such as employee turnover rates of the portrayed performance metrics. Further, this analysis might consider the visual design of the displays, emphasized types of data, and how different elements are interconnected. As a result, this analysis offers maximum insights into how PAPs can create meaning and, more so, how HR professionals can navigate through the software to extract insights.

However, another study by McCartney & Fu (2022) complements this discussion, noting that the multimodal aspects of PAP, such as multimodal representation of employee demographic characteristics, have significantly revolutionized HRM practices. McCartney and Fu (2022) further noted that the interaction of HR with a lot of data regarding employees presents a bigger challenge in implementing the lessons learnt into organizational management practices. Based on the study, it is clear that HR professionals in different departments have access to wide amounts of employee data, including performance metrics, engagement surveys, and demographic information.

However, McCartney and Fu (2022) indicate that the sheer volume and complexity of such data can be overwhelming, and thus, HR professionals need to

navigate through large datasets, analyze trends, and extract meaningful insights to inform management practices. The research points to the need for HR to integrate the traditional structured employee data, such as performance assessments, to identify structures related to employee behaviors and their commitment to work. This study is important, since, unlike most of the other literature exploring the challenges presented by PAPs, the researchers evaluated how well these could be utilized to generate positive impacts on organizational performance. Another study by Tursunbayeva et al. (2022) reported that PAP employs a variety of modes of representation to convey information to users. For example, data visualizations often represent people's data in PAPs.

The advent of technology has provided human resource managers with a challenge and opportunity to learn the affordances of PAPs. According to Tursunbayeva' study, these visualizations can include graphs, charts, and heat maps. Moreover, the authors emphasized the importance of multimodal design in PAPs. Multimodal design refers to considering the different modes of representation and how they are combined to create a cohesive user experience. The study by Hagemann & Klug (2022) notes that Multimodal design can have significant implications for HR practices as it can impact the usability and accessibility of PAP for HR professionals. Further, Hagemann and Klug (2022, p. 35) highlighted that the multimodal approach allows the platform to cater to different learning styles and cognitive abilities, thus providing a more comprehensive and engaging learning experience for HR professionals. While the study argues that a multimodal approach enhances the learning experience for HR professionals, the arguments could be challenged based on observations in my own practice and supported by research from Wouters et al. (2008) and Sankey et al. (2011), suggesting that multimodal learning may cater to different learning styles and, thus, could lead to an overwhelming cognitive load for some individuals. Mostly, when different modes of information delivery are integrated, this may pose significant challenge for HR professionals to process and integrate the information effectively. Further, Hagemann and Klug's study shows that multimodal PAPs can effectively develop HR professionals' skills and knowledge, particularly when part of a Community of Practice (CoP). The CoP is a group of individuals who share a common interest, such as HR professionals, who engage in activities to improve their practices. The engagement of HR professionals in a CoP can significantly impact their knowledge acquisition and capital and enable them to benefit from the potential affordances of the multimodal PAP.

Another study by Bahrami, Fulad & Tahmasebi (2019) recognizes the importance of strategic knowledge management in HRM. The study notes that a community of practice provides an ideal opportunity where the HRM can learn and share new knowledge. The engagement of HRM in the community of practice allows HR to discover new knowledge and remain up to date with the advances in people analytics. However, this study presents the idea of a virtual community of practice necessitated by technological advancement. This was a unique area that centralized the role of technology in simplifying the interactions between human resource managers from different organizations (Bahrami, Fulad & Tahmasebi, 2019). The themes from the study demonstrate that a community of practice (virtual) presents human resource managers with a platform for polishing their knowledge of PAPs and gaining more skills on the same. Through the advancement of their capital and knowledge of PAPs, HR managers can learn what has worked for others; identify challenges from their peers, thus indexing change effectively within their organization.

Furthermore, a study by Tursunbayeva et al. (2022) explored the role of multimodal data visualization in PAP and found that it improved decision-making processes. The study investigated speech recognition in PAP and found increased user satisfaction and efficiency. The study highlighted the key impact of multimodal data visualization and speech recognition on decision-making processes within PAP. In this case, multimodal data visualization assists decision-making by presenting information through different sensory channels, enabling users to process information more effectively. On the other hand, speech recognition enhances decision-making by providing a convenient and efficient means of input and interaction. Overall, Tursunbayeva et al. (2022) suggested that integrating speech recognition technology and multimodal data visualization enhances decision-making processes in PAPs, thus, improving user satisfaction and efficiency. The authors review the existing traditional ethics of people analytics and note various key risks, including privacy violations and potential algorithmic bias. My study emphasizes ethical responsibility that HR professionals and other stakeholders engaged in the use of PAPs can actively promote.

Based on the study by Tursunbayeva et al (2022), there is a need for proper ethical guidelines that can be used by people analytics to ensure that ethical considerations are kept high and that HR professionals do not violate accountability measures. The author's emphasis on the significance of transparency, accountability,

and employee involvement is a top-notch concern that highlights the need for HR professionals to prioritize ethical considerations when implementing analytics systems. Tursunbayeva et al (2018) critically examined technology disruptions in HR professionals in organizations. The study notes that emerging technologies offer comprehensive approaches to reshaping HR practices and organizational processes. Based on the study, the integration of PAP in HR practices offers a prudent space for analyzing and providing immediate solutions on key areas that encounter technological disruptions in organizations.

2.2. Subjectivity Around Multimodal Platforms

Several factors, including the users' subjectivity, can affect the design and use of multimodal platforms in PAP. Subjectivity around multimodal platforms refer to the influence of subjective factors in the design and use of PAP. These factors include the designers, users, and the organization's preferences, biases, and values. The subjective factors may impact the usability and effectiveness of the platform, particularly for individuals with diverse backgrounds, cultures, and learning styles. Failing to consider diverse perspectives leads to exclusion and reduced accessibility. For instance, platforms that neglect cultural variations may alienate users from different backgrounds.

Additionally, organizational biases can also introduce limited representation, which hinders inclusivity. As a result, acknowledging subjectivity allows for a more user-centered design, catering to diverse needs and ensuring a platform that is accessible and effective for a broader range of users. The article, "Equality, diversity and inclusion," by Green (2018) noted that the key challenges encountered by the CoPs, including limited access to resources, potential tokenism, and resistance from organizational leadership, could only be addressed through proper recognition, support, and integration of CoPs into a broader organizational structure.

As such, the integration of CoPs into the broader organizational structure provides a clear need to integrate PAPs to aid HR professionals in recognizing and addressing such challenges to ensure proper business operations within an organization. On the other hand, the article by Gelbard et al. (2018) explored the application of sentiment analysis in organizational work and proposes ontology for people analytics. In the study, the authors suggest that the system analysis and

technique used in analyzing and interpreting emotions and opinions are vital in achieving valuable insights that aid in understanding employee sentiments and their impacts on organizational results. The study provides adequate information on the key requirements that HR professionals should adopt for analyzing prior emotions portrayed by organizational employees.

The use of PAP can also be analyzed through Pierre Bourdieu's Capital Theory (1977, 1984, 1986). Capital Theory emphasizes social and cultural capital's role in shaping knowledge acquisition and use. HR professionals' engagement in the community of practice and their social and cultural capital can impact their knowledge acquisition and use of PAP. For instance, HR professionals who are actively engaged in the community of practice and have high levels of social and cultural capital may be better equipped to navigate the multimodal aspects of PAP. Bourdieu's theory argues that individuals and groups possess various forms of capital that can be exchanged for different forms of capital in both social and economic interactions. According to the theory, these forms of capital encompass economic, social, and symbolic capital.

In their work, Pessach et al. (2020) highlighted that in the context of PAP, economic capital represents the financial resources invested in the software and its implementation, such as the cost of the software and training for HR professionals. On the other hand, the study notes that social capital can be seen in the relationships between HR professionals, data analysts, and other stakeholders involved in using PAPs. Finally, the authors argue that cultural capital represents the knowledge and skills required to effectively use PAPs, such as data analysis and interpretation skills, while symbolic capital relates to the status associated with using PAPs, which can confer advantages in terms of career advancement and organizational reputation. The study shows that the role of PAPs manifests within HR professionals to facilitate proper decision-making and enhance organizational productivity.

Therefore, PAP designers and developers must consider these subjective factors and work towards designing platforms that are accessible and user-friendly for all individuals. Ulibarri, Krakow, and McIver's (2020) study explored the subjective factors that affect the use of PAP in HR decision-making processes. The study found that HR professionals' first-earned experience and attitudes toward data analysis influence their use of PAPs. The study examines the subjectivity of PAP vendors' design preferences

and notes that they are influenced by the vendors' prior experiences and perceptions of their target market. As such, the study argues that subjectivity affects the entire design and the use of multimodal platforms in PAP. On the other hand, Zhang et al. (2021) noted that although companies are aware of the opportunities presented by big data to HR, most are still using unstructured data such as employee surveys. Like McCartney & Fu (2022), Zhang et al. (2021) argued that big data acknowledges the transformative impacts of big data on HR. As companies diversify their workforce, there is an emerging need to utilize multimodal aspects of PAPs, such as images and video analytics. Notably, with the emergence of big data in organizations today, there is also technology that can help generate meaning out of the large amounts of data collected. However, it is noted in existing literature that using multimodal analytical platforms can help identify employees' capacities and thus allocate them tasks according to their specialty areas. This insight is underscored by the findings of Ulibarri, Krakow, and McIver's (2020) study, which delved into the subjectivity influencing PAP usage in HR decision-making. Their research reveals that HR professionals' initial experiences and attitudes significantly shape their utilization of PAPs. This specific study holds noteworthy implications for the present investigation. The understanding that individual capacities impact decision-making processes aligns with the core objectives of my study, emphasizing the intricate relationship between affective-behavioral-knowledge attributes and the use of multimodal analytical platforms. By building on Ulibarri et al.'s insights, my study contributes to refining HR strategies and decision-making processes in a manner that considers the nuanced interplay between subjective factors and the effective utilization of PAPs.

2.3. Ethics and Diversity, Equity, and Inclusion (DEI)

Using PAP raises several ethical considerations, including data privacy and the potential for bias. Ethics and DEI considerations focus on the ethical implications of using PAPs for workforce management, particularly concerning workplace DEI. The study by Margherita (2022) emphasized the role of social and cultural capital in shaping the acquisition and use of knowledge and has implications for the use of PAPs by HR professionals. In particular, the author noted that HR professionals' engagement in the community of practice and their social and cultural capital levels can impact their knowledge acquisition and use of PAPs.

In the context of PAPs, Tursunbayeva, Di Lauro, and Pagliari (2018) noted that HR professionals who are actively engaged in the community of practice and have high levels of social and cultural capital may be better equipped to navigate the multimodal aspects of PAPs. The study notes that HR professionals may better understand the cultural norms and practices surrounding using PAPs, which can assist in adopting and integrating the platform into their HR practices. However, HR professionals with limited social and cultural capital may find it challenging to adopt PAPs due to a lack of sufficient guidance and support networks. Further, they may also face critical issues in navigating the cultural norms and practices surrounding PAP, thus impeding their adoption and integration of analytics into HR practices. As a result, such HR professionals may witness exponential reinforcement of biases and discrimination if the platform is not designed correctly.

Using PAPs assists in leveraging HR professionals by promoting talent acquisition. In this case, PAPs identify significant attributes and traits of successful candidates, thus enabling HR professionals to make informed decisions during the recruitment process. Also, PAPs provide a space for employee engagement and retention by examining employee sentiment, feedback, and survey data to identify factors influencing employee satisfaction and engagement. As a result, identifying potential issues is facilitated by using PAPs, enabling HR professionals to implement targeted initiatives that enhance employee experience and improve retention rates. Moreover, using PAPs can provide insights into individual and team performance by analyzing various metrics such as productivity, goal achievement, and performance evaluations (Tursunbayeva, Di Lauro, & Pagliari, 2018). The information allows HR professionals to identify high-performing employees, provide targeted feedback, and allocate resources effectively. This can also be achieved by promoting workforce planning and development. However, this is achieved by critically analyzing demographic data, skill sets, and performance metrics to support strategic workforce planning. As such, PAP helps HR professionals identify skills gaps, succession planning opportunities, and training needs to optimize talent development and ensure a competitive workforce.

2.4. Emotional Dynamics in HR Analytics Practices

Before the onset of the pandemic, the integration of artificial intelligence, data mining, machine learning, and the Internet of Things into Human Resources (HR) practices has been a focal point of research. Studies have explored diverse applications, ranging from candidate selection to employee mood as well as sentiment analysis (Moniz & Jong, 2014; Chan & Yu, 2010; Costa & Veloso, 2015). Various methodologies have been employed, such as identifying and analyzing employee moods and emotions within organizational settings. Facial emotion detection, as illustrated by Subhashini and Niveditha (2015), involves capturing and analyzing facial expressions through organizational cameras. This method discerns emotions such as happiness, surprise, anger, disgust, fear, and sadness. Additionally, voice tone analysis (Chan & Yu, 2010), sentiment analysis through online employee reviews (Moniz & Jong, 2014), and social media platforms (Costa & Veloso, 2015) have been explored as avenues for comprehending the emotional landscape of the workforce.

The complex relationship between task- and relationship-oriented leadership is influenced by Affective Events Theory (AET) (Ashkanasy and Daus, 2002). This theory posits that emotional states underlie attitude formation and employee behavior in organizations, emphasizing the impact of everyday events on individuals' perceptions of their jobs and colleagues. This underscores the importance of recognizing and addressing emotional aspects in organizational settings, as even seemingly minor events can accumulate to profoundly affect behaviors. Also, leaders, particularly those in HR field, often navigate emotionally demanding situations, as highlighted by Hochschild (2012). The emotional labor involved in managing one's emotions for the sake of the job is particularly crucial for HR professionals. Muncy (2020) emphasizes the importance of empathy in HR practice, stating that leaders who utilize empathy are more influential and successful in building trust, especially in conflict resolution scenarios. Despite the extensive exploration of emotions and analytics in HR, to my knowledge, there is a noticeable need for research regarding the emotional experiences of HR professionals navigating People Analytics Platforms (PAPs). Currently, there is a lack of studies addressing the emotional aspects of HR professionals engaging with these advanced tools. This gap creates the need for further investigation into the emotional dimensions of HR practitioners as they utilize People Analytics Platforms, forming the basis for the

present study. It is my understanding that Affective Events Theory, with its focus on emotions influencing attitudes and behaviors, intersects with the intricate interplay between human emotions, social dynamics, and communication modalities within organizational contexts. In the context of PAP, understanding the emotional experiences of HR professionals becomes essential for optimizing collaborative practices, knowledge sharing, and effective communication. Emotions are integral to the socio-cultural and semiotic fabric of organizations, and acknowledging this emotional dimension complements the broader theoretical frameworks that guide organizational understanding.

Chapter 3. Theoretical Framework

In this chapter, poststructuralist accounts of power, discourse, representation, and knowledge are adopted to understand the neoliberal agenda (Cayla, 2021; Gerber, 1994) that has changed the way HR professionals' complete specific tasks, and the level of control placed on the choice of mode and semiotic resources afforded by data analytics platforms. The hallmark of neoliberalism is evident both in the organizations' employees' value (which is increasingly being calculated based on digital representations on the HR dashboard), and the growth in the investment in analytical platforms, which fosters greater economic growth and productivity for the organization's corporate C-suite and business owners that are investing in PAPs.

Neoliberal reforms worldwide have significantly impacted data-driven organizations, particularly in their shift towards prioritizing HR analytics through People Analytics Platforms (PAPs) over ensuring equitable access for HR professionals. This emphasis on analytics may disproportionately disadvantage HR professionals lacking analytical backgrounds, as they may have limited knowledge and experience in analyzing large-scale, heterogeneous, multilingual, and multimedia content using PAPs. Through a poststructuralist orientation (Foucault, Deleuze, Derrida, Lacan, Guattari, Kristeva, and Lyotard, to name a few), I will explore varied interpretations of the analytics platforms, and processes (process of finding, collecting, examining data to derive useful information and insights), and semiotic resources to gain an understanding of the attitudinal phenomena of such platform users.

Poststructuralism, according to Ninnes and Metha (2000), constitutes multiple formations of thought, multiple sources of ideas, multiple thinkers, and their influence in multiple disciplines. They further stated that poststructuralism cannot be reduced to “a set of shared assumptions, a method, or a body of theory” (p. 2). Crowley and Hodson (2014) emphasized how neoliberal practices influence relationships, and day-to-day behaviors that underwrite organizational functioning. With the use of analytics, comes the assumption of a reduced role for corporate c-suite executives, less accountability with analytical processes, and their selfish profiteering concepts, which stems from their neoliberal practices. While a PAP Platform enables predictive business insights through exploratory data analysis, which means seeing if users can find a signal that can help

answer that question or problem, this research will address questions around the degree to which PAP adoption ensures inclusivity of user's varied educational backgrounds (cultural capital), the role that users' social and economic status plays in ensuring inclusiveness and usage, and in their subjective interpretation of the semiotics of PAPs.

3.1. Multimodal Discourse Analysis (MDA)

Multimodal Discourse Analysis (MDA) is a branch of Discourse Analysis that has recently gained importance. Pictures are linguistic patterns, in the same way that sounds are oral language, and pictures are visual language. Therefore, MDA is in the process of gaining significance by combining and integrating multiple means of communication. MDA investigates how numerous elements, including text, pictures, sounds, colors, gestures, and typography, are integrated, to transfer or transmit ideas.

In its most basic form, multimodality is defined as "the integration of several semiotic modes within a given environment used in communication to express meaning" (Adami, 2017, p. 451). As a result, multimodal discourse analysis involves fusing interconnected elements for semantic interpretations. By rejecting the single meaning of a text or image, the multimodal critical discourse studies create room for multiple interpretations of a single text by accounting for cultural differences, and the various ways in which social interactions shape a person's perspective (Pirini et al., 2018).

Embracing the theoretical foundations of post-structuralism in multimodal discourse studies would enhance the field's sensitivity to diversity. Post-structuralism, as a theoretical framework, challenges traditional and universal interpretations of language and semiotic resources. In the context of multimodal discourse studies, this means questioning and diversifying how different modes of communication are understood and represented. The aim is to foster a more inclusive perspective, aligning the field with diverse perspectives and challenging any universalized views of language and communication resources. MDA will be used to describe PAP's textual structure visually using layout, color, and typography, both at the text and discourse levels, in response to the increased need to investigate significance beyond linguistic techniques in numerous aspects of current literature. This research using MCDA will demonstrate how graphic ensembles are created from a set of available options utilizing convention-governed methods.

The assumption that multimodality has been shaped through users' cultural, historical, and social usage may be the case for skilled HR professionals navigating PAPs. One can say that cultural-historical activities (Roth & Lee, 2004) are not based on analytical platforms. In fact, the PAP's introduction to the Canadian business world, along with its features, are tailored to professionals with knowledge and expertise that are data-driven (such as analysts, data scientists, or others with technical skills). This is not necessarily the case for all skilled HR professionals using PAPs; making multimodal transcription becomes subjective (Roth & Lee, 2004, p. 267). The rigid perception of HR professionals by the structural perspective explains human phenomena in terms of structures. These structures representing distinct social structures (such as organizational hierarchies, cultural norms, power dynamics, and communication channels), command different connotations that change depending on the diverse meanings and historical locations of individuals, objects, and relationships

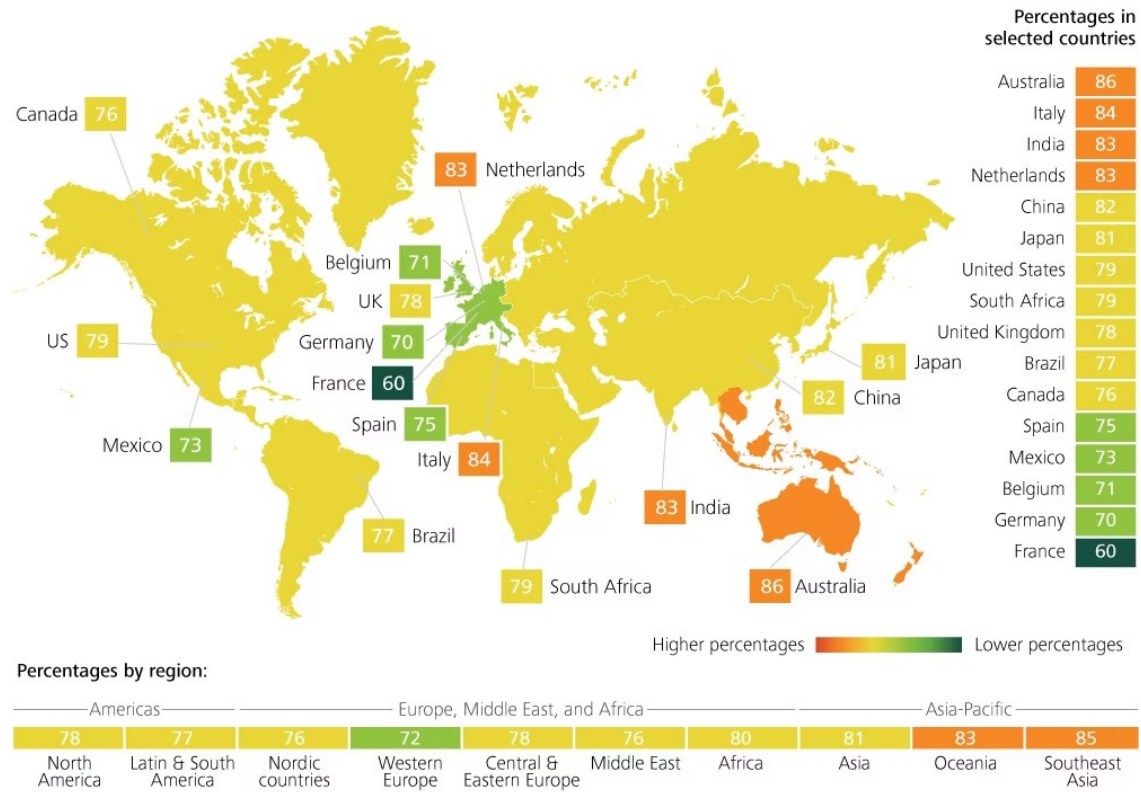


Figure 3-1. Sample PAP widely used in Canada - Percentage of respondents rating this trend “important” or “very important.”
 Note: According to this publicly available survey respondents, people analytics' importance varies across global regions and selected countries (see Figure 2). More than half of the organizations (52 percent) now rate themselves as excellent at conducting multi-year workforce planning, with 38 percent rating themselves as adequate. AMallon, D., Moir, J., & Straub, R. (2016). In People Analytics. Deloitte Insights. URL: <https://www2.deloitte.com/uk/en/insights/focus/human-capital-trends/2016/people-analytics-in-hr-analytics-teams.html>

This empirical research will attempt to raise awareness of the ways in which PAPs and *modal affordance* can be used (and is used) to maintain, and to challenge the existing lack of equity for users. The deconstruction of PAPs, which is inherent in this poststructuralist analysis, will investigate the ways in which the adoption and usage of PAP *privileges* certain HR professionals with knowledge of analytics (analytical skills) and effectiveness, while excluding, and thus marginalizing, other HR professionals that are equally qualified, but who lack analytical skills. Taking from Foucault's perspective, knowledge is not a universal, nor is it essential, but rather, it is a situational construct that is discontinuous and open to historical revisionism (Hook, 2001).

3.2. Application of the “A (Affective), B (Behavior), and K (Knowledge)” Framework to the Research

The knowledge of HR professionals is a construct, one that is ongoing and ever changing, through many choices and economic influences that shape how they make sense of their professional and personal lives (Peticca-Harris & McKenna, 2013). Notably, the knowledge of these HR professionals is shaped by their attitudes, behaviors, or perceptions, which are inherited from their social groups. As a result, the ABK framework (the feelings (Affective), Behaviors, and embodied experiences (Knowledge) of the HR professional) will help to explain how HR professionals think, feel, and behave around PAP, what their attitudes are towards their choice of mode and semiotic resources of PAP, data subjectivity, and other areas, as expressed in the research questions. As shown in Figure 3, the ABK framework will further help guide the scope of this empirical research and serve as a scope within which this research will be situated.

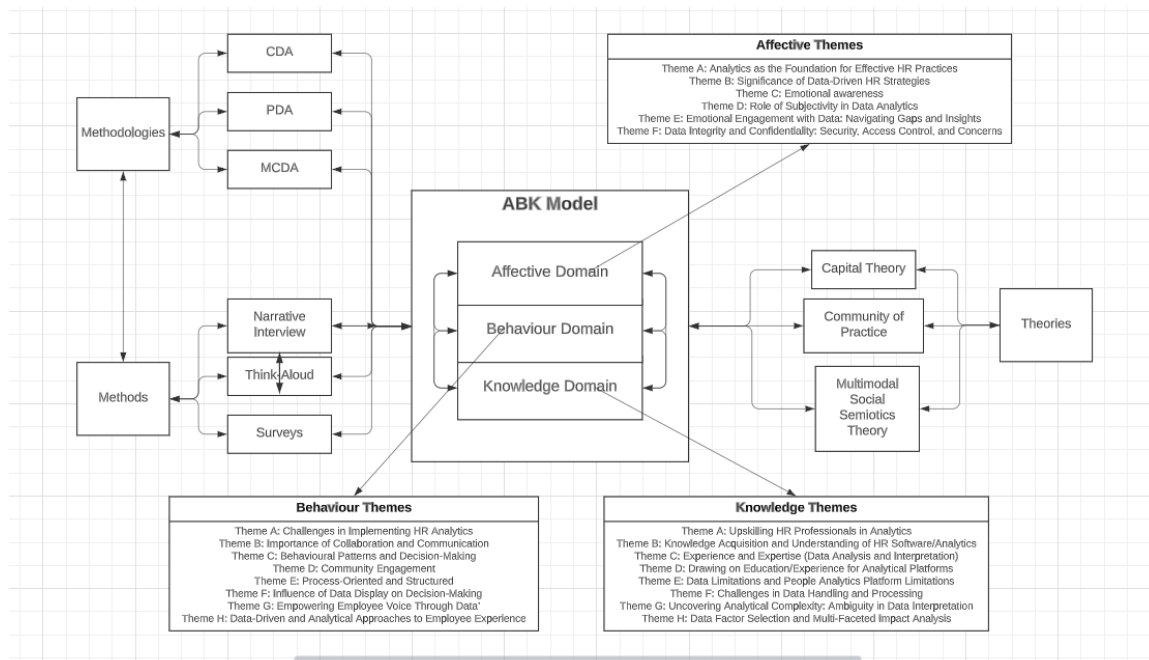


Figure 3-2. Framework for Deconstructing People, Analytics and Platforms
 Note: This diagram was created by the author and is an original representation developed for this thesis.

3.3. Using MCDA to Understand PAPs and HR Professionals' Learning in their Work Context

Multimodal Critical Discourse Analysis (MCDA) understands social interactions and meanings produced by multiple modes and would greatly benefit this research's post-structural perspective. Implementing a post-structuralist perspective in this discourse would provide a deeper meaning to the semiotic resources and enable the attachment of different meanings to a single image, interaction, or social interaction. Inspecting a multimodal text through the post-structural perspective would allow an ideology in media news, for instance, to be interpreted by people from different backgrounds through multiple lenses.

Learning, as a placed practice, has a crucial distinguishing feature that is termed "legitimate peripheral participation" (Lave & Wenger, 2005), where Lave and Wenger portrayed learning as an "integral and inseparable aspect of social practice", a process of engagement in social practice that entails learning as an integral constituent", and learning as "participation in the social world"; making learning something larger, more complex and connected to the community, cultural, and political economy (pp. 31-122). Using MCDA, this study hopes to understand workplace learning using Lave and Wenger's (2005) concept of 'legitimate peripheral participation' to review HR professionals' engagement in communities of practices and determine how mastering the learning of PAPs necessitates entrants moving toward full involvement in a community's socio-cultural practices.

While this study's goal of understanding and showing how texts reflect and enact social structures and practices is established in the current thesis, it is worth acknowledging two major challenges to critical discourse analyses (O'Halloran et al., 2011b), and briefly explaining how these challenges will be addressed in this thesis. One challenge involves multimodal phenomena, which are shaped by language and various resources like images, sound, and music. This includes the task of connecting insights about the social motivations of text to their realizations, and vice versa. Adopting O'Halloran et al.'s (2011b) conceptualization, I drew upon work within both the 'mainstream,' and social semiotic traditions, as well as from other traditions such as analytical studies, showing how multimodal texts construct meaning by employing a

complex array of semiotic resources and strategies, and how interactive digital tools may assist in the critical analysis and interpretation of those meanings and their expression.

3.4. Community of Practice (CoP)

Along with the use of analytics on PAPs, there is the assumption of a reduced labor force, less accountability with analytical processes in place, as well as the selfish profiteering concepts, which stems from organizations' neoliberal practices. Through the utilization of Community of Practice (CoP), this research hopes to understand HR professionals' existence within a defined social space—a field— and how this community shapes the capital of its members by underlying the effects of neoliberal policies on access to HR professionals; using PAPs presents little or no recognition/inclusiveness of dynamic embodied capital — the very basis of their identity.

Communities of Practice, like the CPHR Association for HR professionals in British Columbia (BC) and Yukon, enables HR professionals to build a system of individuals with common interests. Such a CoP also occurs within organizations in the form of informal groups and presents itself in a variety of methods. Firstly, the community acts as an intra-network clearinghouse, finding people with pertinent information, and assisting members inside the community with establishing links with each other (Skrede & Hølleland, 2018). Secondly, the community serves as a mechanism of reference, allowing users to swiftly assess the expertise of other members of the network, without maintaining contact with each person. Finally, the community of practice may also assist in connecting persons from beyond the system with those who have already been designated as members of the community.

This job is particularly essential for young workers who are searching for persons who have the firm-specific expertise required to succeed in their new responsibilities. As HR professionals establish a mutual interest or subject, CoP can play an important role in preserving the common "vernacular" that its members utilize, and communities of practice contribute to the development of the actual language utilized by members of the group in their day-to-day professional discussions (Berger, 2016). Using this theory, this research intends to understand the communities' responsibilities towards HR professionals (in the three research sectors examined in this work) in supporting and encouraging the building of social capital (critical connections that exist between the

CoP and capital theory). The focus is specifically on exploring the connection between COP and Capital Theory in understanding HR professionals' responsibilities and the development of social capital.

When HR professionals engage in social learning through CoP, they share, as expressed by Wenger et al. (2002), a concern, a set of problems, and a passion about a topic, to deepen their knowledge and expertise in an area, through ongoing interaction. Using CoP, I will unveil learning through informal groups, techniques that such communities adopt for getting professionals to share what they know and fostering a deeper understanding of other forms of modal affordance available to these professionals that ensure PAP relevance.

Modal affordance, as adapted by Kress (2010), refers to the potentialities and constraints of different modes – what is possible to express, represent, or communicate easily, are the resources of a mode, and what is less straightforward or even impossible – and this is subject to constant social work. Modal affordance, using the People Analytical Platform, is the use of different charts, graphs, statistics, and audio modes to communicate the meanings of data, to inform decisions in HR professionals' daily work. The level at which HR professionals interact with data differs depending on their roles, prior education, and level within the organization; this, in fact, supports my argument for post-structuralism, which challenges the shallow and inflexible interpretation of individuals, languages, objects, and texts in humanities, and the study of cultures and binary oppositions perpetuated by the structuralist approach.

The emerging hybridization of the workforce may make the criticism of Lave's CoP approach, focused on the induction of individuals into formal community-based work groups more prominent, along with their socialization through the development of community-relevant knowledge, understanding, and skills. One limitation involves the critique that the Lave model of CoP is considered too simplistic to be applicable to modern western business environments. I plan to explore the limitations of Lave's model through CDA in the context of HR professionals at their varied community-based organizations and the CPHR Association for HR professionals in British Columbia (BC) and Yukon. In these settings, HR professionals predominantly engage in social learning.

My justification for the choice of the CPHR association, and three workplaces of HR professionals, as a medium for evaluating Lave's model, is motivated by Owen-Pugh's (2002) choice for the Elite British Basketball Club, and Lave's choice of community-based organizations as a research context. While critics have emphasized that Lave's model lacks depth in Lave's definition of the term 'community', it is my intent in this thesis to fully establish the scope of the organizational communities considered for this empirical research. While the possibilities of CoP in the history of education are yet to be fully realized, my review of the literature revealed a limitation of CoP, the extent to which it may be exploited as a 'social object' by organizations seeking to intensify their innovation processes (e.g., Contu & Willmott, 2000). Brown and Duguid (2001) reflected on how communities may be displaced by leaders who seek to exploit tacit knowledge of the community members for commercial ends.

3.5. Multimodal Social Semiotic Theory (MSST)

The rationale for MSS is grounded within Multimodal Social Semiotic Theory, derived from Halliday's (1978) *Language as Social Semiotic*. The theory constructs language as a semiotic resource; both spoken or written, with language as a basis for constructing human beings' experiences in social or cultural practices. The application of multimodal theory to data analytics is not unprecedented (Bezemer & Kress, 2015). Vrochidis et al. (2018) has used multimodal analytics techniques to explore journalists' analysis of large scale heterogeneous multilingual and multimedia content.

The research interest in Multimodal Social Semiotic Theory is ontologically semantics based. Along with this is a description of how meaning-making can be understood (Bezemer & Kress, 2015; Kress, 2010) by paying attention to how participants use the modes of PAP for their everyday HR related job functions, and how it is socially and culturally situated. This can be accomplished by drawing on the work of Kress and van Leeuwen (2001), and Jewitt (2006), among others. While Social Semiotic Theory allows me to see that the social is generative for meaning-making – “the source, the origin and the generator of meaning,” (Kress, 2010, p. 54) – it does have its limitations: (1) visual social semiotics is not sufficient to deal with the many issues involved in the design of appropriate and accurate charts, and diagrams, (2) the social semiotics research approach only emphasizes its analytical scope on the collection of

texts, which raises selection issues, sampling, generalization, and consistency, (3) social semiotics on their own do not offer all that is required for the interpretation of the text, (4) a limitation of visual social semiotics is its potential lack of objectivity, particularly when studying videos, images, and texts, and (5) with visual social semiotics, the audience may care or know little about an issue (Kress, 2010).

The use of multimodality is not new in today's world, as it has been applied by institutions and businesses in many different sectors (education for online learning, manufacturing processes, retail, etc.) for the efficient running of organizations. The use of multimodality has also caused an increase in the adoption of multimodal platforms in completing more HR functions. Technologies that digitally analyze data are also changing, and are challenging multimodal analysis, and in doing so, pose ethical questions in the use of people's data. In this paper, multimodality is associated with the application of principles relating to people's conduct from the perspective of complex communication structures, and the logic formed for work-related performance. Kress argued that implications can arise when using mixed modes in a multimodality structure, which could introduce mixed logic; this, according to Kress, can pose new questions around reading, and design in writing (Kress, 2010). The same can be argued for Multimodal Discourse Analysis (MDA), where implications can also arise, when the interpretation of the data, within and across analytical platforms (multimodal data), or when considering the level of human interaction during data integration.

3.6. Capital Theory

The term social capital can be traced to Karl Marx in 1867, and John Dewey in 1900. But it was not until the 1980s that academics started to use it more frequently. By the 1990s, the term gained widespread popularity, both within and outside of academia (Farr, 2004). The concept of social capital exhibits a lack of consistent definition, and literature reveals various interpretations. These interpretations encompass foundational ideas such as Bourdieu's theory of capital (1986) and more contemporary concepts introduced by Burt (1992), Woolcock (2004), and Lin (2001). This diversity is reflected in the growing body of research articles and chapters exploring different facets of social capital, ranging from its application as a business competency to its significance in non-profit organizations, legal categorization, and its frequent inclusion as a central theme in

university conferences, among other dimensions. To discuss the social capital of the participants in this study, I utilized Bourdieu's concept of social capital in terms of his notions of habitus and fields of practice (Bourdieu, 1984). Habitus and fields of practice emphasize that social capital is deeply reliant on the context of a particular social space. For HR professionals, this includes their work environment -- the research context. Bourdieu articulated that people in society experience differentiated power, based on the field that they occupy at any given moment. These moments within different contexts account for the challenges, tensions, and contradictions facing the habitus, eventually influencing the distribution of social capital. In understanding the social capital of HR professionals, this research hopes to unveil the connection between habitus and field in relation to engagement in the community of practice, knowledge acquisition and potential affordances of the multimodal PAP.

This theory draws principally on Pierre Bourdieu's (1977, 1984, 1986) theorization of the differing types of capital available to the 'habitus of particular social fields.' My research suggests that Bourdieu's work will give this research the flexibility to capture how HR professionals move in different social spaces, and how their different sources of capital influence their use of PAPs. As this thesis reviews the various forms of capital for skilled HR professionals, it considers Bourdieu's (1986) acknowledgement that the structure of the distribution of the different types and subtypes of capital at any given moment in time represent the immanent structure of the social world. The three types of 'capital' that will be discussed in relation to skilled HR professionals can be transferred, inherited, and accumulated (Dillon, 2014): economic, cultural, and social.

According to Bourdieu (2014), the effective production and replication of 'social capital' essentially relies on connecting social, cultural, and economic frameworks. One of Bourdieu's most notable contributions to sociological theory is his accounts of social capital frameworks that emphasize social, economic, and cultural sociological aspects. He believed that in contemporary societies, capital is found in different fields such as culture, politics, and education, and in various forms such as language, ethnicity, and even symbols. For many of the HR professionals navigating PAPs, such capital is found in the access presented, the understanding of, and the usage of the semiotics of PAP. Using Bourdieu's theory, this thesis draws a connection between the symbolic capital (Bourdieu, 1989) of the skilled HR professionals, how such capital defines their attitudes, and how such attitudes within the skilled HR intergroups inform their choice for PAPs.

International careers research has drawn on Bourdieu's theory of practice to develop the notions of “career field,” “career habitus,” and “career capital” (Iellatchitch et al., 2003; Mayrhofer et al., 2004; McCann & Monteath, 2020). As interpretation and analysis of PAP cannot be guaranteed, and can only be gained through career experience, this empirical research intends to select participants based on their cultural capital and how it may contribute to affordances of the multimodal PAP. As Desan (2013) expressed, Bourdieu’s argument is that “the educational system legitimates the social order by dissimulating class differences and transmuting those differences into differential academic sanctions,” (p. 323). He went on to state that Bourdieu’s distinction between neutral institutions is dedicated to the transmission of a universal culture from classed institutions whose delegated function is to impose a dominant culture arbitrarily (defined by the dominant class). This distinction exists today for HR professionals seeking designation through HR associations like the Chartered Professional Human Resources for BC and Yukon (CPHR), where successful inculcation of the ‘cultural arbitrariness’ is recognized by academic evaluation for which a designation is provided.

Central to Bourdieu’s theory is the distinction between three forms of cultural capital: objectified, institutionalized, and embodied (Bourdieu, 1986). The *embodied state* involves dispositions of the mind and body. This form is very germane to HR professionals. The *objectified state* attributes value and power to cultural artifacts – cultural goods such as pictures, instruments, etc. The *institutionalized state* expresses educational qualifications -- this capital signifies an advance in cultural competency by acquiring sanctions such as a degree or certificate through the educational system or association designations.

According to Grenfell and James (1998), each form serves as “instruments for the appropriation of symbolic wealth socially designated as worthy of being sought and possessed” (in O’Brien & Ó Fathaigh, 2005, p. 69). Furthermore, Bourdieu explained the notion of cultural capital as the unequal scholastic achievement originating from the different social classes by relating academic success to social class. Such relations will be used to understand the distribution of cultural capital between the Canadian HR professionals and immigrant HR professionals who use different analytical techniques.

Such distinctions also create the need for inclusivity and promotion of equality when PAP is considered by businesses.

Chapter 4. Research Design, and Methodology

Organizations increasingly rely on people analytics to optimize human resource management practices in areas such as recruitment, performance evaluation, personnel development, health, and employee retention management. Analytics and vendors are implementing people analytics control panels for better understanding of employment attrition, hiring metrics, cost, and engagement. There is now a disregard for Conventional Analytical Techniques (mostly accomplished using Microsoft applications like Excel), and the skilled HR professionals who navigate using these tools in their daily work context. The literature on PAPs has grown over the years, and there has been an increase in conceptual papers that offer typologies to categorize different people analytics practices, and their areas of application (Angrave et al., 2016; Dulebohn & Johnson, 2013; Ulrich & Dulebohn, 2015). Empirical research in this field is still limited, and rigorous qualitative research, examining the consequences of people analytics, is lacking (Greasley & Thomas, 2020; van den Heuvel & Bondarouk, 2017). The issue with the displacement of skills faced by skilled HR professionals navigating PAP with little or no formal training will be a focus of this study, where qualitative methods will be adopted to explain work processes on PAP.

HR professionals' stories are the subject of inquiry in this research, and in studying these professionals, there is the intent to capture issues and concerns, along with relational processes around PAP (using the ABK framework as a means of establishing the scope). These relational processes, which can include scenarios such as predicting turnover or retention, are shared amongst these professionals in their different communities of practice.

In this study, data was actively captured using Zoom interviews and recordings, a method meticulously selected for its flexibility and capacity to preserve the authenticity of participants' narratives. The data capture process commenced with candidate screening, conducted through a structured questionnaire survey. Data capture was actively conducted using Zoom interviews for narrative insights and Zoom recordings for the think-aloud protocol. Initial candidate screening was carried out through survey-based screening questionnaires (see [Appendix C](#)), followed by a final-stage questionnaire at the conclusion of the selection process, enhancing the depth of this research.

Throughout the data capture process, strict ethical considerations were adhered to, ensuring the privacy and confidentiality of participants. Additionally, participants-checking sessions were held with select participants to affirm the accuracy of captured data through secured Google document links to transcripts. Collected data was analyzed using the qualitative coding software MAXQDA and MMA-Video. Using MAXQDA, I was able to code interviews directly for easy sorting and referencing, transcribe interviews, as well as analyze transcribed text and videos. While the MAXQDA tool helps with analyzing the transcribed verbalized audio recording of “think aloud” sessions and narrative interview responses, the MMA-Video allows me to visually represent specific combinations of modes by creating a series of layers of description and annotation. The combination of modes on PAP was organized using the MMA-Video tool and was re-used in different analyses. This research adopted the definition of Qualitative Research from Denzin and Lincoln (1994) in their first Handbook as:

Qualitative research is multimethod in focus, involving an interpretive naturalistic approach to its subject matter...qualitative researchers study things in their natural settings attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them. Qualitative research involves the studied use of and collection of a variety of empirical materials...that describe routine and problematic moments and meaning in individuals' lives. (p. 2)

In contrast to quantitative research, this qualitative research takes on the assumptions about interpretation and human action with the sole purpose of gaining an understanding of different narratives, and the impact of these narratives on skilled HR professionals' experiences (Pinnegar & Daynes, 2007). Given my understanding that participants bring with them a history and worldview, which are not in any way static, but rather, are dynamic, growth and learning remains part of this research process for both the participants and I. This qualitatively oriented approach employs the theoretical perspective of Social Semiotics (Van Leeuwen 2005; Machin & Myar, 2012), and uses Multimodal Critical Discourse Analysis (MCDA) (Ledin & Machin 2018; Machin & Myar, 2012) to analyze the multimodal PAP used by skilled HR professionals.

In this thesis, poststructuralists' lens, incorporating insights from theorists such as Foucault, Deleuze, Derrida, Lacan, Guattari, Kristeva, and Lyotard, is employed to

examine power, discourse, representation, and knowledge in narrative inquiry. This lens is applied to comprehend the impact of neoliberal agenda that has changed the way in which we complete specific tasks, and to control the choice of mode and semiotic resources through data analytics. Through poststructuralist perspective, the researcher explores varied interpretations of PAP, including their processes and semiotic resources, aiming to understand the attitudinal phenomena of such platform users. These multiple realities and subjective experiences support the use of different research methods and techniques of interpretive design to expound the attitudes, as influenced by Affective (A), Behavioral (B), and Knowledge (K) experiences of HR professionals.

Specifically, by using the ABK framework, this study's methodologies help to focus on the HR professionals' opinions, feelings, experiences, and inner thoughts. The use of the ABK framework supports Smith and Sparkes' (2009) notion that with narrative inquiry, meaning is privileged, as narratives are also recognized as being embodied, where people depend on their bodies to engage with the world. In the narratives of HR professionals, they tell their stories through their bodies as the body projects subjective realities (Smith & Sparkes, 2009).

This research utilized a qualitative multi-method focus, involving an interpretive, naturalistic approach, namely, studying things in their natural settings, to make sense of, and interpret phenomena in terms of the meanings that people bring to them. Using this qualitative research methodology involves the collection of a variety of empirical materials that describe moments and meaning in participants' lives (Denzin & Lincoln, 1994). Using a think aloud method, in combination with video recording, and narrative interviews, this thesis hopes to produce a deep understanding of the process of meaning-making, and to develop the understanding of the semiotic choices encoded on PAP by the designers of PAP, as well as examining how HR professionals navigate PAP in relation to organizations' standards. Using the think aloud method, skilled HR professionals can verbalize aloud their work processes as they are performing a set of specified tasks using PAPs. This process of using PAPs constitutes multiple formations of thought, multiple sources of ideas, multiple thinkers, and their influence in multiple instances, hence the need for valuable information through voice (transcribed to text) and video recordings. In this study, a combination of methodologies – including Multimodal Social Semiotics (MSS) (Kress & van Leeuwen, 1996, 2001), and Multimodal

Discourse Analysis (MDA) (O'Halloran, 2004, 2011) provide a more comprehensive analysis of the intricacies of multimodal communication in PAPs.

HR professionals' interpretive accounts of PAPs, including the analysis of their narrative accounts, predominantly result from an analysis using Multimodal Analysis-Video (MMA-Video), as outlined by O'Halloran et al. (2011). This analysis involves nine HR professionals from three distinct sectors: Healthcare, Education, and Manufacturing, based on industry verticals and the HR analytics market (MarketsandMarkets, 2022). The selection criteria for selecting the nine HR professionals were based on Jacoby's (2005) posit on career capital: "time in service and circulation around the firm — including to overseas posts — allows white-collar employees to accrue "career capital" upon which their respectability and status in the company are judged" (cited in McCann & Monteath, 2020, pp. 482-483).

To understand the relationship between semiotic language and the social context of the HR professionals, along with business-specific ways of analyzing and organizing semiotic resources' different context, I propose a Multimodal Discourse Analysis (O'Halloran 2004, 2011), to unveil HR professionals' ways of analyzing data and analytical information for business decisions, through narrative interviews, think aloud methods, and surveys, to give pictures of important moments in their trajectories, and to bring to light any other artifacts, while they navigate two types of analytical platforms.

4.1. Research Context, Site, Participants, and Researcher Role

In this chapter, the intent was to select participants from a population of big corporations in BC, with a focus on three sectors (Healthcare, Education, and Manufacturing). The selection of two or three specific sectors allows for control of environmental variation, while the focus on big corporations will constrain variation due to size differences among the corporations. PAP analytics are mostly adopted by larger corporations due to their cost. Thus, the specification of this population will reduce extraneous variation, and clarify the domain of the findings as big corporations operating in specific types of environments. Recent years have shown an increased focus on people analytics, and the importance of people analytics in helping HR professionals to

be more useful business partners (Kryscynski et al., 2018; Saxena et al., 2021; Dietz et al., 2019).

4.2. Methodology

In this chapter on methodology, my analysis of HR professionals, employing the ABK model and thematic analysis, integrates three key methodologies: Critical Discourse Analysis (CDA), Post-structuralist Discourse Analysis (PDA), and Multimodal Discourse Analysis (MCDA). While CDA serves as the primary methodology, the inclusion of PDA and MCDA contributes to a more comprehensive examination of the intricate dynamics within the discourse. Complementing MCDA, PDA is a pivotal analytical tool that unveils the dynamic process by which HR professionals construct their identities within various discourses. Drawing from our discussions and the insights shared, PDA resonates with Foucault's thesis, emphasizing the fluid nature of identities, constantly shaped by discourse. CDA, as outlined by Fairclough and Wodak (1997), is explicitly concerned with the discursive contexts fostering identity construction. It operates on the premise that language and discourse engage dialectically with the material world, offering insights into power dynamics. This approach aligns with van Dijk's (2001) assertion that CDA supports marginalized groups by spotlighting power relations originating from their experiences and perspectives. Employing CDA permits an exploration of the broader socio-political implications and structural underpinnings impacting the identities and discourses of HR professionals.

Additionally, PDA introduces a personalized dimension to the analysis, enabling an exploration of individual narratives within broader discursive structures. This approach enhances the understanding of how personal agency intersects with overarching discursive patterns, contributing depth to the overall analysis. By combining CDA and PDA, I aim to present a nuanced interpretation that encapsulates both participants' viewpoints and the wider societal influences that shape their identities and discourse. This multifaceted approach acknowledges the complexity of identity formation and power dynamics, considering individual expressions, linguistic interactions, and structural factors.

This thesis focuses on multimodal analytical platforms of interest to skilled HR professionals (sign-makers), using the platforms in their social contexts. The

methodology used to engage in multimodal analysis is selected by aligning the research with discourse analysis, one that focuses on how people interact with each other and their environments. Using multiple communicative modes (Scollon 1998, 2001; Norris 2004), from the theoretical perspective based on Halliday's (1985) systemic functional linguistics, this empirical research applies a combined approach of Semiotics and hermeneutics to multimodal platforms, which describes the ways that human actions are simultaneously facilitated and obstructed by tools (Vygotsky 1962b; Wertsch 1991).

The idea is that a combined approach can enhance my ability to understand the interplay between, on the one hand, the neoliberal agenda around PAP use, and HR professionals' influence on choice of mode and semiotic resources on PAP, and on the other, the processes by which the knowledge and experience of HR professionals influence their access to PAP use. According to Halliday (1978), the fundamental assumption in social semiotics is the idea that language and other semiotic systems are intrinsically social. The unit of analysis in this approach is an interaction between people and their environment, as well as the modes and relationships between the modes, which enable that interaction. Looking at Figure 1 (Preface, page 16), an HR professional's interpretation of high turnover, for example, is intrinsically social – that is to say, the interpretation is based on the acceptable value for high, moderate, or low turnover in a specific social setting. With this example, the community/organization's practices influence the use and interpretation of PAP modes. And by analyzing all of the modes implicated in this interaction, this study hopes to understand how the physical context shapes interactions, and how knowledge is more effectively translated from HR professionals to community members (and vice versa) when it is conveyed through multiple modes.

Table 4.1. Overview of Discourses Analytical Approaches was created by the author.

Analytical Tools	Strength	Limitation
Conversation Analysis (CA)	Relies closely upon analyzing the meanings and interpretations of the participants and draws upon the 'common sense' narratives cropping up in naturally occurring data, aiming to interpret the participants' expressions of their identities in their own terms.	Bottom-up approach, power relations are therefore never assumed, although they may be constructed through the process of linguistic interaction (Benwell and Stokoe 2006).
Critical Discourse Analysis (CDA)	Explicitly interested in the discursive contexts in which identities are constructed. Assumes language and discourse to interact dialectically with the material world (e.g., Fairclough and Wodak 1997).	Power relations start from 'the experiences and opinions of members of [dominated groups] and support their struggle against inequality' (van Dijk 2001, 96).
Post-structuralist Discourse Analysis (PDA)	Explicitly interested in the discursive contexts in which identities are constructed. Acknowledges that real material conditions exist and affect people physically and emotionally (Weedon 1997), but such conditions are also a function and effect of discursively formed viewpoints.	Holds that 'a will to truth' leads to 'a will to power', which will ultimately transmute into its own 'grand narrative' (Foucault 1980). ⁴
CDA / PDA: Power relations are inscribed within social or institutional discourses, which permeate every linguistic interaction. Thus, while CDA in principle seeks to deconstruct how hegemonic power relations position individuals or groups, and in so doing may produce a single, oppositional reading that may eventually become authoritative, a poststructuralist, supplementary approach encourages the possibility of several competing readings.		

⁴ Foucault (1980) holds that 'a will to truth' inevitably gives rise to 'a will to power,' which, in turn, can evolve into its own 'grand narrative' — suggesting that the pursuit of truth, often regarded as a noble and objective endeavor, is not devoid of complexities. He argues that this pursuit can be influenced by power dynamics, which implies that as individuals or institutions seek to establish 'truths,' they may also be driven by a desire for influence and control, leading to the creation of overarching narratives or ideologies."

<p>Multimodal Critical Discourse Analysis (MCDA)</p>	<p>Using MCDA to understand workplace learning using the Lave and Wenger's concept of 'legitimate peripheral participation' to review HR professionals' engagement in communities of practices and determine how mastering the learning of PAP necessitates entrants moving toward full involvement in a community's socio-cultural practices.</p> <p>MCDA investigates how numerous elements, including text, pictures, sounds, colors, gestures, and typography, are integrated, to transfer or transmit ideas.</p> <p>supports post-structuralist reading practices that acknowledge the historical situatedness of texts, gaps in textual coherence, the indeterminacy of textual meaning, and ways in which texts encapsulate versions of reality (Morgan 1992).</p> <p>By rejecting the single meaning of a text or image, the multimodal critical discourse studies create room for multiple interpretations of a single text by accounting for cultural differences, and the various ways in which social interactions shape a person's perspective (Pirini et al., 2018).</p>	<p>Introduces complexity into the analysis process. Coordinating and interpreting multiple modes can be challenging, potentially leading to a more time-consuming and resource-intensive research (Kress & van Leeuwen, 2001; Jewitt, 2009; Machin & Mayr, 2012)</p>
<p>CDA / PDA: Power relations are inscribed within social or institutional discourses, which permeate every linguistic interaction.</p>		

Over the past three decades, there has been limited consensus regarding the most appropriate analytical approach for elucidating the connection between language and identity. Generally, applied linguists hold diverse viewpoints. In the following discussion, I will delve into distinctions and commonalities among the three analytical approaches, drawing from my own research.

4.2.1. Critical Discourse Analysis (CDA)

Critical Discourse Analysis (CDA), like all criticalist traditions, gives different shades of meaning, drawing on distinct schools of social inquiry, which includes neo-Marxism, Foucauldian Archaeology, post-structuralism deconstruction, and postmodernism (Denzin & Lincoln, 1994, p. 140; van Dijk 1993, p. 251). In this study, I engage with the concept of 'critical' from a poststructuralist perspective, recognizing that the relationship between concept and object is fluid and dependent on the social relations of capital production. I explore the notion that texts are complex and open to

multiple interpretations, emphasizing the idea that meaning is not fixed but is constructed through discourse and context. As Patterson (1997) suggests, texts are sites of debate and diverse interpretations, reflecting the poststructuralist understanding that meaning is dependent on language and power dynamics.

Supporting this stance is Wodak's (2001) acknowledgement that "critical" is to be understood as having distance to the data, embedding the data in the social, taking a political stance explicitly, and having a focus on self-reflection as scholars doing research. This stance supports post-structuralist reading practices that acknowledge the historical situatedness of texts, gaps in textual coherence, the indeterminacy of textual meaning, and ways in which texts encapsulate versions of reality (Morgan, 1992). It is also worth emphasizing counter arguments around textual meaning by post-structuralists, namely, that text is actually *indeterminate* (Locke, 2004), which is further supported by Jacques Derrida (1973), who invented the idea of *differance* to undermine the unity and coherence of a text by the fundamental instability in textual meaning owing to the play of signs within language. With this counter analysis, I intend to be self-reflective, as suggested by Locke (2004), to remain aware of the ideological imperatives and epistemological presuppositions that inform my research, as well as my subjective and intersubjective claims (p. 34).

CDA takes an interest in the ways in which linguistic forms are used in various expressions and manipulations of power (Wodak, 2011), and it sees discourse – language use in speech and writing – as a form of 'social practice'; one with a sense of responsibility and commitment; language is not powerful on its own – it gains power by the use that powerful people make of it. Information technology gives totalitarian power to the business leaders in control of digital systems and platforms; those who are highly motivated to remove or subsume any threats to their dominance (pp. 11-15) – even if that means a lack of consideration of the qualifications and appropriate skills needed for skilled HR professionals to navigate PAPs.

4.2.2. Post-structuralist Discourse Analysis (PDA)

Complementing MCDA, PDA is employed to unravel the dynamic process through which HR professionals construct their identities within different discourses, anchored on the premise articulated by Foucault (1980) that the self is not constrained

within fixed, transferable social roles, but is in a constant state of positioning and repositioning through discourse. It underscores the notion that individuals engage in negotiations and are simultaneously shaped by their subject positions within a diverse and often conflicting array of discourses, which can vary based on historical, cultural, or social contexts (Foucault, 1980). To illustrate the distinction between Critical Discourse Analysis (CDA) and PDA, consider the example provided by Baxter (2016). In CDA, the approach involves identifying a group, such as HR professionals using People Analytics Platforms (PAPs), who perceive themselves as victims of oppressive power. CDA then deconstructs how this group is constructed as victims through the language of institutions, such as data analytics. In contrast, PDA takes a different route. It examines how HR professionals using PAPs are situated within a web of discourse and cannot be simplistically categorized as either powerless and disadvantaged, or as mere victims. PDA, as Baxter emphasized, underscores the value of understanding identities as multiple, dynamic, fluid, and ever-changing, challenging the notion of fixed identities within a single, static, powerless position. This approach restores agency to individuals or social groups often considered disadvantaged or disempowered. It recognizes that individuals are never permanently confined within a dichotomous villain-victim relationship but can actively transform their identity positions through acts of negotiation, challenge, self-reflexivity, and resistance (Baxter, 2016, p. 47).

4.2.3. Multimodal Critical Discourse Analysis (MCDA)

This section builds on the discussion of MCDA contained in a previous chapter. Using MCDA provides me with the opportunity to analyze discourses to uncover existing power relations and explore issues around equity and exclusion with PAP users, as well as exploring how HR professionals using PAP exercise their agency to claim their embodied experiences when using results from PAP in completing work functions.

The stated intent of MCDA will be possible because MCDA holds the belief that language (among other semiotic materials) is intricately connected to power: the power/voice of HR professionals to be acknowledged and included in their choice of modes. Drawing from the theory chapter, the discussion on power focused on: (1) Information Technology (IT) gives totalitarian power to the business leaders in control of digital systems and platforms and (2) lack of consideration of the qualifications and appropriate skills needed for skilled HR professionals to navigate PAPs. With MCDA, I

can reveal discourses on social practices involved in the three selected business sectors (Healthcare, Education, Manufacturing) and reveal the ideologies that these discourses serve for the purpose of identifying the discursive tools necessary to instigate social change (Ledin & Machin, 2018).

Discourse analysis has evolved over the years, from a major emphasis on language to including an examination of other modalities used in the explanation of communication. At first, much emphasis was placed on how discourse organically happened as related communication, whether in oral or written dialogue. Discourse analysis now encompasses the investigation of language and non-linguistic processes such as speech, gestures, pictures, sounds, and formats. Drawing on Carey Jewitt (2014) distinguished approaches to multimodality, this thesis focuses on MSS to show interest in skilled HR professionals (sign-maker) in their social contexts, and MDA (based on Halliday's systemic functional linguistics, 1985) to understand semiotic resources as systems of choice within PAP. The MCDA will start from a detailed examination of semiotic resources available, with the aim of exploring models of semiotic resources in conveying meaning, and how meaning can change through a resemiotization process (Iedema, 2003).

Where these approaches can provide deeper insight into the elaborateness of multimodal analysis of the semiotic and data analytics choices, the appropriateness of these approaches also lies with the objectives and questions of this research. Both analyses adopt a Multimodal Analysis-Video (MMA-Video; O'Halloran et al., 2011) tool that allows the researcher to visually represent specific combinations of modes by creating a series of layers of description and annotation.

The combination of modes was organized using MMA and re-used in different analyses. To understand what multimodal analysis may reveal on the practice of using PAPs, I reviewed Think Aloud recordings and submitted semiotic resources (graphs, statistics, charts, etc.). An analysis of the submitted semiotic resources (obtained through the think aloud method, and narrative interviews on the use of semiotic resources) was carried out in short fragments of videos, as multimodal analyses can be laborious and time-consuming (Bernard-Mecho 2021). I ensured that the examples being analyzed were representative of the data.

Furthermore, Iedema (2003), in his article on meaning changing through a “resemiotization” process, discussed two issues associated with multimodal appreciation of meaning: the first being the “decentering of language as favored meaning making” (pp. 40-41). With today’s high adoption of semiotic platforms, this decentering is more and more populated with complex social and/or cultural discourse practices. The second issue involves the “re-visiting and blurring of the traditional boundaries between and roles allocated to language, image, page layout, document design, and so on” (pp. 40-41). According to Iedema (2003), the blurring of boundaries has been linked to changes in the ‘semiotic landscape’, and changes to analysts’ realization that our human comprehension towards multimodal meaning-making, and their own multi-semiotic development, requires attention to more than one semiotic than? just language-in-use (p. 33). Addressing these limitations calls for the utilization of two main approaches to multimodality: Multimodal Social Semiotics (MSS) (Kress & Leeuwen, 1996; 2001), and Multimodal Discourse Analysis (MDA) (O’Halloran, 2004, 2011) to review how meaning is made using a multiplicity of modes in a social world to understand semiotic choices available to HR professionals, and a review of the semiotics resources as system of choice for the HR professionals. In a nutshell, MSS theory sheds light on the meaning-making choices, and the implications that are intrinsic to them. By exploring how the different modes are used, I learned about the underlying layers of meaning that are present in PAPs — how much of this may be shaped by the HR professionals’ current social learning.

Inspecting a multimodal text from a post-structural perspective allows for a graph in PAP, for instance, to be interpreted by people from different backgrounds using multiple lenses. With this perspective, there could be multiple interpretations of the same texts. Notably, multimodal Critical Discourse Analysis considers the basic linguistic analysis of the texts and applies these to the individual visual semiotic choices in texts. Implementing a post-structuralist perspective in this discourse could provide a deeper meaning to the semiotic resources and enable the attachment of different meanings to a single image, interaction, or social interaction. By rejecting the single meaning of a text or image, multimodal critical discourse studies create room for multiple interpretations of a single text by accounting for the cultural differences and the various ways in which social interactions shape a person’s perspective (Pirini et al., 2018).

Further embracing the theoretical foundations of post-structuralism would align multimodal discourse studies with diversity and could even challenge the universal interpretation of the semiotic resources. MCDA helps to view language as a system of semiotic resources available to HR professionals for communicating different meanings on PAPs, based on their distinct potential meanings (Ledin & Machin, 2018; Van Leeuwen, 2008) – meanings which are subjective to the speaker. Combining MCDA and Narrative inquiry, I hope to bring out the intimate narratives and expressions of these participants – their ability to harness the multiplicity of semiotic systems across diverse cultural locations (Janks, 2000) – crucial in locating the affordances of multimodality. This calls for a closer look at how participants incorporate different semiotic resources, particularly when they must determine, for example, an HR professional's interpretation of a curved graph on employee retention, which can be differently perceived by another HR professional. Further complicating multimodal analysis is modes entwining and synthesizing into something altogether new.

4.2.4. Utilizing the ABK Model

The knowledge possessed by Human Resources (HR) professionals is an intricate and ever-changing construct, influenced by a multitude of factors such as personal experiences, professional choices, and economic influences (Peticca-Harris & McKenna, 2013). The nature of this knowledge is not fixed; rather, it evolves over time, shaped by the attitudes, behaviors, and perceptions of HR professionals, which, in turn, are influenced by their social contexts and affiliations. To gain a comprehensive understanding of the decision-making processes and factors guiding HR professionals in their use of PAP, a profound and encompassing Model has been proposed - the Affective-Behavior-Knowledge (ABK) Model. The ABK Model offers a lens through which to examine the intricate interplay between the affective aspects (emotions and feelings), behavioral patterns, and knowledge base of HR professionals in their engagement with PAP. As HR professionals rely on PAP to analyze employee data and make informed decisions, it is crucial to explore how their thoughts, feelings, and actions are influenced when using various semiotic resources within the platform. Semiotic resources encompass the symbols, language, and signs utilized to interpret and communicate data within the context of PAP. Moreover, the ABK Model delves into HR professional's' attitudes towards the mode of operation of PAP and their perceptions of data subjectivity. Given the focus of

this thesis on understanding the intricacies of HR professionals' interactions with PAP, the ABK Model serves as a foundational structure to guide the inquiry. By integrating the affective, behavioral, and knowledge dimensions, this Model provides a holistic perspective to unravel the intricate decision-making processes and experiential facets of HR professionals as they employ PAP in their work.

Ajzen (1993) contended that there can be a lot of definitions of attitude from different theorists, however, there is a common agreement among them that attitude has its evaluative dimension (Bem, 1970, Edwards, 1957, Ajzen & Fishbein, 2000). According to Ajzen (1993) attitude is an individual's disposition to react to a certain object, behavior, person, institution, event or other discriminable aspect of the individual's world. While Hogg and Smith (2007) emphasized that when someone expresses an attitude, we gain a window into their identity; how they feel which in turn can make us feel that we have learned something about who that person is. They went on to mention that we feel we are communicating something about who we are when we express attitudes ourselves. The evaluation or perception of a person toward a certain object or experience is not isolated from experimental exposure, Ajzen (1993) but a person's group membership and social identity presumably play a key role in attitudinal phenomena (Hogg & Smith, 2007). It has been a common understanding and agreement that attitudes are results of experience, upbringing/education and social interactions with powerful influence over a person's identity. And since attitude is not independent from environment or experience, thus it is also accepted that attitudes are dynamic in the sense that it is enduring and at the same time it can also be changed (Cherry, 2019). It is a learned tendency to evaluate or perceive things in a certain way and therefore one can have positive or negative evaluation or perception of certain objects, experiences, practices, etc.

Figure 3 titled 'Framework for Deconstructing People, Analytics and Platforms' (page 28), provides a visual representation of the intricate interplay between human emotions, social dynamics, and communication modalities within organizational contexts. As illustrated in the figure, it exemplifies the centrality of the ABK Model within the scope of this empirical research. Through the application of the ABK Model, this research aims to gain deeper insights into HR professionals' attitudes, behaviors, and knowledge pertaining to PAP. By doing so, this study seeks to enrich the existing knowledge base in the field of Human Resources, offering valuable insights into the multifaceted factors influencing HR professionals' decision-making and practices with respect to PAP. In

essence, the ABK Model serves as a powerful tool to explore and elucidate the intricate dimensions of HR professionals' knowledge, decision-making processes, and attitudes while engaging with PAP. By employing this Model at a doctoral level, this empirical research seeks to unveil the nuanced aspects of HR professionals' experiences and interactions with PAP, thereby making valuable contributions to the field of Human Resources and People Analytics.

Affective Domain of HR Analytics

HR analytics is a relatively new and rapidly evolving field, and while there is extensive research on the technical and data-driven aspects of HR analytics, the exploration of emotions and affective experiences of HR professionals and stakeholders in this context is not as prevalent. Kaklauskas et al (2019) in their introduction concept of "Affective Analytics of Demonstration Sites" (ANDES), highlights the importance of considering emotions and affective aspects in crowd decision-making, particularly in the context of public spaces, and introduces ANDES as a tool to understand and utilize such data for better planning and decision-making processes. This research highlights the significance of emotions in decision-making, illustrates the utilization of biometric methods for capturing affective data, and offers insights into how such data can improve decision-making in various settings, including public spaces. By drawing parallels between crowd psychology and HR analytics, it establishes a basis for exploring the role of affective influence in HR practices, leading to a more comprehensive understanding of employee experiences and behaviors. Antoniou et al. (2020) research on the affective aspect of HR analytics is related to this study as they both emphasize the significance of emotions and affective states in decision-making processes. While their research focuses on the learning process in the context of medical education, it highlights the role of emotions, motivation, and attention in the learning experience, which aligns with the broader understanding of affective influences in decision-making. Antoniou et al.'s (2020) study findings on using bio-signal recordings to establish effective measures in a learning environment can provide insights into how emotions impact decision-making processes in various settings, including HR analytics, leading to a more comprehensive understanding of the affective aspect of human decision-making.

The Affective Aspect of HR Analytics research is related to other scholars like Thibault's study on language and the Distributed Language view in several ways. Both

studies recognize the importance of understanding human behavior and decision-making beyond traditional frameworks (2021). Just as the Distributed Language view challenges conventional notions of language by emphasizing its embodiment, multimodality, and integration across various space-time scales, the Affective Aspect of HR Analytics research highlights the significance of emotions and affective states in shaping decision-making processes in HR practices. Just like Thibault (2021) take an interdisciplinary approach (dialogical theories which focuses on the dynamic and interactive nature of human communication and sense-making, ecological psychology which explores the relationship between individuals and their environment, and affective dynamics) to understand human sense-making and the coordination of selves in social encounters. The Affective Aspect of HR Analytics research involves analyzing subjective experiences, thoughts, and feelings of individuals, signals, such as: (1) Emotions Happiness, sadness, anger, fear, surprise, disgust, joy, love, anxiety, excitement, frustration, contentment, pride, guilt, empathy, etc.); (2) Self-Perceived Emotions (Feeling confident, insecure, competent, inadequate, optimistic, pessimistic, motivated, demotivated, etc.); (3) Cognitive States (Focus, attention, concentration, distraction, problem-solving, critical thinking, creativity, decision-making, memory recall, learning, curiosity, etc.); (4) Perceptions; (5) Motivation; (6) Attitudes and Beliefs, and (7) Well-being (Feeling content and satisfied with life, experiencing stress or burnout, feeling resilient in the face of challenges, and experiencing a sense of purpose and fulfillment), to gain insights into emotional states and their impact on decision-making in HR settings.

Behavioral Domain of HR Analytics

The Behavioral Aspect of HR Analytics is a critical area of research that delves into the influence of data on the behavior of HR professionals themselves, particularly concerning their interactions with and usage of data within their roles. As organizations increasingly adopt data-driven approaches to human resource management, HR professionals are confronted with a wealth of information that shapes their decision-making processes and overall behaviors. There is currently limited study on the behavioral competence of the analytics users themselves - more research has been tailored to address the behavioral changes that Analytics fosters. Shrama et al (2023) wrote about *Using Analytics to Manage Employee Behavioural Traits and Predict Employee*

Performance. The authors explained the evolution of the conceptual, intellectual, and social structure of the topic 'HR analytics', which aimed to understand how people (users) have been engaging with and shaping the field of HR analytics. With this study, the research gap lies in the lack of comprehensive understanding regarding the behavioral dynamics of HR professionals as they navigate the intricacies of data-driven decision-making using people analytics platforms, encompassing both challenges and opportunities.

Investigating the profound influence of data on HR practitioners' daily activities and strategic decision-making stands as a critical endeavor in unlocking the full potential of HR Analytics for organizational success. This study delves into the intricate relationship between HR professionals and data, spotlighting how data-driven insights mold their behaviors, perspectives, and strategies within the HR domain. The adoption of advanced analytics and machine learning technologies has undeniably transformed HR practices. This transformation equips professionals with a diverse toolkit of data-driven approaches. However, what remains less explored are the psychological and behavioral dimensions of this shift, as well as how HR professionals adeptly navigate the challenges and opportunities posed by data-driven decision-making.

In the book 'Introducing HR Analytics with Machine Learning,' Rosett and Hagerty (2021) underscore the importance of grasping the unique facets of behavioral data within HR contexts. They advocate for organizational psychologists and practitioners to broaden their skill sets, encompassing not only behavioral science but also computing and business acumen. This holistic skill set empowers them to effectively analyze and leverage data-driven insights to shape HR strategies and practices (Rosett & Hagerty, 2021).

While their study accentuates the need for various professionals, including organizational psychologists, practitioners, and data scientists, to familiarize themselves with research methods and statistics, our research zeros in on HR professionals' utilization of the platform (PAP). Our study aligns with their behavioral model, focusing explicitly on exploring the behavior of HR professionals. We embark on this exploration through meticulous analysis of transcriptions from think-aloud and narrative interviews, aiming to identify and categorize key themes illuminating the behaviors and decision-making processes of HR professionals using the platform. Subsequent sections within the

behavioral domain will elucidate several distinct themes. Theme A spotlights the hurdles encountered by HR professionals when effectively implementing and utilizing analytical tools and insights. These challenges encompass concerns regarding data privacy, a shortage of analytical skills, and resistance to change. Meanwhile, Theme I underscore the imperative for collaborative efforts and transparent communication within HR teams and with other stakeholders when harnessing analytics to inform HR decisions.

Knowledge Aspect of HR Analytics

The knowledge aspect of HR analytics is represented by Theme A, which emphasizes the need to upskill HR professionals in analytical tools and techniques. Irrespective of their backgrounds in fields such as psychology, law, or commerce, HR professionals must develop a strong understanding of analytics to effectively analyze and interpret HR data. Continuous learning and professional development are crucial to keeping abreast of the evolving landscape of HR analytics. Unlike the behavioral dynamics' domain, the knowledge domain of the ABK Model delves deeply into technical details or in-depth discussions of data analytics concepts.

The findings of this study provide valuable insights into the affective, behavioral, and knowledge dimensions of HR analytics, as guided by the ABK model. Past research has been conducted to confirm the consistency between this tripartite (Harding et al., 1954; Rosenberg et al., 1960) with finding a high degree of correspondence between responses of the three components. Understanding the significance of analytics in HR decision-making, acknowledging the challenges and opportunities in its integration, and prioritizing the upskilling of HR professionals are essential to leveraging the power of data-driven strategies in optimizing HR practices. This finding recognizes its limitations and advocates for further research to continuously advance the field of HR analytics. The analysis of participants' interview is defended in relation to Ostrom's statement concerning the common set of antecedents or determinants for the three components - Affect, Behavior, and Cognition (ABK). Emphasizing thematic consistency within each ABK component, the analysis demonstrates how the identified themes are internally coherent and represent specific aspects of the participants' work experiences, behaviors, and knowledge. It highlights the distinct determinants that drive participants' affective responses, behavioral actions, and cognitive knowledge, illustrating with specific examples from the interview to confirm Ostrom's suggestion of unique sets of

determinants for each component. Considering the specific context of participants' interview, the analysis acknowledges the importance of considering the individuality of their experiences within their work environment while recognizing that there may be shared factors influencing the ABK components. Moreover, the analysis showcases an in-depth examination of participants' interview data, taking a meticulous approach to identify themes accurately by considering the nuances of language, expressions, and context used by participants to interpret their affective, behavioral, and knowledge-related responses.

4.3. Methods

Videos capturing the implementation of think-aloud methods, following the approach outlined by Ericsson and Simon (1993), were obtained from four participants distinct from the six HR professionals involved in narrative interview sessions. The narrative interviews included a total of six HR professionals, ensuring representation from at least three professionals in each organization. This approach was implemented to provide a diverse perspective across organizations, with participants engaged in either think-aloud methods or narrative interviews based on the study's design. The detailed participant overview Table 6 offers a breakdown of the recruitment process, addressing the variance in participant numbers across different study phases. To facilitate these narrative sessions, the ABK framework, which encompasses the emotional aspects (Attitude), observable behaviors, and embodied knowledge (Knowledge) of the HR professional(s), was employed. This framework assisted professionals in structuring their narratives around their encounters with PAP. For the narrative data, I asked the HR professionals to discuss their experiences with PAP, as well as their embodied experiences. There are a variety of well-developed models of narrative analysis that qualitative researchers can choose from: Polkinghorne (1988), Mishler (1995), Fiese and Sameroff (2005), Webster and Mertova (2007), Clandinin and Connelly (2000), Riessman (2008), Lieblich et al. (1998), and more; this research leans towards Riessman (2008) account that suggests narrative inquiry relies on accounts that are analytically treated as whole units rather than fragmented into coded categories as evidenced in other qualitative approaches. For the think-aloud method, participants were presented with a selection of scenario-based tasks related to HR practices (as shown in Appendix B) and were instructed to choose a scenario task that resonated with them.

Subsequently, participants engaged in a think-aloud process while completing their chosen task, requiring them to verbalize their thought processes and explanations as they analyzed and tackled the assigned scenario. The use of scenario tasks and think-aloud protocols allowed for an in-depth exploration of participants' cognitive and decision-making processes within the context of HR tasks and discourse.

4.3.1. The Think Aloud Method

Thinking aloud is a method that requires subjects to talk aloud while solving a problem or performing a task. This research required all nine participants to think aloud while interacting with a PAP, and their interactions (ABK) were recorded on video as well as by the PAP systems used. Analysis of the submitted semiotic resources (obtained through the think aloud method and through quantitative data obtained on the use of semiotic resources) was carried out in short fragments of videos, as multimodal analyses can be laborious and time consuming (Bernard-Mecho, 2021). I ensured that the examples being analyzed were representative of the data. Analysis of the think-aloud recordings of PAP, an interactive software for annotation and analysis of videos like Multimodal Analysis-Video (MMA-Video; O'Halloran et al., 2012) were adopted to facilitate understanding of modes and audio resources in videos.

An important aspect of the *think aloud* method, which is worth noting, is the awareness that the act of thinking aloud cannot reveal deeper thought processes in their true complexity. Thoughts must be simplified into words before anyone, even the thinkers themselves, can really know them (Vygotsky, 1962a). Ericsson and Simon's (1980) theoretical basis of think-aloud methods are based on a distinction between working memory and long-term memory. While the former is the area in which concurrent reasoning takes place in verbal form, the latter is where ideas from working memory are stored (which is not necessarily in words). This method gives this thesis the opportunity to provide an insight into the processes of the working memory of HR professionals and can include the relationship between abstract thought and inner speech. Through the inner speech of participants, which can be thought aloud, this thesis provides a critical review of the PAP, and a comprehensive explanation of the semiotic resources as they are being used to inform business decisions. This method will also make possible an understanding of the degree of consideration of one over the

other by users (i.e., the role of the choices made by the authors, along with their knowledge, or abilities, is factored in).

The design and implementation of this method included the appropriate selection of a task: an example was where each group of HR professionals completed a specific task using PAP. Given experiences and expertise are provided at varied levels for skilled HR professionals. The think aloud recordings reviewed the semiotic resources applied to completing the same task (e.g., using employee turnover rate to inform business decisions). This example task will offer an effective level of cognitive challenge, to allow an authentic outlet for inner speech through informal observation and narrative interview (Charters, 2003).

This method also helped to ensure that such routinely executed tasks, constituting chains of unconscious responses, were captured as sequences of operations, and were documented for analysis. One challenge of the think aloud method to raise here can be the *contrived* nature of participants being asked to think-aloud which can be a change from natural responses and realism (Aitken & Mardegan, 2000; McDonald et al., 2013) as thought tends to co-exist with silence followed by speech. Stratman and Hamp-Lyons (1994) posits that thinking-aloud may be perceived as unnatural and inappropriate as participants may find hearing their own voices potentially inhibitive.

Using the think aloud method, participants were able to verbalize their thinking and their thoughts, not only when they found themselves being observed by researchers, but also privately as they thought aloud in my absence. This verbalization of thoughts as HR professionals work with PAPs will serve, to a certain extent, as explicit manifestation of both controlled and automatic processing (Pawlak & Aronin, 2013). The think aloud method can also support participants exemplifying their language choices in their mother tongue, or in any other language known to them.

With MMA-Video, once a video file has been annotated, data pertaining to the use of semiotic resources, as well as a representation of the specific combination of modes at a given moment, can be easily obtained. Also, the visualization will show frameworks for systematic analysis of combinations of multimodal choices used by participants. The verbalisations were audio recorded using MAXQDA, and the screen

movements of PAPs were video recorded using the MMA-Video software for analysis. MAXQDA was used to analyze all kinds of data – from texts to images and audio/video files, survey/interview responses, and more. As expressed by Pettigrew (1989) and Weick (1984), the longer a phenomenon is being investigated, the greater the chances that patterns, continuities, and discontinuities will be identified, adding depth to our understanding. Maximizing what can be learned in the period available for the research, using combined methods, will help address this issue. The use of comparisons among sites (three organizations, in three different sectors) will help influence variability, therefore yielding more general research results than a single site can provide.

4.3.2. Narrative Interviews

Narrative inquiry is embedded in the epistemological position of constructivism (Piaget's constructivism), and constructionism (Papert's Constructionism) and supposes that meanings are co-constructed, subjective, and interpreted into multiple realities (Crotty, 1998). According to Crotty (1998), constructionism also positions itself firmly within a social perspective, referring to an already pre-existing social system of meaning. This thesis espouses an interpretivist paradigm (social constructivism) designed to determine the attitudes, opinions, and experience of skilled HR professionals navigating PAPs; and the degree to which there is an inclusion of their pre-existing social system of meaning. The choice of narrative inquiry was made to capture how HR professionals make sense of their world, and to reveal the meanings represented in the narratives. Therefore, narrative inquiry Mirrored multiple realities and meanings from reciprocal engagement processes.

When studying the narratives of the participants, I was aware that emotions (Affect/Feelings) are embedded in scripts, and that emotions are tendencies toward action. To ensure that I fully addressed their experiences, and how they felt about them, and, the consequences of these feelings, I drew on Oatley's (2004) statement, "without assimilating emotions to a narrative line and attributing them to characters (our own or other people's) they remain almost meaningless: gusts of neural activity causing little tempests of experience" (p. 99). Also, narrative inquiry facilitates the opportunity for me as a researcher to develop a deep understanding of the main participants' contexts, their navigation of social and cultural capital, and various analytical techniques embedded

within their work processes on PAPs. Furthermore, these narratives helped foster collaboration with the participants, and provided the opportunity to involve participants in the research process (Clandinin & Connelly, 2000). While researchers may assume that all HR professionals are at the same level in their experiences, their status in their context, and their expertise with data analytics, In this HR professional's narrative inquiry, there is no attempt to predict the experiences of the participants; instead, questions were asked to ensure that participants are provided with the opportunity to interpret and describe how they experience their worlds, as described in the findings chapter, (Wang & Geale, 2015). In this way of thinking, experience is accepted as a construction made from the interaction between our organizing cognitive schemes and the impact of the environment on our lives (Polkinghorne, 1988).

Table 4.2. The three-dimensional space (Interaction, Continuity, and Social/Place) of narrative structure. Adopted from Clandinin and Connelly (2000).

Interaction		Continuity			Social/Place
Personal (Subjectivity)	Social	Past	Present	Future	Relates to the context in which HR professionals' narratives unfold.
<i>Look inward to internal conditions, feelings, hopes, aesthetic reactions, moral dispositions.</i>	<i>Look outward to existential conditions in the environment with other people and their intentions, purposes, assumptions, and points of view</i>	<i>Look backward to remembered experiences, feelings, and stories from earlier time</i>	<i>Look at current experiences, feelings, and stories relating to actions of an event/use of analytical techniques</i>	<i>Look forward to implied and possible experiences and plot line</i>	<i>Look at context, time, and place situated in a physical landscape or setting with topological and spatial boundaries with characters' intentions, purposes, and different points of view</i>

Within a post-structuralist perspective, there is an appeal to the difference in these narratives to define the impact of contexts, power, and knowledge, on individuals' experiences and interpretation of discourse. Since narratives allow a person to tell

others how they would function in different contexts, this methodological approach allows me to embrace the post-structural perspective to examine how power functions within relations, and how people actively resist power. Again, the narrative inquiry is effective in the poststructuralist approach because it magnifies the importance of contexts in defining individuals' interpretations of a situation. Also, this methodological approach supports the use of narrative interviews, where Mishler (1991) objected to the standard practice of interviewing. He expressed his objection by explaining that interviews as speech events or activities, and as an alternative approach, focused on the interview as a form of discourse. Such interview opportunities avoid the complexity and uncertainty associated with open-ended questions about attitudes, motives, and values, as discussed by Mishler (1991).

When analyzing narrative data in this research (what was analyzed), I focused on content analysis (Elliot, 2005): content of the narrative and focus on the actual events and experiences that are recounted in a narrative. Also, the performance of narratives – the context in which narratives are produced, recounted, and consumed (Riessman, 2002) was analyzed. The focus was on continuity, to understand participants' actual events and experiences (past, present, and future), and their socialization with family, peers, technique analysts, as well as professional associations within their context(s).

As participants shared their stories on a personal level (Affective – sharing their feelings, hopes, and moral dispositions), I recognized that this could pose potential ethical risks. To manage such risks, participants would (where applicable, with clear form/level of structure) control the direction, content, and pace of an interview to ensure that the data was co-generated (Mishler, 1995). And, if required, participants were provided with the option to pause, or stop the interview, and plans were put in place for the likely need for further support outside of the interview. As the stories we live by (Clandinin & Connelly, 2000) and our experiences are central to learning, the three-dimensions of narrative structure helped to explore the uniqueness and/or interconnectedness of participants' experiences within the British Columbia context, with the intent of adding to our understanding of today's trends that are shaping Human Resource Management.

4.4. Navigating Issues in Narrative Inquiry

Not only is there no full consensus on what constitutes a narrative (Pawlak & Aronin, 2013), there are also the ontological differences in the approach to defining the qualities of narrative: should it be verbalized and based on language, or on other semiotic processes? (Schiffrin, 2009). To address this traditionally founded disagreement on the size and scope of a narrative, the research considers the in-depth analysis of subjective feelings, behaviors, and knowledge of HR professionals (used within an ABK framework).

I recognize that there are opportunities and as well as challenges that may emerge when narrative data is gathered, analyzed, and reported. For instance, the narrations and verbal answers of HR professionals may differ, causing the need for their analysis to be treated differently as well (Heikkinen, 2002). In addressing this, this research adopted Mishler's (1995) typology in Table 4, that delineated a comparative perspective on difference of narrative inquiry in terms of theoretical aims and assumptions, types of data, analytical methods and strategies, and genres, based on the triad of language functions proposed by Halliday (1973) for "reference, structure, and function" (p. 89).

Table 4.3. Models of Narrative Analysis: Mishler's Original Typology

Models of Narrative Analysis: A Typology
Reference and temporal order: the "telling" and the "told." Recapitulating the told in the telling. Reconstructing the told from the telling. Imposing a told on the telling. Making a telling from the told
Textual coherence and structure: Narrative strategies Textual poetics: Figuration, tropes, and style Discourse linguistics: Oral narratives
Narrative functions: Context and consequences Narrativization of experience: Cognition, memory, self Narrative and culture: Myths, rituals, performance Storytelling in interactional and institutional contexts The politics of narrative: Power, conflict, and resistance

Note: Mishler (1995, p. 90): A typology based on the triad of language functions proposed by Halliday (1973) for "reference, structure, and function" (p. 89).

To end this section on issues with narrative inquiry, I drew on Kim's (2006) summary of conversation between Deleuze and Foucault (1977, cited in Kim, 2016, p. 42-43) on the *indignity* of speaking for others in narrative inquiry; where the feeling of guilt by researchers inadvertently causes the tendency to engage in "speaking for others" as one dimension of research. Here, Kim mentioned that researchers assumed that "research participants don't have their own voice, or they need to be "empowered," hence, they needed someone to speak for them" (p. 43). Rather than looking for causal Effects and underlying explanatory structures, this research will concentrate on post-structuralist ontology, which aims at deconstructing to understand the changes and transformations that happen while working alongside those that struggle for power. To analyze the processes of becoming, by continuously questioning who, what, when, why, what was done, how, and why things happened or changed (Belsey, 2010).

4.5. Underlying Philosophical Assumptions

To clarify the type of ontology used in this work, I would first like to explain ontology, as defined by Crotty (2003) as, "the study of being" (p. 10), and by Richards (2003) as, "the nature of our beliefs about reality" (p. 33). Concerned with "what kind of world we are investigating, with the nature of existence, with the structure of reality as such," (Bryman & Bell, 2011, p. 22), my positionality aligns with the belief that social entities should be considered, and social construction built up from the perception and actions of the social authors. Guba and Lincoln (1989) stated that ontological assumptions are those that respond to the question 'what is there that can be known?' or 'what is the nature of reality?' (p. 83). The ontological assumption underlying this thesis is one which is essentially of a *social world of meanings*, where my assumptions are that the world, as I investigate it, is one populated by human beings who have their own thoughts, varied diagnoses, opinions, and meanings – a world with multiple realities, socially constructed by individuals together.

Post-structuralism, which is based on understanding, rather than explaining, reality, is the focus of this research – that there is no single reality capable of being measured, but rather, there is a multiplicity of realities that can be understood and

contained in a communication process. This notion supports the adoption of a narrative inquiry, and MCDA, to understand the subjective realities of HR professionals, constructed through a process of creating meaning. MCDA helps this researcher to understand the different semiotic resources used to communicate on PAPs. Also, how these semiotic resources enable/constrain various interactions (Kress & Van Leeuwen, 1996, p. 39), using Foucauldian-informed Narrative Analysis, to understand the dynamic concept of self, as defined by multiple subjectivities existing within HR professionals, and changing according to the situation – while staying within the ABK framework.

As explained in a previous theory chapter, the various contours of post-structural discourse studies in workplace learning have been significantly inspired by post-structuralism, not entirely involving language analysis as a language unit that is static, but rather reviewing the broad processes which are social in nature, and the various consequences that are eminent. Post-structuralists focus on contextualized meaning making, rather than on universal truths, or an all-encompassing reality. Post-structuralists, such as Laclau and Mouffe (1985) argued that the social (signification) is an infinite play of difference – one without a final fix, but always in flux, unstable and precarious. The most significant theoretical segment of the post-structuralist approach is that it holds all the meanings to be dynamic rather than universal or predictable. In terms of language and interpretation of a text, post structuralism denies the existence of any centrality in the meaning of a text or a particular sign. This perspective is founded on three basic assumptions. One is the concept of self as a functional construct. The proponents of post-structuralism interpret the self as an embodiment of conflicting tensions and knowledge claims. Therefore, the interpretation of a text depends on how the reader conceives themselves. Secondly, post-structuralism assumes that a text's intended message is secondary to what the reader perceives. It follows, therefore, that a text has no single purpose or meaning (Radford, & Radford, 2005). Lastly, post structuralism encourages taking a variety of perspectives to create a multi-faceted interpretation of a text, even if the interpretations may conflict with each other.

This post-structuralist orientation, and the research questions, have guided my decision for a qualitative and quantitative type of data that can be most gathered through the narratives of the participants, and a case study of participants in their social contexts. Secondary data, such as historical data, conventional reports, and archives will be considered as data sources. In this empirical research, there is the recognition that the

use of the story, and a focus on a careful accounting of the are hallmarks of knowing in narrative inquiry; as such, this research will move away from the exclusive reliance on the assumptions of a positivistic paradigm towards embracing authenticity and resonant findings (Pinnegar & Daynes, 2007).

4.6. Methodological Perspectives and Their Impact in the Age of People Analytics Platforms (PAPs)

In aligning with post-structuralist principles, this research asserts that discourses not only reflect existing realities but actively construct realities and shape the understanding of People Analytics Platforms (PAPs). Unlike a simplistic reflection, the narratives of HR professionals contribute to the ongoing construction of the very landscapes they describe. Adhering to post-structuralist principles, this study maintains that HR professionals' discourses contribute to the ongoing construction of the reality of PAPs. In this investigation, CDA serves as a key tool to unravel the power dynamics embedded in the discourse of HR professionals. In the context of PAPs, specific linguistic shifts in how data analytics is discussed within the organizational discourse is observed and these linguistic alterations, encompassing changes in terminology, communication styles, and the framing of analytics-related discussions, echo into tangible real-world consequences. For example, language shifts have been noted to significantly influence decision-making processes within HR, impacting strategic choices and organizational directions. This dynamic interplay between the language employed in discussions around data analytics and its real-world implications underscores the centrality of language in shaping the actions and strategies within the realm of PAPs. While CDA might emphasize the reciprocal relationship between discourse and tangible, observable actions, behaviors, activities in the real world, the third approach, inspired by MCDA, goes further, recognizing that meaning is crafted not only through language but also through a multitude of semiotic resources. By employing MCDA methods, this study dissects the multimodal elements embedded in HR professionals' narratives. Much like examining visuals, language, and other semiotic resources in concert, I aim to unravel how these components interact to shape and convey meaning within the discourse surrounding PAPs. Integrating these three approaches in this study unravels the complexities embedded in the narratives of HR professionals within the realm of PAPs. This allows for an exploration of the discursive production of realities, emphasizing the

dynamic and fluid nature of identities. The study places emphasis on how alterations in language echo into real-world consequences. Additionally, the recognition that meaning is crafted through various semiotic resources enriches our understanding by extending the analysis beyond language alone. The forthcoming chapters will delve deeper into these analyses, exploring how HR narratives actively shape discourse and ideologies in the PAP domain. The Analysis and Findings chapter will illuminate specific instances, while the Discussion chapter will integrate these findings, providing an understanding of the intricate interplay between discourse and practice within the domain of PAPs.

4.7. Participant Recruitment and Selection Strategy

For this research, the initial step involved an extensive outreach effort targeting HR professionals. The recruitment strategy included promoting participation through LinkedIn and Facebook profiles, as well as leveraging my personal sole proprietorship entity for invitations. Prospective participants were encouraged to establish connections using my SFU email ID and duly complete a participant consent form. Following the formal granting of consent, participants underwent a pre-screening questionnaire (see [Appendix C](#)), deliberately designed to ascertain their standing as HR professionals within specific industries, primarily encompassing manufacturing, healthcare, and education. The focus on these sectors was strategically grounded in the recognition that larger organizations within these domains were more predisposed to the deployment of people analytics platforms. Furthermore, participants were required to be domiciled within Canada and to occupy professional roles amenable to the efficacious deployment of such people analytical platforms. The study directed its attention to the prevalent platforms in Canada, notably Bamboo HR, Tableau, and other comparable systems. Individuals excluded during the screening primarily comprised non-Canadian residents and entry-level HR practitioners who, by virtue of their standing, lacked the requisite competence to proficiently navigate analytical platforms.

Subsequently, the selected participants advanced to the second phase, entailing their engagement in narrative interviews. During these interviews, participants were guided by an inventory of predetermined questions (see [Appendix A](#)), thus effecting a platform that facilitated the uninhibited narration of their experiences. Notably, the interviewer abstained from interposing, thereby ensuring the interviewees remained unburdened by interruptions or solicitation for clarification during the interview.

Participants were judiciously furnished with the Interview questions in advance, engendering a conversational cadence. Consequently, the transcripts bore semblance to a naturally flowing discourse, interspersed occasionally with the invocation of follow-up queries or solicitations for elucidation whenever deemed indispensable. It is noteworthy that participants were also accorded the latitude to seek explanations for terminologies or constructs that engendered ambiguity within their comprehension, with a conspicuous instance being the conceptualization of "seniority". The addition of participants resulted in a total of 6 individuals completing the narrative interviews, falling 3 shorts of the initially envisioned participant count due to unforeseen challenges. In the next phase, I introduced a method called "Think-Aloud" (Ericsson & Simon, 1980) to understand how participants interacted with the people analytics platform. I provided participants with clear instructions for this method, emphasizing the importance of keeping their camera on and expressing their thoughts and feelings freely as they used the platform. This phase aimed to uncover what was going on in the participants' minds as they engaged with the platform. I learned from a pilot study that it is helpful to allow participants to take short breaks during this process. I also encouraged participants to speak their thoughts openly. Due to the nature of remote data collection, I mainly relied on transcripts as my primary data source. So, most of my analysis was based on what participants said during phases two and three. I carefully examined these transcripts to identify patterns in participant" insights and their unique perspectives as they interacted with the platform. It is prudent to elucidate that phase four was categorically excluded from the ambit of analysis within the context of this thesis because the data volume had become quite extensive. Nevertheless, it is imperative to acknowledge that a summary of the data collection has been outlined in [Table 4.4](#), and an explanation of the key insights derived from it has been provided.

Table 4.4 provides an overview of the participant recruitment process and their engagement across various phases of the study. Initially targeting nine participants, the research criteria were met by six individuals during phase one, identified pseudonymously as Rose, Jenny, Juliette, Mapp, Rane, and May. All six participants completed phase two, involving narrative interviews, contributing significantly to the qualitative data pool. However, during phase three, which entailed the think-aloud protocol, the participation decreased to four individuals, namely Rose, Juliette, May, and Jenny. Notably, despite the absence of two participants during this phase, their valuable

insights from phase two were retained to ensure the integrity and richness of the data analysis. Finally, phase four involved survey data analysis, with four participants—Rose, Juliette, Jenny, and May—completing this stage. This breakdown underscores the dynamic nature of participant engagement throughout the study and highlights the iterative process of data collection and analysis employed to attain a comprehensive understanding of the research objectives.

Table 4.4. Participant Recruitment and Engagement Overview (with pseudo names).

Participant Overview	Participation Phase	Number of Participants
Initial Goal (Targeted Participants)	N/A	9
Participants Meeting Research Criteria (Phase 1)	N/A	6 (Rose, Jenny, Juliette, Mapp, Rane, May)
Participants Completing Phase 2	Narrative Interview	6 (Rose, Jenny, Juliette, Mapp, Rane, May)
Participants Completing Phase 3	Think-Aloud Protocol	4 (Rose, Juliette, May, Jenny)
Participants Completing Phase 4	Survey Data Analysis	4 (Rose, Juliette, Jenny May)

Note: This table provides a clear overview of the participant recruitment process, their engagement in different phases, and the specific number of participants involved at each stage.

Ethical approval for this study was obtained through a minimal risk approval process delegated by SFU Research Ethics committee. The research protocol and procedures were crafted to mitigate potential risks to participants while optimizing the research outcomes. Before participating, all individuals provided informed consent. They were briefed on the study's nature, their rights as participants, and any foreseeable risks or benefits associated with their involvement. Participants were assured of confidentiality and anonymity, with the freedom to withdraw from the study at any juncture without repercussion. All data collected from participants were treated with utmost confidentiality and securely stored in adherence to pertinent data protection regulations. Any identifiable information was anonymized to safeguard the privacy of participants. Following their participation, participants underwent a debriefing session to ensure an understanding of the research's purpose. They were afforded the opportunity to seek clarification, pose questions, or raise concerns.

4.8. Participant Introduction

The following section introduces the participants who played a significant role in this doctoral study. These individuals were carefully selected based on their extensive experience and expertise in the Hum Ethical approval for this study was obtained through a minimal risk approval process delegated by SFU Research Ethics committee. The research protocol and procedures were crafted to mitigate potential risks to participants while optimizing the research outcomes. Before participating, all individuals provided informed consent. They were briefed on the study's nature, their rights as participants, and any foreseeable risks or benefits associated with their involvement. Participants were assured of confidentiality and anonymity, with the freedom to withdraw from the study at any juncture without repercussion. All data collected from participants were treated with utmost confidentiality and securely stored in adherence to pertinent data protection regulations. Any identifiable information was anonymized to safeguard the privacy of participants. Following their participation, participants underwent a debriefing session to ensure an understanding of the research's purpose. They were afforded the opportunity to seek clarification, pose questions, or raise concerns. Resources field. By including their perspectives and insights, this research aims to provide a deeper and more nuanced understanding of the challenges, strategies, and successes encountered by HR professionals in modern workplaces. Each participant's unique background and contributions offer valuable real-world context to the transcripts analyzed in this study. Exploring the diverse experiences of these HR professionals will enrich the research findings and shed light on the intricacies of HR practices in contemporary organizational settings. Understanding the participants' roles will help readers contextualize the research data and derive meaningful implications and recommendations for the field of HR. The introduction summaries (vignettes) are crafted from interview responses and publicly available information on participants' LinkedIn profiles. The aim is to offer readers a glimpse into the diverse backgrounds, experiences, and perspectives that enrich this study. To uphold research rigor, personal impressions were deliberately excluded, and the content of these summaries as well as transcribed data were validated with participants to ensure accurate representation. These introductory snippets serve as a starting point for understanding the varied perspectives contributing to the broader themes explored in this research.

4.8.1. Introducing Mapp: HR Professional with 15+ Years of Experience

Mapp initiated her HR career in the Caracas Area, Venezuela, in 2008, serving as a Human Resources Business Partner & Engagement Specialist. Subsequently, in 2016, she embarked on her Canadian journey in Calgary, Alberta, assuming the role of Director of Human Resources & Wellness. Mapp joined this doctoral research project in response to a LinkedIn post inviting HR professionals to share their valuable insights and experiences. Her willingness to participate has been invaluable in providing a real-world perspective and contributing to a more comprehensive understanding of the challenges and successes faced by HR professionals in today's dynamic workplaces. Mapp has 15 years of experience in the Human Resources field in various HR functions and responsibilities. As an HR manager, Mapp effectively oversaw talent recruitment and selection, ensuring a strong alignment of skills with company needs. Her expertise in employee development is evident through her work as a Learning and Development (L&D) coordinator, where she designed and implemented impactful training programs to enhance employee skills and job satisfaction while reducing turnover rates. In her role as an HR business partner, Mapp collaborated with various departments to align HR strategies with overall business objectives, fostering a work culture of collaboration, growth, and employee well-being. Mapp's proficiency in HR technology has streamlined administrative tasks using software platforms (People Analytics Platforms) such as BambooHR, ADP, JazzHR, and WorkDay, allowing for more focus on strategic HR initiatives centered around employee engagement and professional development. Beyond her professional achievements, Mapp has been a strong advocate for promoting diversity and inclusion in the workplace. She championed initiatives that celebrate differences, foster a sense of belonging, and ensure equal opportunities for all employees, contributing to a more diverse and inclusive work environment. At the time of the research, Mapp was employed as a Grant Advisor & HR Consultant in Calgary, Canada.

4.8.2. Introducing Juliette, HR Professional with 11+ Years of Experience

Juliette, a Canadian born citizen with an unwavering curiosity about the healthcare industry. Her LinkedIn posts vividly showcase her passion for HR Digital Transformation, and she is thrilled about the prospects of the Fifth Industrial Revolution (5IR), which encompasses integrated Digital and Biological transformation trends. Juliette's journey in the HR domain spans six years, during which she has honed her technical recruiting skills to perfection. Driven by a keen interest in HR budgeting for cost-effective workforce planning and compliance with legislations, Juliette's functional expertise extends to startup environments, where she has excelled in building new teams and setting up HR operations for Canada, the US, and the Indian market. Her people-friendly and strategic approach enables her to provide data-driven solutions to complex HR challenges. Juliette's proficiency in various digital tools is impressive, ranging from expert-level usage of WORKDAY HCM to proficiency in SAP, HRIS, and ATS tools like BambooHR, DarwinBox, and SumHR. She is well-versed in onboarding tools such as e-Staff and background check tools like Sterling, Mintz, and ADP Workforce. Juliette is also proficient in reporting tools and manages ticketing dashboards in a VPN environment with Fresh Service. Her adeptness in Google Suite and Microsoft Office Suite, including Ms-Excel with formulae and EIB, coupled with her love for paperless OneNote documentation in shared drives, reflects her commitment to staying organized and efficient. As a versatile HR practitioner, Juliette wears multiple hats, excelling as a networker, career consultant, and digital transformation enthusiast. In her recent role as Associate HR Partner in Toronto, Canada, she has made significant contributions to the organization's HR initiatives. Prior to this, Juliette served as a Human Resource Information System (HRIS) Analyst, leveraging her technical acumen to enhance HR processes. Juliette's HR journey began in 2012 when she stepped into the role of HR specialist for corporate recruitment in India and the USA. With each step in her career, Juliette's passion for HR Digital Transformation and her commitment to excellence have been the driving forces behind her continued success in the field. In addition to her remarkable achievements and expertise, Juliette actively responded to a LinkedIn post seeking HR professionals to participate in research on People Analytical Platforms (PAP). Her evident interest in digital transformation and HR practices made her an ideal candidate for this research project. Juliette's enthusiastic participation

provides valuable insights into the perspectives and experiences of HR professionals utilizing People Analytical Platforms, contributing significantly to the study's depth and relevance.

4.8.3. Introducing Rose: Professional with 2+ Years of Experience using PAP

As an Operations Manager at an Indigenous-owned and women-led nursing agency, Rose utilized HR analytical tools to provide healthcare workers with opportunities to support communities across Canada. During her two years in this role, she made a meaningful impact on the healthcare sector and the communities she served. Responding to a LinkedIn post requesting participants familiar with People Analytical Platforms, Rose joined this doctoral research project. Her unique insights and experiences in HR-related areas, along with her proficiency in utilizing HR analytical tools, will significantly enrich the study's findings and provide valuable perspectives for HR professionals working with People Analytical Platforms. Rose brings a wealth of experience and expertise to the research, with a diverse background in recruitment, management, operations, volunteer coordination, retail management, and administration. As a former business owner who pursued her degree while working full-time, she is an adept multitasker, skilled at prioritizing tasks efficiently. In her most recent role as an operations Manager, she focused on finding healthcare workers for areas in desperate need, collaborating with various stakeholders daily, including the public, government agencies, staff, and contractors.

4.8.4. Introducing Jenny, HR Professional with 5 Years of Experience

Jenny is a dedicated Human Resources Analyst who is actively seeking opportunities for growth within the industry. With over four years of experience spanning tech, staffing solutions, and healthcare, she possesses a strong background in both internal and external HR functions. Her skill set includes data analysis, full-cycle HR processes, people management, process design and implementation, and reporting. Jenny's approach is centered on uncovering underlying business challenges through data analysis and devising practical solutions. She thrives in dynamic, collaborative environments and has a track record of achievement. Jenny initiated her HR journey as

a Student Services Advisor in Vancouver, Canada, in 2018. During this time, she introduced a comprehensive budget template for MBA programs, leading to a notable 50% reduction in reporting time for budget management. Furthermore, she efficiently managed staff attendance and vacation tracking for a team of 20 using Excel, resulting in a 10% improvement in accuracy and enhanced team coordination. Jenny's event planning skills shone through as she organized successful student events that achieved an impressive 95% participant satisfaction rate. Having evolved her career, Jenny transitioned into the role of Onboarding Coordinator, gaining proficiency in navigating diverse HRIS systems. In 2022, she transitioned into an analytical role, utilizing Tableau PAP to engage in data-driven activities. With her proven experience, analytical prowess, and commitment to excellence, Jenny continues to make valuable contributions to the field of HR. Jenny proactively participated by responding to the LinkedIn post for research participants and was the sole participant to conduct her Think-aloud interview in-person out of all 6 participants.

4.8.5. Introducing May, HR Professional with 7 Years of Experience

May embarked on her professional journey through internships in Corporate Strategy and Human Resources in 2015, based in Gurgaon, Haryana, India. Her career then evolved as she assumed roles such as Human Resources Associate and Consultant in both Indian and American settings. In 2017, she transitioned into a freelance Human Resources Consultant position, exhibiting her dedication to the field. Presently, May works as a Human Resources and Talent Coordinator in Brampton, ON since 2021. With a background of over 5 years in people operations, her expertise encompasses diverse HR domains, including employee relations, training, talent acquisition, and process management. Known for her adeptness in fostering relationships across organizational levels, she has been instrumental in facilitating employee support and driving process enhancements. May's proficiency extends to various technical tools like HRIS systems, MS Office Suite, Tableau, JD Edwards, and more. Beyond work, her interests encompass volunteering, exploring novel experiences, and travel.

4.8.6. Introducing Rane, HR Professional with 6 Years of Experience

Rane, with a background steeped in analytics and finance, embarked on her professional journey as a Human Resources Generalist (Manager) in 2015, later assuming the role of Talent Advisor (Assistant Manager) in Mumbai, India. Her commitment to the HR field brought her to Canada, where she held positions such as HR Analyst (Contract) in Toronto, Ontario. Rane's career trajectory continued to soar as she became a Compensation Consultant and Total Rewards Consultant before her current role as Advisor, HR Automation & Analytics in the City of Brampton, Ontario. Demonstrating a strategic approach to HR management, Rane is driven by intrinsic motivation, focusing on delivering results and exceptional client service. Her expertise as a subject matter authority in performance and compensation management transforms talent metrics into valuable business intelligence, ultimately elevating the employee experience across the board. Rane is well-versed in HR technologies such as Workday and SuccessFactor. Eager to contribute, Rane responded to the LinkedIn post for research participants and was the first to successfully advance through the initial screening phase.

Table 4.5. Data Collection Phase 1: Participant Screening Insights

Participants	Job Title	Country	Current Industry	PAP Use Frequency	PAP Type	PAP Use Experience
Jenny	HR Analyst	Canada	Health care	Weekly	Tableau	1
Rane	HR Analyst	Canada	Manufacturing	Daily	Tableau	7
Mapp No information available as the author inadvertently deleted the Microsoft Survey result while exporting						
May	Talent Acquisition Coordinator	Canada	Manufacturing	Monthly	Tableau	1

Rose	Manager of Operations	Canada	Healthcare	Daily	Humi	1.5
Juliette	HR Consultant	Canada	Education	Daily	WORKDAY	6

Note: The data presented in this table is derived from an Excel survey involving a total of 5 participants. It is important to note that the participant count was inadvertently reduced due to the accidental deletion of one participant's responses. Consequently, the findings and insights presented here are based on the available data subset of 5 participants rather than the intended larger sample.

There was initially a goal to involve nine participants; however, when the research was scheduled to commence according to the calendar, only six HR professionals met the research criteria out of the 14 who expressed interest through the screening questionnaire (see [Appendix C](#)). Out of these 6 participants, all completed the narrative interview (Phase Two), 4 participants completed the think-aloud protocol session, and 4 participants (Rose, Juliette, Jenny, and May) completed Phase Four of the survey during the data analysis phase mentioned in Table 4 (page 46). It is worth noting that two participants expressed concerns about balancing their work/life responsibilities and the delay in completing the survey at the scheduled time during my analysis wrap-up.

In the Phase 4 survey, an exploration of diverse themes related to People Analytics Platforms (PAPs) and HR practices was conducted through a structured questionnaire. The survey consisted of a total of 41 questions, each designed to elicit insights from participants. While the complete set of survey questions is not presented, a selection of representative questions is presented in the main body of the paper for illustrative purposes in Table 4. The survey results in Table 4 indicate varying awareness levels and perspectives on power dynamics and communication within People Analytics platforms among participants, reflecting the complexity of these dynamics. The findings align with the literature, emphasizing the increasing popularity of People Analytics platforms (PAPs) and the importance of considering multimodal, subjective, and ethical aspects in their design and use. For example, participants' preferences for specific data representations, such as infographics, contribute to your multimodal approach— Understanding how different modalities are valued by HR professionals enriches my exploration of inclusion and practice within PAPs. The literature review provides a

foundation for connecting these survey insights to broader themes, such as the need for HR professionals to navigate diverse perspectives, the role of critical thinking in leveraging PAPs, and the influence of individual power on HR practices. This connection reinforces the relevance of this study within the broader context of existing literature on PAPs.

Table 4.6. Collection Phase 4: Presentation of demographic information for the study participants (with pseudonyms).

Participant				
	Rose	Juliette	May	Jenny
On a scale of 1 to 5, how aware are you of power dynamics within communication and decision-making processes in your organization's People Analytics platform? (1— Not aware at all, 5— Very aware)	4	5	3	2
Which statement best reflects your view on the influence of language and communication in shaping practices within the People Analytics platform?	Language and communication have a significant impact on shaping practices in the People Analytics platform.	Language and communication have some impact on shaping practices in the People Analytics platform.	Language and communication have some impact on shaping practices in the People Analytics platform.	Language and communication have a significant impact on shaping practices in the People Analytics platform.
Have you personally witnessed instances where language or communication played a significant role in shaping the perception or representation of certain ideas or individuals within the People Analytics.	Yes, multiple instances.	Yes, a few instances.	No, I haven't observed such instances within the People Analytics platform.	Yes, a few instances.
How important do you think it is for the people analytics platform to consider diverse perspectives and voices when making decisions or developing strategies?	Extremely important.	Extremely important.	Extremely important.	Very Important.
How important do you think critical thinking and analysis are in understanding and navigating complex challenges within the People Analytics platform?	Very important.	Very important.	Extremely important.	Extremely important.
How important do you think it is for HR professionals to consider data and analytics when making HR decisions or developing strategies?	Very important.	Very important.	Extremely important.	Extremely important.

Which aspect of People Analytics platforms do you believe is most valuable for HR professionals in driving data-informed decision-making?	Performance management and talent development insights.	Employee engagement and satisfaction metrics.	Employee engagement and satisfaction metrics.	Workforce planning and predictive analytics.
Which step do you believe HR professionals should prioritize to ensure effective utilization of People Analytics platforms in decision-making processes?	Providing training on data interpretation and statistical analysis.	Providing training on data interpretation and statistical analysis.	Providing training on data interpretation and statistical analysis.	Encouraging a data-driven culture within the HR team.
How important do you think critical thinking and analysis are in effectively leveraging People Analytics platforms for HR insights?	Very important.	Very important.	Extremely important.	Extremely important.
How would you describe your overall attitude towards using data and analytics in HR practices?	Positive.	Positive.	Very positive.	Positive.
In your experience, how do HR professionals generally perceive the use of data and analytics in their decision-making processes?	Show resistance and skepticism towards data-driven approaches.	Recognize the importance but struggle with implementation.	Recognize the importance but struggle with implementation.	Recognize the importance but struggle with implementation.
Which factors do you believe influence HR professionals' attitudes towards data on People Analytics platforms?	Lack of understanding of data analysis techniques.	Organizational culture and leadership support.	Lack of understanding of data analysis techniques.	Organizational culture and leadership support.
Which mode of data representation or semiotic resources do you find most effective in People Analytics platforms for conveying insights to HR professionals?	Infographics and visualizations.	Graph and charts.	Graph and charts.	Graph and charts.
If you are part of a professional community or network, please specify the name or type of community/network you belong to. (Please indicate N/A if not applicable)	N/A	Toronto HR Group	Human Resources Professionals Association	N/A
Would you recommend joining a community of practice to other HR professionals interested in People Analytics?	Yes, absolutely.	Maybe, depending on the individual's goals and interests.	Yes, absolutely.	Maybe, depending on the individual's goals and interests.

In your experience, how have your professional relationships and connections influenced your career in HR and People Analytics?	They have provided me with valuable opportunities and advantages.	They have provided me with valuable opportunities and advantages.	They have provided me with valuable opportunities and advantages.	They have provided me with valuable opportunities and advantages.
How do you perceive the influence of individual power and autonomy in shaping HR practices and decisions related to People Analytics?	Individual power and autonomy have a limited impact on HR practices and decisions.	Individual power and autonomy play a significant role in shaping HR practices and decisions.	Individual power and autonomy play a significant role in shaping HR practices and decisions.	Individual power and autonomy have a limited impact on HR practices and decisions.

Note: After the initial draft submission, another participant completed the final survey, contributing valuable insights to the analysis. With this addition, the total number of responses from candidates who completed the Think-Aloud session now stands at four.

4.9. Researcher Positionality

My background has given me the opportunity to read, understand, and interpret multimodal HR analytics platforms, and the ability to shift language, dialect, or other communication features from one setting to another in the HR field. I am learning to navigate the Canadian workplace culture, and the professional classes of the British Columbia HR professionals in Canada. In conducting this research, the intent remains to be mindful, to ensure that highlighted issues of difference do not contribute to any further marginalization of the participants of this research. I am a middle-class, bilingual/English/Yoruba speaker. I am also a cisgender, straight, non-disabled, skilled, female immigrant HR professional from Nigeria, West Africa, and I have spent most of my adult life living in urban areas and big cities around the world. Although Pidgin English is the official language in Nigeria, I started learning English for academic purposes when I left Africa for the Western world to further my education. Working my way through college and living around the world throughout my adulthood as an international student and professional, I have had the privilege of working with large corporations that invest in data analytical platforms for employee use in the Middle East, United Kingdom, and Europe. As an immigrant residing in British Columbia (BC) since 2015, I have experienced both the opportunities and the challenges of working with data analytics platforms.

What perspective and/or experience do I bring to this research? As a Nigerian with an education from the UK and Canada, I feel privileged to have gained the

necessary skills and knowledge to navigate PAPs. With these advantages, I have been able to gain employment that has enabled me to use such a skill set as an immigrant. Here, I must acknowledge that my family, culture, and economic background may influence how I interpret different participants' data, and how readers see the world that I present to them (Baban, 2010). In many ways, my interaction with participants in my research will be guided by my understanding and experience with using PAPs like Tableau, Taleo, and Humi, along with my education in computer science from an Ivy league university, which is a privilege that I am aware of as I undertake this research. Besides my language and social status, I am a Black woman, and remain aware of my own positionality, any changes (or not) over time, and understand the reasons behind such changes. My goal is to be the first person in my family to get a doctorate education.

In completing this study, I hoped that the participants' views towards me would be shaped by knowing that, to some extent, I could relate to their experiences as a data analytical platform and conventional platform user. This study's research orientation and approaches have inspired my reflection and understanding of my own everyday actions to create positive social change as I strove to understand other people's actions (Scollon & De St. Georges, 2011). I strove to attune my sensitivity by embracing the experiences of the study participants, while recognizing my own inability to comprehend their experiences when navigating their data analytical platforms or conventional techniques. Using a narrative inquiry, I understood, as the researcher, that there is a relationship between the participants in the inquiry, also who I am as a researcher, and that what is researched emerges in our interaction. In this view, the participants and I as the researcher existed in a particular time, and in a particular context, and bring different perspectives and worldviews that are not static, but dynamic, where growth and learning are part of the research process. In reviewing my positionality with the ideal of my interaction with participants in the section above, my positionality in this study was methodologically linked with empirical reflexivity, and is theoretically analyzed with Bourdieuan notions of capital, habitus, and field. The process of analyzing, and then providing my positionality is intended to help this research go beyond the spoken data, and into the unspoken materials that would lead to more critical and thought-provoking findings (Achebe, 1965).

Chapter 5. Analysis and Findings

The analysis chapter tackles *Research Question 1: To what extent do multimodal analytical platforms ensure inclusive considerations for proficient HR professionals navigating the platforms for decision-making?*, by investigating themes within the affective, behavioral, and knowledge domains of HR analytics. In the affective domain, the examination of themes such as emotional awareness and engagement with data reveals the emotional dimensions of HR professionals' interactions with analytical platforms. By analyzing their emotional responses to data insights and concerns regarding data integrity, this study illuminates how emotional states influence decision-making processes. Within the behavioral domain, themes related to proactive decision-making, community engagement, and structured data presentation offer insights into how HR professionals navigate analytical platforms. Their proactive involvement with data, collaboration within communities of practice, and methodical approach to data presentation indicate the degree to which inclusivity is considered in their decision-making processes. In the knowledge domain, themes focusing on knowledge acquisition, upskilling, and application of education and experience demonstrate how HR professionals leverage their competencies to navigate analytical platforms. Participant's ability to acquire knowledge about HR software, enhance skills in analytics techniques, and apply theoretical knowledge to practical scenarios underscores the inclusivity considerations embedded within their decision-making processes, therefore, providing a thorough exploration of how HR professionals ensure inclusive considerations while navigating multimodal analytical platforms for decision-making, addressing the aspects of emotional, behavioral, and knowledge-related dimensions.

The analysis delves into this *Research Question 2: How does HR professionals' engagement in a community of practice, influenced by their accumulation of Bourdieu's notion of capital, impact their utilization of multimodal People Analytics Platforms (PAP)?*, by examining how engagement in communities of practice and the accumulation of capital influence HR professionals' utilization of analytical platforms. Through themes related to community engagement, collaborative learning ecosystems, and the influence of social capital, the study illustrates the impact of Bourdieu's notion of capital on their decision-making processes. In the affective domain, themes such as emotional engagement with data and empowerment through data elucidate how HR professionals' participation in

communities of practice affects their emotional responses and sense of empowerment in utilizing analytical platforms. In the behavioral domain, themes focusing on proactive decision-making, collaborative learning, and employee empowerment through data offer insights into how HR professionals leverage their social capital within communities of practice to navigate analytical platforms effectively. Their proactive engagement, knowledge sharing, and empowerment of employees through data-driven opportunities reflect the influence of social capital accumulation on their decision-making processes. In the knowledge domain, themes related to knowledge acquisition, application of education and experience, and data factor selection demonstrate how HR professionals draw on their accumulated capital to inform their utilization of analytical platforms. Their ability to leverage social capital for learning and skill development, as well as their consideration of various factors in data analysis, underscores the influence of capital gathering on their decision-making processes.

For the third Research Question: How do the emotional states of individuals influence their application of analytical tools and processes?, the analysis effectively addresses this question by examining themes within the affective domain of HR analytics that shed light on the influence of emotional states on the application of analytical tools and processes. Through themes such as emotional awareness, emotional engagement with data, and emotional responses to data insights, the study provides insights into how emotional states shape decision-making processes. Within the affective domain, themes related to emotional awareness highlight HR professionals' sensitivity to emotional cues and their understanding of how emotions influence decision-making processes. Their ability to recognize and interpret emotional states underscores the impact of emotions on their application of analytical tools and processes. In the behavioral domain, themes focusing on proactive decision-making, engagement in community learning, and empowerment through data offer insights into how emotional states influence HR professionals' decision-making processes. Their proactive engagement with data, collaboration within communities of practice, and empowerment through data-driven opportunities reflect the interplay between emotional states and decision-making behaviors. In the knowledge domain, themes related to knowledge acquisition, upskilling, and application of education and experience demonstrate how emotional states influence HR professionals' utilization of analytical tools and processes. Their ability to acquire knowledge about HR software, upskill in analytics techniques, and apply theoretical

knowledge to practical scenarios reflects the impact of emotional states on their decision-making processes

5.1. Exploring HR Analytics through the ABK Model: Findings for Narrative Interviews and Think aloud Protocols

In the subsequent sections, I examine the results pertaining to the four HR professionals in the Think-Aloud segments, aiming to explore different aspects of HR analytics guided by the ABK model outlined in the Figure 4 below. A thorough analysis will be provided, focusing on the affective, behavioral, and knowledge dimensions of HR analytics and their implications on human resources practices. These sections examine the professional's experiences gained through narrative interviews and think-aloud protocols, aiming to gain insights into their unique perspectives and insights in their respective fields. By exploring their diverse backgrounds and roles, this study seeks to uncover the underlying factors that influence their decision-making processes, behaviors, and knowledge acquisition within their professional environments. Through a comprehensive analysis, I hope to contribute to a deeper understanding of the complexities and dynamics present in their respective domains. In the subsequent analysis, a dual approach was undertaken, encompassing both narrative interview data and think-aloud protocol data. The decision to combine these two types of data was informed by the need to facilitate a seamless contextualization process for the establishment of links between participants' personal narratives and their real-time, spontaneous reactions. Connecting insights from narrative interviews with those derived from think-aloud sessions contributed to a richer exploration of the research findings. This approach aligns with the post-structuralist perspective adopted for this study, which values fluidity and multiple interpretations over rigid categorizations, as well as the added depth and complexity to the study's outcomes.

The integration of these analysis with existing literature and theories are established throughout the exploration of each ABK domain at the end of each domain explicitly linking the empirical findings to relevant literature and theories, providing a clearer understanding of how HR professionals navigate the intricate landscape of data analytics. This deliberate approach ensures that critical engagement is not only ongoing but also transparently conveyed to the reader. Subsequently, in the following chapters, a

more detailed and expansive discussion will further expound upon these connections, enriching the narrative and offering a comprehensive synthesis of the empirical and theoretical dimensions of the study.

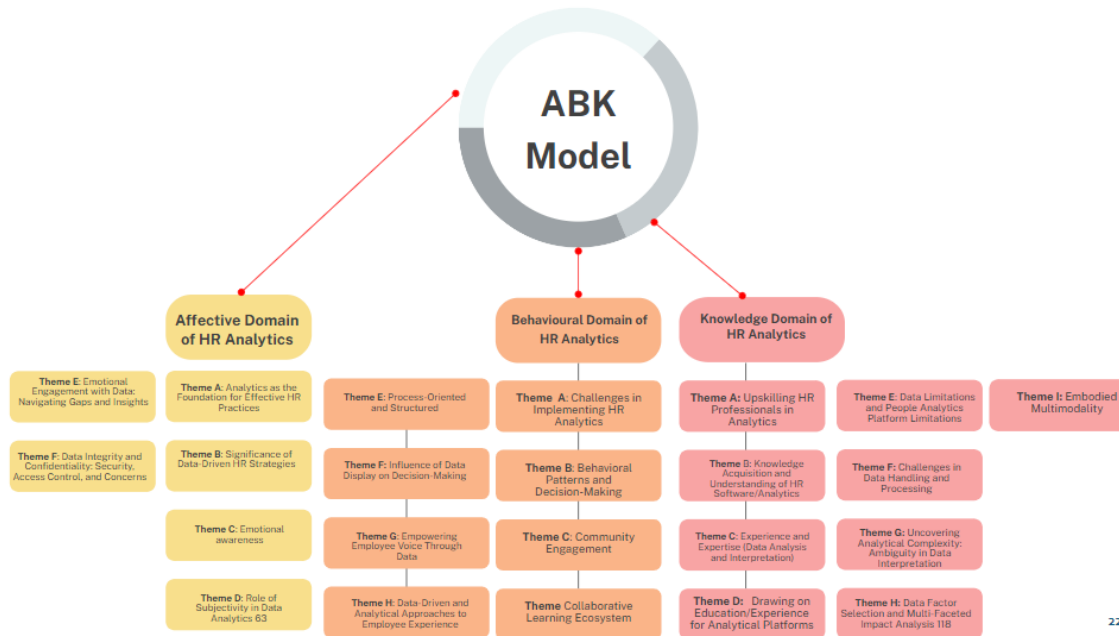


Figure 5-1. Affective Behaviour Knowledge (ABK) Model

5.2. Affective Domain of HR Analytics

In this section, we delve into the affective domain within the realm of HR analytics, exploring various themes that emerge from the narratives of HR professionals. These themes encapsulate the emotional nuances and attitudinal dimensions that underpin their engagement with data analytics processes and practices. Theme A revolves around the foundational role of analytics in HR practices. Participants, such as Juliette, express a profound enthusiasm and interest in understanding data deeply. Their proactive approach towards data analysis reflects a genuine curiosity and eagerness to derive meaningful insights, ultimately driving informed decision-making within HR contexts. Theme B highlights the significance of data-driven HR strategies in optimizing recruitment efforts, performance evaluations, and employee retention rates. Participants like May emphasize the importance of user interface design, data accuracy, and color schemes in influencing users' emotions and perceptions, underscoring the affective dimensions inherent in HR analytics.

Within Theme C, emotional awareness emerges as a critical aspect of HR professionals' engagement with analytics. Participants demonstrate a keen sensitivity to the emotional well-being of employees and an understanding of the affective factors that influence HR dynamics. Their ability to recognize and interpret emotional cues underscores the importance of emotional intelligence in navigating HR analytics effectively. Theme D delves into the role of subjectivity in data analytics, highlighting how individual perspectives and emotions shape the analysis and interpretation of data. Participants, such as Juliette, demonstrate a subjective interpretation of data trends influenced by their own emotions and beliefs, underscoring the subjective nature of data analysis processes. Theme E focuses on emotional engagement with data and the navigation of gaps and insights. Participants express a range of emotions, from surprise and curiosity to frustration and satisfaction, in response to data insights. Their emotional responses highlight the affective dimension of data analysis and its impact on their understanding and decision-making processes.

Finally, Theme F explores data integrity and confidentiality concerns, revealing participants' emotional attitudes towards data security and confidentiality. Participants emphasize the importance of maintaining data security and confidentiality, underscoring the emotional significance of protecting sensitive information within HR contexts. In essence, these themes illuminate the tapestry of emotions, attitudes, and perceptions that characterize HR professionals' affective engagement with analytics, laying the groundwork for further analysis and exploration within this domain.

5.2.1. Theme A: Analytics as the Foundation for Effective HR Practices

HR professionals acknowledged that analytics forms the backbone of successful HR practices. By utilizing data-driven insights, they can make informed decisions, ultimately benefiting talent management, employee engagement, and overall business performance.

“...So, we need to understand the data from each and every stage...”

Video transcripts [Juliette]

[00:36:38] "From the beginning, how many applications we received. The story starts from there. What are the timings of your... So, we need to understand the data from each and every stage... So all these factors have different data sets and different people. Analytics is something if you develop that aptitude of getting into each and everything in detail, deep dive into it, then that is something which helps a lot."

Juliette expresses enthusiasm and interest in understanding data deeply. Her use of phrases like "aptitude of getting into each and everything in detail" and "helps a lot" suggests a positive emotional connection to the process of data analysis. Her emphasis on the importance of understanding data from different factors and stages demonstrates a motivation and drive to actively engage with data analysis. Her proactive approach to diving into data indicates a drive to uncover insights and make sense of complex information. Juliette's mention of "deep dive" into data reflects a curious and explorative attitude. Her willingness to explore data sets and extract meaningful information indicates a desire to satisfy her curiosity and discover valuable insights. Lastly, through the interaction, Juliette showcases confidence in her own abilities to engage with data effectively and derive insights that can drive informed decision-making.

"Everything I do, I write down on paper."

Video transcripts [Rose]

[00:16:52] "Make a feedback form. Or training module. And schedule a video call. Everything I do, I write down on paper."

The transcripts represent statements made during my think-aloud recording session with Rose. The transcript describes her behavioral actions of planning and creating tools (feedback form and training module) to achieve certain outcomes. This demonstrates her active engagement in shaping behaviors and outcomes within her role, aligning with the Behavioral Domain. She took time to discuss her approach to creating tools such as a feedback form and a training module, which are key

components of HR practices. These tools are likely to involve data collection and analysis, which are foundational aspects of analytics. By using analytics to design and implement these tools, Rose is demonstrating how analytics can underpin and enhance HR practices, which aligns with the theme of using analytics as the foundation for effective HR practices.

Rose's statement, 'Everything I do, I write down on paper,' reflects not only her behavioral actions of planning and creating tools but also underscores her emotional attachment to her workflow. By meticulously documenting her actions on paper, Rose demonstrates a sense of personal organization and commitment to her tasks, which aligns with the affective domain of HR analytics. This emotional aspect highlights her dedication to her role and the importance she places on thoroughness and attention to detail. On page 81, I highlighted various elements of the affective domain, including emotions, self-perceived emotions, cognitive states, motivation, attitudes, beliefs, and well-being. Rose's statement, "Everything I do, I write down on paper," can be viewed through the lens of these affective elements. For a more specific example, Rose's commitment to writing down everything she does may reflect her emotions of conscientiousness and diligence. Similarly, her behavior suggests a cognitive state of focus, attention to detail, and planning, as well as her motivation to maintain a structured workflow and ensure thoroughness can be inferred from her statement.

"But they didn't actually go into the data to look at, you know, maybe why is this team not being able to keep employees and things like that?"

Video Transcripts [Jenny]

[00:24:22] "Okay. Okay. So we'll start with the first question here. What experience education observation prepared you for use? So for me, specifically, because of the things I've mentioned before, seeing that people aren't using all these data and finding that to be a waste because like that businesses are using like financial data, all of these to make business decision. But when it comes to hiring, they're just like, Oh, we, we feel like we're missing somebody in this team

because like, you know, like everybody in the team is exhausted and busy and they're like, okay, we'll hire one more. But they didn't actually go into the data to look at, you know, maybe why is this team not being able to keep employees and things like that? So that's the reason why I decided to go into data analytics or HR analytics."

Jenny's response reflects her emotional and personal factors that influenced her decision to pursue HR analytics. She mentions her observations of how businesses were not effectively using data for HR-related decisions, which she found to be wasteful. Her frustration with this situation and her desire to address this gap in utilising data for HR decisions evoke emotional and affective aspects. Her decision to enter the field of HR analytics is driven by her desire to improve these practices and make a meaningful impact - This emotional response drives her decision to focus on data analytics as a means to address this gap and contribute to more effective HR practices. Her account of feeling frustrated by the underutilization of data and her desire to make a positive change through data-driven practices aligns with the affective aspect of this theme. Here, her observation of the discrepancy between the use of data in business decisions and the lack of data-driven approaches in hiring has sparked a sense of concern and determination within her.

"...I just feel like there are so many information but still less that was actually being used to make decision at work."

Video Transcripts [Jenny]

[00:17:35] "Um, but in my work, though, I actually play with the dashboards a little bit. Um, but I just feel like there are so many information but still less that was actually being used to make decision at work."

In this excerpt, Jenny discusses her experience with working on dashboards in her job. She mentions that while there is a wealth of information available in these dashboards, she feels that only a fraction of it is utilised for making decisions at her workplace. This observation speaks to her understanding of the gap between available data and its effective utilisation for decision-making. Her insight into the underutilization of data suggests a knowledge and awareness of the potential benefits of data-driven

decision-making in HR practices. This aligns with the knowledge aspect of the ABK model's Knowledge Domain. Jenny's comments reflect her emotional or attitudinal engagement with the use of analytics in HR practices, and further reflects her understanding of the value and potential of data analytics in her professional context (Knowledge Domain).

5.3. Interpreting Theme A through the lens of the literature guiding the data analysis

In exploring Theme, A, which delves into the foundational role of analytics in HR practices, my findings align with literature that emphasizes the transformative power of data-driven decision-making. Juliette, Rose, and Jenny exemplify the pivotal position of analytics, providing tangible examples of how it shapes and redefines HR practices. Juliette's proactive approach resonates with the literature, highlighting the transformative potential of fostering a data-centric culture within HR. This aligns with studies emphasizing the need for individuals to actively engage with data to derive valuable insights (Tursunbayeva et al., 2022). Similarly, Rose's excitement for statistics aligns with literature underscoring the importance of considering both quantitative and qualitative aspects in data-driven HR strategies. Her emotional connection to data, understanding age groupings and locations, mirrors the emphasis on holistic data analysis (McCartney & Fu, 2022). This connection underscores the importance of holistic data analysis, as Rose's emotional attachment to data and her comprehension of age groupings and locations reflect a comprehensive approach to understanding HR dynamics. Thus, her experience aligns with broader discussions in the field about the significance of considering diverse data sources for informed decision-making. In the same way, Jenny's frustration with underutilization of data aligns with literature recognizing the potential for analytics to drive meaningful improvements in HR processes and decision-making (Tursunbayeva et al., 2022).

This study contributes to the ethical discourse by examining HR professionals' perspectives on the use of analytics. The emphasis on transparency, accountability, and employee involvement, as highlighted by Tursunbayeva (2019), is illustrated through examples drawn from participant transcripts. For instance, Juliette's enthusiastic engagement with data analysis and her commitment to understanding data from various stages exemplify the ethical imperative of actively delving into information for informed

decision-making. Rose's behavioral actions of planning and creating tools, such as feedback forms and training modules, underscore the ethical considerations embedded in designing and implementing HR practices. Furthermore, Jenny's frustration with the underutilization of data in hiring decisions and her decision to pursue HR analytics for addressing this gap resonate with the ethical dimension of making data-driven practices more effective and impactful. Additionally, the exploration of subjectivity in multimodal platform design, particularly regarding HR professionals' experiences and attitudes, reflects an ethical commitment to user-centered design. The recognition of ethical challenges, such as privacy violations and algorithmic bias, is evident in the acknowledgment of potential risks associated with PAPs, as reflected in the participant transcripts. This study integrates multimodal aspects to promote diversity and inclusion, aligning with ethical requirements by considering diverse needs and ensuring accessibility for a broader range of users. For example, privacy concerns arose when participants inadvertently disclosed sensitive information during the think-aloud sessions. Measures such as obscuring sensitive information were taken to address these risks as information like organization name, employee name, etc were not intended to be shared. Additionally, privacy concerns may have limited participants from fully disclosing insights about their processes while completing the think-aloud method and navigating their PAPs (artifacts). Bias in PAPs was exemplified by the professionals' tendency to select somewhat varied information for inclusion in scenarios regarding retention or turnover predictions. For instance, participants like Rose continued to adjust the metrics she selected in explaining her prediction of turnover during the Phase 3 think aloud session. This variability in feature selection can introduce bias if certain factors are consistently prioritized over others, potentially leading to skewed predictions or decisions. By highlighting the need for proper ethical guidelines, this study advocates for models that prioritize ethical considerations in the use of PAPs, substantiated by specific examples from participant experiences.

5.3.1. Theme B: Significance of Data-Driven HR Strategies

The findings underscore the importance of data-driven strategies in HR processes. HR professionals recognized that data-driven approaches optimize recruitment efforts, improve performance evaluations, and enhance employee retention rates.

“...even color schemes and things can matter in the feelings and emotions.”

Video Transcripts [May]

[00:15:11] "So I would say yes, feelings and emotions could play a significant role in analytical use because so these platforms, they need to have a good user interface. So, so that, you know, like when the user is using these platforms, they need to feel confident in the data that the data is correct and that it is maintained accurately. And they also. Even like even color schemes and things can matter in the feelings and emotions. So there are some platforms which may be a lot more easier to use versus others."

May discusses the importance of user interface design, user confidence in data accuracy, and the influence of color schemes on users' feelings and emotions while using analytical platforms. These aspects reflect the affective dimension of the ABK model, involving emotions, attitudes, and perceptions in the context of technology use. Furthermore, In the context of HR analytics and data-driven strategies, May emphasizes the importance of accurate data representation, user interface design, and user confidence in the information presented. This aligns with the idea that data-driven HR strategies heavily rely on the accurate interpretation and visualization of data.

May's mention of using platforms to compare candidates and make informed decisions also ties into the significance of data-driven strategies in HR. By leveraging data analysis and comparison features, HR professionals can make more informed and objective decisions regarding candidate selection, which contributes to effective HR practices. She emphasized the importance of accurate data representation, user interface design, and user confidence in the information presented. This aligns with the idea that data-driven HR strategies heavily rely on the accurate interpretation and visualization of data.

May's mention of using platforms to compare candidates and make informed decisions also ties into the significance of data-driven strategies in HR. By leveraging data analysis and comparison features, HR professionals can make more informed and objective decisions regarding candidate selection, which contributes to effective HR practices. Furthermore, her discussion about color schemes impacting users' emotions and perceptions can also be linked to the significance of data-driven HR strategies. The visual representation of data can influence how HR professionals interpret and make

decisions based on that data, highlighting the importance of clear and effective data visualization techniques.

5.4. Interpreting Theme B through the lens of the literature guiding the data analysis

In Theme B, the findings emphasize the crucial role of data-driven HR strategies in optimizing recruitment, performance evaluations, and employee retention. May's insights further illuminate the affective dimension of these strategies, highlighting the significance of user interface design, user confidence in data accuracy, and even the influence of color schemes on users' feelings and emotions during analytical platform use. May's discussion aligns with the literature recognizing the affective dimension in technology use, emphasizing how emotions, attitudes, and perceptions impact the effectiveness of data-driven strategies. Her emphasis on accurate data representation and user interface design resonates with studies by Tursunbayeva et al. (2022) and Hagemann & Klug (2022), underlining the transformative potential of well-designed platforms. May's mention of using platforms for candidate comparison aligns with the core objective of data-driven HR strategies—making informed and objective decisions in candidate selection. This connection reinforces the practical application of data-driven approaches in HR practices, as suggested by McCartney & Fu (2022), further emphasizing their transformative impact. Additionally, May's insights about color schemes influencing users' emotions and perceptions highlight the importance of clear and effective data visualization techniques, aligning with the significance of multimodal design in PAPs (Tursunbayeva et al., 2022).

5.4.1. Theme C: Emotional awareness

In this theme, emotional awareness, within the context of the affective domain, is a focus on the capacity of HR professionals to recognize, understand, and interpret their emotions and others during the utilization of People Analytics Platforms (PAPs). This theme also focuses on my own experience and knowledge of the PAPs which adds an invaluable layer of insight to the emotional awareness within the affective domain. My familiarity with PAPs allows me to contextualize and understand the emotional responses of HR professionals during their interactions with these platforms, potentially uncovering nuances and motivations that might not be immediately evident.

Juliette displays emotional awareness throughout the conversation. For instance, when discussing timesheets, Juliette admits finding the task uninteresting. However, she also express(es) a willingness to empathize with the individuals involved, seeking to understand their situation beyond the data-driven perspective. Juliette's emotional intelligence⁵ is evident in their approach to problem-solving, where they consider the personal aspect alongside the analytical aspects of the task.

"I think I have an edge over others who are working with only one company... That's what I feel."

Video transcripts [Juliette]

[00:22:35] "I never hesitated taking up small contract jobs because in this fast-paced 'or let's say trend is changing so fast, I think I have an edge over others who are working with only one company... That's what I feel. So I think the answer could be or the solution could be we need to be more on more towards the ratio based, not the number based on numbers, but then finally the ratio based."

The text demonstrates emotions and feelings as the individual talks about their perspective on gaining experience through working with different companies and how they feel it gives them an advantage. It also reflects their concern about relying solely on numerical data for decision-making.

"But I think less of data and more of person or more of feeling."

Video transcripts [Juliette]

[00:46:58] "So I think timesheet is something which is very uninteresting and still I'm learning how to deal with it. But I think less of data and more of person or more of feeling."

⁵ Emotional intelligence refers to individuals' ability to appraise, express and regulate emotions in the self and others and to make use of these emotions for problem solving (Salovey & Mayer, 1990)

In this segment, Juliette expresses their feelings about dealing with timesheets, which they find uninteresting. They also mention their approach to the task, highlighting their focus on understanding the person behind the data rather than just the numbers.

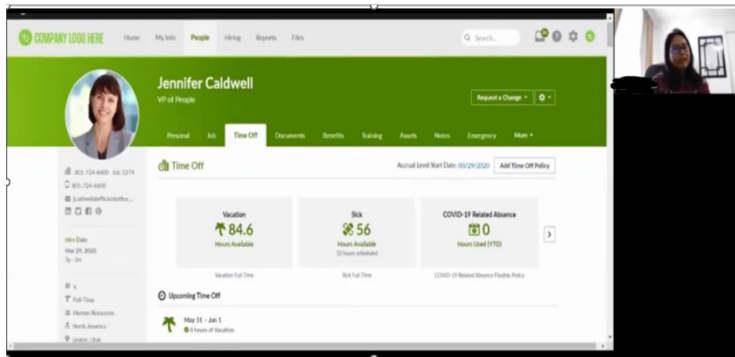
“So for an HR professional, the job is difficult and challenging because everything goes very fast.”

Video transcripts [Juliette]

[00:57:52] "Understanding things logically needs a lot of human brain intervention, which is not so. Let's say if somebody has just passed out and working as an HR professional for three years, they would look at everything from the data point of view. They may be a better success in the profession for one reason that nowadays every company works in a very agile manner. So for an HR professional, the job is difficult and challenging because everything goes very fast. Every morning manager says, I need these tasks to be done. There is no bandwidth in the day that you explore with all these logical viewpoints."

In this section, Juliette describes the HR profession as difficult and challenging due to the fast-paced nature of work. This perception of challenge and the demanding environment can evoke various emotions, such as stress or a sense of accomplishment when overcoming obstacles. The reference to "no bandwidth in the day" implies a lack of time for in-depth analysis or exploration. This time pressure can lead to emotional responses like frustration or pressure, which are characteristic of the affective domain. Juliette suggests that the agility⁶ of modern companies require HR professionals to adapt quickly. This adaptability may require emotional resilience to cope with rapid changes and to maintain a positive attitude despite potential stressors.

⁶The term "agility" refers to the ability of modern companies to be flexible, responsive, and adaptable in the face of changing circumstances, challenges, and opportunities.



“Because this gives us a glimpse whether she’s enjoying her work, whether she is satisfied or not.”

Figure 5-2. Juliette's Analysis of BambooHR Platform During the Think-Aloud Scenario Exercise

Video transcripts [Juliette]

[00:15:09] “Why need to keep an eye on time off? Because this gives us a glimpse whether she’s enjoying her work, whether she is satisfied or not. Maybe she is interviewing at various places. When a candidate interviews at various places, they take time off frequently.”

Juliette mentions that monitoring an employee's time off can provide insights into their job satisfaction and potential job-seeking behavior. This demonstrates awareness of the emotional and affective factors that may influence an employee's engagement and commitment to their current job. Figure 4 briefly showcases Juliette analysing the content of BambooHR platform as she completed the think-aloud scenario exercise 1 (see [Appendix B](#)).

Video transcripts [Juliette]

[00:15:09] “Why need to keep an eye on time off? Because this gives us a glimpse whether she’s enjoying her work, whether she is satisfied or not. Maybe she is interviewing at various places. When a candidate interviews at various places, they take time off frequently.”

Juliette mentions that frequent time off might indicate that the employee is not enjoying their work or may be actively interviewing for other job opportunities. Drawing on education and experience for analytical platforms can help in monitoring and interpreting such data, enabling employers to understand their employees' behavior and make informed decisions regarding their satisfaction and potential job-seeking activities.

By recognizing the connection between monitoring time off and understanding employee satisfaction and potential job-seeking behavior, Juliet is showcasing her knowledge about the importance of certain indicators and behaviors in the workplace. This knowledge informs her approach to HR practices and decision-making.

"We need to be very sensitive from day one."

Video transcripts [Juliette]

[00:06:05] "We need to be very sensitive from day one."

The statement made by Juliette, "We need to be very sensitive from day one," implies the importance of capturing employee feedback and data from the start of their employment to understand their needs and expectations. This statement primarily falls within the Affective domain. It reflects Juliette's awareness of the emotional and human-centered aspects of HR practices, emphasizing the need to be attentive and responsive to employees' feelings and experiences from the very beginning of their journey with the company. This statement highlights her understanding of the affective factors that contribute to employee satisfaction, engagement, and overall well-being.

"I'm always really, really interested to see where people live."

Video transcripts [Rose]

[00:51:08] "Um, probably location. So I'm always there because we hire people from right across the country. I'm always really, really interested to see where people live. Uh, and so I check that all the time to see where our' bubbles are."

Rose's emotional connection to her work is evident when she shares her passion for tracking where people live and understanding staffing trends. She further expressed emotional connection to her work is evident when she shares her passion for tracking where people live and understanding staffing trends:

Video transcripts [Rose]

[00:50:45] "Actually don't think. I've ever had an uninteresting one. Um, I'm the one that controls all the dashboard tasks. So everything that I've had to put on there, I've wanted to know. I don't think we've had anything that I didn't find interesting. I find every aspect of."

Video transcripts [Rose]

[00:43:04] "I get excited when I see stats and numbers and things like that"

[00:43:10] "I also get a little overwhelmed because I create extra work for myself based on the numbers I'm seeing because I want to understand them. If I'm having a day where I've got like a lot going on outside of things, I will deliberately not look at stats and numbers because I know that I'll create more work for myself and, and my day will get a lot fuller."

[00:43:02] "I like seeing the age groupings. I like seeing location. I like seeing that stuff because it definitely gives me a sense of team. Because it shows me where everybody sits. And so and then I want to expand on it and I want to learn more and I want to do more to help the employees feel like that part of the team to."

Rose expresses excitement and interest when she encounters statistics and numbers. This positive emotional response suggests that she is engaged and enthusiastic about working with data. Rose finds emotional value in the data, particularly when it comes to age groupings and location information. She sees this data as a way to connect with her team members and understand their positions better. This emotional connection drives her desire to contribute more to help employees feel like part of the team. Here, Rose's emotional responses appear to be intrinsically motivated. Her excitement, overwhelm, and desire to connect with the team through data indicate that her engagement with data is driven by internal factors and a genuine interest in her work. While Rose is excited about data, she also acknowledges that it can sometimes be overwhelming. This feeling of overwhelm arises from her desire to fully understand the numbers and her concern that it might lead to extra work.

Video transcripts [Rose]

[00:34:57] "And so when I use Humi, that's what it is. It's stats, it's their education, their training. But we have to be able to put the personal touch to it and see the person within it. And that's where, where they live, where they've worked. Um, you know, if they've worked rural or city and stuff like that. Well, it's a physical stat, it means something more. ..."

[00:35:35] "Where did they do their schooling, schooling, where did they grow up? Where did you have to look at all the aspects that brought them to that point to see what they can handle beyond that point? Um, and so I think that growing up rural kind of helped me with that, but also exploring Canada and getting to know people across made a difference to."

Rose emphasizes the importance of recognizing the personal and emotional aspects of employees beyond the quantitative data. Rose mentions the need to add a personal touch to the data, seeing the person within it by considering factors like where they live, where they have worked, and their background. This shows an emotional awareness of the individuals behind the data. Rose's comments about considering aspects like where someone did their schooling and grew up also reflect an understanding of the emotional and personal elements that contribute to an individual's abilities and experiences. She highlights the significance of understanding and empathizing with the employees on a deeper, affective level to make informed decisions based on the data.

Under Theme C, the affective aspect of HR analytics for Mapp involves a mix of satisfaction and frustration. She finds satisfaction in exploring and understanding the data and tendencies through the platforms. However, she also expresses frustration due to limited access to data, lack of time allocated for deep thinking and evaluation, and a reluctance from HR specialists to consider platform changes that could improve usability and efficiency.

“... but the whole week was so mentally draining and exhausting.”

Video transcripts [Mapp]

[01:02:35] "I get a lot of satisfaction from understanding the dynamic... but the whole week was so mentally draining and exhausting because we went through every single thing of the data."

In this transcript, Mapp initially expresses a sense of satisfaction and curiosity derived from understanding the dynamics of human behavior through data analysis. However, the second part of the transcript highlights the behavioral aspect of her experience, where she describes feeling mentally drained and exhausted after extensively analyzing the data throughout the week. This combination of emotional satisfaction and subsequent fatigue illustrates how Mapp's affective engagement with data analysis impacts her behavior and well-being. It showcases the interplay between emotions, behavior, and the analytical process within the context of her role.

“So through numbers, without having to interact with a million different people, I get to see tendencies.”

Video transcripts [Mapp]

[01:02:35] "I get a lot of satisfaction from understanding the dynamic of something. I studied psychology, so I'm very curious about human behavior. So through numbers, without having to interact with a million different people, I get to see tendencies."

In this transcript, Mapp expresses a sense of satisfaction and curiosity derived from understanding the dynamics of human behavior through data analysis. The mention of studying psychology and being curious about human behavior indicates an emotional connection and interest in the subject. This emotional satisfaction and curiosity represent the affective aspect of Mapp's engagement with data analysis, highlighting how her feelings and emotions contribute to her motivation and interest in the analytical process.

Video transcripts [Interviewer]

[00:56:20] "So yeah, just commenting on emotions and feelings of the person using the platform. Is there any connection?"

"When I use data, there's a feeling of safety and certainty..."

Video transcripts [Mapp]

Mapp: "I feel that knowledge equals power. So and I don't mean power as in like power to govern a country, you know, sort of like power isn't. I know the truth. There's a fact I'm not just second guessing what his things. When I use data, there's a feeling of safety and certainty that. I mean, unless the data was used wrong or the or, you know, manipulated in the wrong way, which could happen, it's not accurate. However, this is the way that it happened. And that's just not it's an observation to improve the process. So for me, it's a sense of like satisfaction and also curiosity in terms of want to keep knowing how things work and what are the results of that. Um, but when there's other feelings that I sense and perceive and also receive whenever I'm engaging with leaders and one of them is important in terms of you have this power and knowledge that I don't have. And now it seems that I've been doing the wrong job the whole time. That's like that sense of like, Are you telling me what I'm doing wrong? No. I'm telling you what the dashboard says. Like, I'm not putting any blame on you. Um, so that's one. The other is the fear of are you going to take over my role? Which is never mean. It's more like just I'm curious. I'm genuinely interested in reading this data. I love this. And this is my bread and butter. That's another fear, another attitude, Another one is overwhelmed in terms of, oh, boy, this is a lot of work. Like all that. You're suggesting this, but when are we going to do this? Like we have the trip to Cancun. We have so many priorities like. And so rather than let's make some time

to discuss and see how we can integrate things or we can start baby steps, it's more like, that's a lot. And people are scared of a lot. And so I think it's overwhelmed and also responsible for that, like people wanting to take ownership of certain things.

In this conversation, Mapp reflects on the emotional and psychological aspects tied to using data analytics platforms in HR. Mapp expresses feelings of safety, certainty, satisfaction, curiosity, and a sense of empowerment when working with data. These emotions are linked to the idea that knowledge equates to power, not in the traditional authoritarian sense, but in terms of having accurate insights to improve processes and decision-making. Also noted, is the delve into various emotions and attitudes that HR professionals might experience when engaging with data analytics. Mapp mentions the fear of being seen as doing the wrong job, the concern of potential job displacement, the feeling of being overwhelmed by the workload associated with data analysis, and the sense of responsibility to take ownership of certain aspects. These emotions and attitudes highlight the affective dimension of the HR professionals' engagement with data analytics and the broader impact on their mindset and perception.

Video transcripts [Mapp]

[01:14:37] So it's more like feel like having that open mindset and comparing, contrasting, exploring, um, I would say self doubt and not in a negative way like, oh my God, but more like, is this really the ultimate? Like, is this really the truth, the final truth, or is there a different, more subjective? Everything's subjective, I would say. So is there a different way to see things? Um, it's sort of like I would, I would relate it to emotions. Like if I'm angry. Towards or or. I feel like this person don't like her. You know, like, automatically in my head, it's like I don't like her or I don't like him.

[01:15:18] Mapp: I would always have. So I know that I automatically have self doubt.

Mapp is discussing emotional aspects related to their engagement with data analytics. Mapp talks about maintaining an open mindset, exploring different perspectives, and expressing self-doubt. This self-doubt isn't negative; instead, it reflects a curiosity about whether the conclusions drawn from data are the ultimate truth or if there could be different, more subjective interpretations. This emotional engagement

with the data, including questioning assumptions and seeking alternative viewpoints, reflects the affective domain. She also acknowledges her tendency to automatically experience self-doubt. This emotional self-awareness and recognition of how emotions can impact one's approach to data analysis highlight the affective dimension of their engagement with analytics.

Video transcripts [Interviewer]

[01:27:48] Uh, question four What other forms of support engagement do you recommend for users and what.

"I feel like it's still I feel like an island, like very isolated within nature."

Video transcripts [Mapp]

Mapp: I feel like it's, I feel like I feel inspired now. My like, I feel now that I need to be more in touch with people that do this just to get more insight into it. I feel like it's still I feel like an island, like very isolated within nature. And so. Um, unfortunately don't necessarily know of any.

Mapp expresses her emotional state and mindset in response to the interviewer's question about recommending forms of support engagement for users. Mapp's feelings of inspiration and the realization that they need to connect more with people in the field indicate an effective response to the topic. They also express a sense of isolation ("I feel like an island") in their current situation, suggesting a state of emotional disconnection and solitude. This emotional response provides insight into both Mapp's and the interviewer's perspective and emotional engagement with the topic of user support and engagement.

"... so there are a lot of costs associated with that which is not easily countable."

Video transcripts [May]

[00:36:38] "It can also be loss of morale ... so there are a lot of costs associated with that which is not easily countable."

In this statement, May is expressing a consideration related to the emotional and psychological impact of certain factors on employees, specifically the "loss of morale." This reflects her awareness of the affective and emotional aspects of the workplace, where factors such as morale can influence employee behavior and decisions, ultimately affecting the organization's performance. May's focus on the less quantifiable, emotional, and human-centric dimensions of workforce dynamics aligns with the Affective domain.

"So I actually get really excited whenever I learn new things..."

Video transcripts [Jenny]

[00:26:26] "Um, that's just something really fascinating for me when I first started using it, and I just find that to be very convenient. And I'm a person that is not afraid of learning new things. So I actually get really excited whenever I learn new things and find it to be helpful to the company or just a problem that I'm trying to find a solution to."

Jenny's response reflects her emotional perspective and attitude towards learning and using new technology, specifically in the context of data analytics. She expresses excitement, fascination, and enthusiasm for acquiring new skills and knowledge. Her emotional response to learning and applying new techniques, especially when they are helpful to her company or problem-solving efforts, demonstrates her positive affective engagement with the learning process and its practical outcomes.

"Um. I don't really have a maybe because I'm still kind of new to it. I don't really have like a task where I'm like, Oh, this is uninteresting."

N transcripts [Jenny]

[00:39:41] "Think of a time when you had to do a task on a board that was particularly uninteresting. What was the task and how did you deal with it? Um. I don't really have a maybe because I'm still kind of new to it. I don't really have like a task where I'm like, Oh, this is uninteresting. I'm always like, Oh, like there's another task for this and

I'll be happy to work on that. Usually it's the more of the transactional work where I get bored."

[00:40:50] Interviewer: "Is there any way you would be able to describe your own emotions when it comes to pop, when it comes to using it? Jen: I think I'm always very excited whenever I get a task about using pop. But for that specific, um, example that I gave you, I was a little bit like, oh, like, like, can I actually look at this data? Because it's like for our team and like I get to see everybody's information. But overall, I'm always very excited when I get to actually use the dashboards."

In the transcript, Jenny reads out the specific question for this section before addressing it with the statement, "Um. I don't really have a maybe because I'm still kind of new.". In the responding statement, Jenny expresses her emotions and attitudes related to tasks and experiences involving data analytics and the people analytics platform (PAP). Her responses highlight her positive emotions of excitement and enthusiasm when it comes to working with PAP. She mentions being excited about using the dashboards, although she also shares a specific example where she was a bit cautious due to the sensitivity of the data. This showcases her emotional responses to the data and the platform. Her engagement with the tasks and her emotional reactions reflects the affective aspect of knowledge acquisition.

5.5. Interpreting Theme C through the lens of the theories and literature guiding the data analysis

In the transcripts related to Theme C, "Emotional Awareness", the affective domain is explored, focusing on the emotional capacity of HR professionals during their interaction with PAPs. The Affective Events Theory (AET) emphasizes that emotional states underlie attitude formation and employee behavior in organizations. The transcripts explicitly recognize and highlight the emotional states of HR professionals using People Analytics Platforms (PAPs). For instance, Juliette's discussion about the challenging nature of HR work due to its fast-paced environment reflects an understanding of the emotional demands outlined in AET. Furthermore, the transcripts

illustrate the significance of emotional intelligence among HR professionals, echoing the literature's emphasis on the emotional labor integral to managing one's emotions for professional efficacy, particularly crucial for HR professionals (Hochschild, 2012). Juliette's empathetic approach to problem-solving exhibits emotional intelligence. Juliette's approach to understanding individuals beyond the data-driven perspective and her willingness to empathize with their situations demonstrate the importance of emotional intelligence in HR practices. The transcripts in Theme C contribute to filling the literature gap by providing firsthand accounts of the emotional experiences of HR professionals using PAPs. By offering firsthand accounts, the narratives provide insights into the affective aspects of using advanced tools, enriching, and extending the understanding of emotions in the realm of HR practices and analytics. Additionally, the discussions in the transcripts align seamlessly with previous studies exploring diverse applications of technology, including facial emotion detection and sentiment analysis, providing specific insights into HR professionals' engagement with advanced tools like PAPs and their nuanced emotional responses in these contexts.

Integrating Affective Domain Insights (Themes A, B, and C) into the multimodal Choice and Application of Theoretical Lens

This section integrates the findings of Themes A (*Analytics as the Foundation for Effective HR Practices*), B (*Significance of Data-Driven HR Strategies*), C (*Role of Subjectivity in Data Analytics*), with an analysis that explicitly highlights examples of collaborative dynamics, design elements, and forms of capital. Using Bourdieu's Capital Theory, the analysis focuses on the specific forms of capital exhibited by Juliette, Rose, and Jenny. For instance, Juliette's proactive approach is exemplified by her initiation of a comprehensive training program on advanced analytics techniques, showcasing her cultural capital in the field. Rose's emotional connection to data is demonstrated through her creation of visually compelling data stories that resonate with stakeholders, showcasing her emotional capital in translating data insights into relatable narratives. Jenny's frustration with the underutilization of data is exemplified by her initiation of a data-driven hiring initiative, showcasing her social capital in challenging established norms and advocating for data-driven decision-making. In Theme C, Rane's emphasis on using layman language and starting from the basics resonates with the embodied state of cultural capital in Bourdieu's framework. The ability to convey complex analytical concepts in a way that is accessible to individuals from diverse backgrounds reflects a

cultural competency grounded in the dispositions of the mind and body. Rane's approach to communication can be seen as an instrument for the appropriation of symbolic wealth within the HR field, highlighting the intersection of emotional intelligence and cultural capital.

The community of practice is exemplified through tangible instances, such as collaborative workshops, showcasing a persistent collaborative narrative across themes, as seen in Theme A. The application of the CoP theory is exemplified by Juliette's proactive approach. For instance, Juliette actively engages in cross-functional collaborations, convening regular data analysis workshops where HR professionals collectively delve into complex datasets. This not only showcases her individual competence but also establishes a tangible community of practice committed to fostering a data-centric culture within HR. The example of these workshops and collaborative initiatives underscores how CoP principles manifest in real-world practices, amplifying the transformative impact of analytics in HR.

Transitioning to MSST, the multimodal nature of emotional expression is explicitly demonstrated through examples like May's consideration of specific design elements in the dashboard. Moreover, the intersection of different forms of capital across themes is explicitly showcased through detailed examples of Juliette, Rose, and Jenny, emphasizing how diverse cultural, emotional, and social capital collectively contribute to reshaping HR practices through analytics. For example, May's insights provide explicit examples of how design elements influence emotions during analytical platform use. May specifically discusses the implementation of a visually intuitive dashboard with a color scheme that aligns with the organization's brand. The detailing of these design choices and their impact on user emotions adds a level of granularity to the analysis. By acknowledging the specifics of the dashboard's design, the application of MSST becomes more tangible, illustrating how attention to these visual details significantly contributes to the affective dimensions of HR analytics.

5.5.1. Theme D: Role of Subjectivity in Data Analytics

The Affective domain in the ABK model in this section will provide insights to the emotional and subjective aspects of individuals' experiences, attitudes, and perceptions. The role of subjectivity in data analytics is related to how human emotions, biases, and

subjective interpretations can influence the data analysis process and the outcomes derived from it.

“So maybe they are likely to stay till after April, let the changes take effect...”

Video transcripts [May]

[00:10:26] “I would probably say that like sometimes employees wait for their year end bonus and, you know, their merit and compensation increases. So maybe they are likely to stay till after April, let the changes take effect, and then probably start looking out for other jobs.”

May’s perception surrounding timing of resignation: May's statement suggests an understanding of employee attitudes and behaviors related to compensation and bonuses. She acknowledges that employees might choose to stay until after April to receive their year-end bonuses and compensation increases before considering other job opportunities. This indicates an awareness of how employees' emotions and attachment to financial incentives can influence their decision to stay or leave.

“...if we don't change those factors within the organization, then it's likely that more employees will leave because they are dissatisfied...”

Video transcripts [May]:

[00:16:01] “Employees may have left the company in terms of better benefits, better employee communications, better leadership or those factors ... if we don't change those factors within the organization, then it's likely that more employees will leave because they are dissatisfied with the current environment and current benefits that are being provided.”

May's statement demonstrates her emotional awareness and empathy towards employees. She acknowledges that employees may leave the company due to factors like dissatisfaction with benefits, communication, and leadership. Her understanding of these potential reasons indicates her sensitivity to the emotional well-being of employees. May expresses concern about the potential dissatisfaction of employees. Her consideration of the impact of factors like benefits and leadership on employees'

emotional well-being reflects her empathy and recognition of the affective aspects that influence retention.

“So a good and engaged employee always gives or supplies all the document if somebody is onboarded...”

Video transcripts [Juliette]

[00:17:42] “So a good and engaged employee always gives or supplies all the document if somebody is onboarded and for next ten days or 15 days, they are lingering around the documents. They are not uploading their documents, complete documents. That means they are in double mind whether they want to stay here.”

[00:39:19] “Who are going faster? 25 to 34. That means they are very highly ambitious.”

In both instances, Juliette is expressing her assumptions, opinions, and interpretations based on her feelings and beliefs about employee behavior and trends. These statements reflect her affective responses and perspectives on certain HR-related situations and age groups. Juliette's statements demonstrate her subjective interpretations and assumptions based on the data. She is inferring meanings and drawing conclusions that are influenced by her own perspective and emotions. This theme highlights how individual subjectivity can play a role in shaping the analysis and interpretation of data, which can have implications for decision-making and understanding trends.

5.5.2. Theme E: Emotional Engagement with Data: Navigating Gaps and Insights

“...we simply don't have places to send them.”

Video transcript Rose

[00:18:54] "I have a feeling we're losing quite a few staff because we simply don't have places to send them."

In this transcript, Rose expresses a feeling of concern or frustration regarding the potential loss of staff due to a lack of available positions. Her emotional response is tied to the absence of relevant metrics or data that could help address this issue. This highlights how the gaps in data or metrics can evoke emotional reactions and influence her perceptions and concerns, showcasing the affective aspect of her engagement with data and its implications.

"Looking at the age groupings actually surprised me a bit..."

Video transcript Rose

[00:25:04] "Looking at the age groupings actually surprised me a bit, I thought. I guess thought I had higher numbers between the 20 and 30 category but seeing that it's almost on par with the 30 to 40."

In this transcript, Rose shares her emotional reaction to a specific data insight related to age groupings. Her surprise and realization about the distribution of employees across age categories indicate an affective response to the data. This illustrates how data can evoke emotions such as surprise, validation, or even challenge preconceived notions, highlighting the affective dimension of her interaction with data and its impact on her understanding and perspective.

"It gave me a good perspective on the timeline of our turnover..."

Video transcript Rose

[00:37:58] "There are still further steps that need to be taken. It gave me a good perspective on the timeline of our turnover, which I need to now correlate with events that are happening within the company."

Reviewing Rose's emotional and attitudinal response to the data, as well as her sense of purpose and determination to use data insights for making informed decisions and taking strategic action: This transcript highlights Rose's proactive approach to utilizing data insights for strategic decision-making. It emphasizes her personal belief in the value of data-driven actions, as she recognizes the need for further steps based on her interpretation of the data. The theme underscores the importance of correlating data with company events to inform future strategies and initiatives.

“...you have to tie emotion into it. You have to tie your your gut instincts into it...”

Video transcript Rose

[00:19:27] Rose: “If all HR professionals did it instead of just black and white, it as to a resume. Um. Think that that's a key thing with any analytical skill, to be honest, because you're not just analyzing gender, location, uh, degree of education, location, education. I don't care if you got a degree in Toronto or Mumbai or Indonesia or I don't care. I'm looking at your ability to learn because anybody who has inherited, who has earned a degree has the ability to learn. Uh, and I think that that demonstrates. A better future within a company than just where they got their degree or how long ago or, you know, things like that or with specific experience. I think that I don't know if if many people agree with me, but I think that any analytics we're using, anything that we're any system we're using, whether using Humi or what have you, you have to tie emotion into it. You have to tie your your gut instincts into it and think that we have to tie how those people respond to your feelings towards it, too.”

In this transcript, Rose emphasizes the importance of considering emotions, instincts, and gut feelings in the analytical process. She discusses the need to move beyond just black and white data and incorporate a deeper understanding of individuals, including their ability to learn and their potential within a company. This reflects a recognition of the emotional and intuitive aspects of decision-making in the realm of analytics, indicating an affective approach to data analysis and interpretation. Likewise,

the Knowledge domain of the ABK model is also evident in this transcript. Rose's statements reflect her understanding of the significance of looking beyond traditional data points such as degrees and specific experiences. She emphasizes the importance of assessing an individual's ability to learn and their potential for growth within a company. This indicates an understanding of how to interpret data and make decisions based on a broader set of factors, reflecting a knowledge-driven approach to data analysis and decision-making.

“You have to know the person as well. You have to be able to see beyond the numbers and understand why they have those numbers.”

Video transcript Rose

[00:36:57] “I have so many nurses who are traveling because they're burnt out, because they're exhausted and they don't want to go back to an E.R. But that's all their experience. It's all their training. You have to know the person as well. You have to be able to see beyond the numbers and understand why they have those numbers. Were they stuck in that position? Were they, um, do they hate it? Do they do they feel like they're stuck in it? Is there way we can get them out of it? You have to be able to look past the analytics and think that that makes a huge impact on decision making.”

In this conversation, Rose emphasises the importance of understanding the individual behind the data. She mentions the need to see beyond the numbers, comprehend the reasons for certain patterns, and consider the personal experiences and emotions of the nurses. This highlights the affective aspect of decision-making, where emotional considerations, empathy, and understanding play a significant role in interpreting and using analytical data effectively.

“Are they really satisfied just to understand whether after the onboarding, if this employee will be coming back...”

Video transcript Juliette

[00:07:18] “The day they join, we do onboarding and induction. We also do the survey. Are they really satisfied just to understand whether after the onboarding, if this employee will be coming back to the office next day or not?”

This emphasizes the use of surveys during onboarding to gauge employee satisfaction and their likelihood of staying with the company, demonstrating a data-driven approach to employee experience. Here, Juliette is discussing the importance of understanding employee satisfaction and their likelihood of staying with the company, which relates to emotional and attitudinal aspects (affective) rather than specific behaviors or knowledge.

“What is going wrong? Why the females are not comfortable? Is there are they not feeling safe?”

Video transcript Juliette

[00:40:46] “Male and female are leaving equally 50/50. I don't see any issue there. If it would have been like male have left only 20% ... then that brings in a red flag.”

“What is going wrong? Why the females are not comfortable? Is there are they not feeling safe? Is there something different? Kind of harassment is going on?”

In these statements, while unraveling the departure dilemma and the meaning behind the number variance, Juliette is expressing emotions, concerns, and considerations related to gender-based patterns in employee turnover. She is reflecting on potential issues and seeking to understand the underlying causes of the observed data trends. This emotional and reflective engagement with the data falls within the Affective domain, highlighting her empathy, emotional response, and desire to address potential challenges.

“And there I feel that these software are excellent. They save a lot of lot of time...”

Video transcript Juliette

[00:19:53] "So a lot of time is wasted and goes into that question that what exactly my boss wants or I want. To deal with this problem. Once we understand the question, then it becomes easy. And there I feel that these software are excellent. They save a lot of lot of time as well as these are multi used, multi used software, multi users can simultaneously use it."

Juliette is expressing her feelings and emotions related to using data analytics software. She mentions the frustration and time wasted when there's a lack of clarity about what her boss wants or what approach to take to deal with a problem. She then goes on to mention her positive feelings about how software solutions can help in such situations, saving time and enabling collaborative use. This speaks to her emotional response and attitudes towards the practical application of data analytics software in her work, falling under the affective domain.

"I've never use the other ones before. And it's just it's not because I don't want to learn them."

Video transcript Jenny

[00:13:41] "Tableau is the only one I use. I've never use the other ones before. And it's just it's not because I don't want to learn them. It's I think it's just like I think for like bamboo h.r. I always thought of that as like an ai system. So it was more like you can organize like, like other employees information. I didn't know that you can actually do like analysis on it. Like because when I, when I, when you can do."

Jenny is expressing her understanding (or lack thereof) about different data analysis tools and platforms, such as Tableau and Bamboo HR. She is sharing her knowledge and perception of these tools, indicating their level of awareness and familiarity with their functionalities and capabilities. In the same transcripts, the discussion about using Tableau and not wanting to learn other tools because of preconceived notions or beliefs could reflect an affective aspect, specifically related to attitudes and emotions toward technology and learning. It seems to involve personal feelings and preferences about certain tools based on initial impressions.

“...I think for like bamboo h.r. I always thought of that as like an ai system.”

Video transcript Jenny

[00:13:41] “Tableau is the only one I use. I've never use the other ones before. And it's just it's not because I don't want to learn them. It's I think it's just like I think for like bamboo h.r. I always thought of that as like an ai system. So it was more like you can organize like, like other employees information. I didn't know that you can actually do like analysis on it. Like because when I, when I, when you can do.”

Video transcript Interviewer

[00:14:12] “Analysis on Tableau as.”

Video transcript Jenny

[00:14:13] “Well right. Yeah you can do that here and I think I'm just like, like even though I really like learning new technologies, um, it's hard for me to, like, self learn on my own in the beginning. So I took the brain station courses and they taught Tableau like very basic. But once I learned kind of like the basics and I can go in and actually self taught myself more complicated.”

Jenny's initial perception of Bamboo HR as more of an AI system for organizing employee information reflects an affective aspect of her beliefs and attitudes towards technology and its capabilities. Her preference for Tableau and reluctance to learn other tools could also have an affective element, showing her emotional response and comfort level with certain technologies.

Video transcript Interviewer

[00:52:08] “I see. And I also realize we use like generic data here, but we have to make use of the data we had. We couldn't make up like we didn't have salary for example. Now how important is that in terms of the data that's being put into the system? Because if I say, for example, the company, the employees detail, if we're not capturing the data, we cannot use it. Is that correct? Have you ever found the situation where you'd be like, Oh, I cannot answer this question because we don't have that in our system?”

“I can only sort of like estimate and then give my best guess as to what I think the problem would be.”

Video transcript Jenny

[00:52:43] “Yeah, actually happens here, not like work wise, but when I'm doing my own projects, I find that because the data set is limited, there's sometimes where I cannot dig deeper into. To looking into what the root cause is. I can only sort of like estimate and then give my best guess as to what I think the problem would be.”

Jenny expresses frustration or limitation in her own projects due to the restricted nature of the dataset, which can affect her emotions and perceptions of the situation. In the same text, there is evidence of Behavioral Domain where Jenny describes her approach to handling limited data by making estimates and educated guesses based on her analysis. This reflects her behavior and decision-making process in such situations. The Knowledge Domain as well can be pulled from this transcript where Jenny discusses her awareness of the limitations imposed by a restricted dataset, highlighting her understanding of the challenges associated with not being able to dig deeper into data analysis to identify root causes.

“...you might have different feelings about certain things or like maybe the data will validate your feeling...”

Video transcript Jenny

[00:32:49] “When we we actually take these data and then look at them, you might have different feelings about certain things or like maybe the data will validate your feeling and then it will make you whenever you're presenting, say like your feelings or like a certain problems, it'll make you more comfortable or like more confident because you know that whatever you observe actually has a proof with like, data there.”

In Jenny's response, Jenny is expressing how working with data impacts her emotions and feelings. She discusses the connection between data analysis and emotional states, such as validation, comfort, and confidence. Her statement reflects how data-driven insights can influence an individual's emotional responses and contribute to their overall sense of assurance when discussing or presenting their observations and opinions.

“So I find that to be one of the more uninteresting things to do because it doesn't really add value.”

Video transcript May

[00:26:39] “So once we have finalized our best candidate, we still have to go ahead and reject every other candidate. Like we have to select all send them a bulk rejection email and all of that. So I find that to be one of the more uninteresting things to do because it doesn't really add value. Um, so that was, that's the task. And like I know that we have to do it because we have to process them on the system, but I don't find it very engaging personally.”

In this transcript, May is discussing a task that involves sending bulk rejection emails to candidates who were not selected for a position. She explains that while she understands the necessity of the task, she personally does not find it engaging or valuable. This reflects her knowledge of the task's importance in the recruitment process but also her perspective on its lack of engagement or value. Furthermore, May expresses her feelings of finding the task uninteresting and lacking value: “So I find that to be one of the more uninteresting things to do because it doesn't really add value.” Her description of the task as “uninteresting” and her statement that it “doesn't really add value” reflects her emotional response to the task. This shows her affective engagement with the task and her personal feelings of disinterest and dissatisfaction in performing it.

“...I'm able to go through all of these candidates much faster than if these kind of platforms did not exist.”

Video transcript May

[00:33:40] “I can, uh, I can sort them in a, you know, like chronological wise according to the date they applied. And it makes things very convenient and it makes my life much easier. And I'm able to go through all of these candidates much faster than if these kind of platforms did not exist. So I always feel grateful that I'm able to process very fast.”

May's feelings of gratitude and efficiency (affective) are evident - Her sense of gratitude indicates a positive emotional connection to her ability to use the data analytics platform efficiently. As well as her behaviors of sorting and processing candidates (behavioral) May describes her actions: "I can sort them in a, you know, like chronological wise according to the date they applied. And it makes things very convenient, and it makes my life much easier." This illustrates her behaviors in using the data analytics platform. She's using the platform's sorting and organizational features to manage the candidates more efficiently. Similarly, using her knowledge of the data analytics platform (cognitive). She May talks about her knowledge and understanding of the platform's capabilities: "And I'm able to go through all of these candidates much faster than if these kinds of platforms did not exist." Here, she's referencing her cognitive understanding of how the platform's features allow her to process candidates more efficiently. Her knowledge of how to use the platform effectively is evident in her explanation.

5.5.3. Theme F: Data Integrity and Confidentiality: Security, Access Control, and Concerns

This theme within the affective domain showcases aspects of HR professionals' emotions and attitudes towards data security and confidentiality. In the realm of HR analytics, data integrity and confidentiality hold paramount importance and HR professionals often deal with sensitive information, from employee records to salary details, and maintaining data security is a significant responsibility. Such sensitivity also causes the need for Access in terms of orgs profound sense of duty to protect employee information.

"So things like that, anything we need to put in here for confidentiality..."

Video transcripts [Rose]

[00:32:35] "So if I assign, for example, interview notes and I want to assign it that it's from this person's interview, but I want to make sure that they can't see all of the notes that we made and stuff because that's confidential. So things like that, anything we need to put in here for confidentiality, anything that they need to sign, making sure that nobody else can access it, just the person that it's intended for."

In this transcript, Rose is discussing the need to ensure data security and confidentiality when assigning and accessing interview notes. She emphasizes the importance of restricting access to sensitive information and ensuring that only authorized individuals can view and interact with certain data. This concern reflects the affective aspect of HR professionals' emotions and attitudes towards data security and the responsible handling of confidential information.

“...so that certain people can only see certain things or only change certain things...”

Video transcripts [Rose]

[00:36:56] “You can change your settings with roles and permissions so that certain people can only see certain things or only change certain things. And we do have that for security purposes for some of our junior recruiters. They don't have access to things like they can't change pay scales.”

In this transcript, Rose is discussing the implementation of roles and permissions to control access to certain data and functionalities within the HR system. She mentions that these security measures are in place, especially for junior recruiters, to restrict their access to sensitive information such as pay scales. This highlights the emotional and attitudinal aspect of HR professionals' concerns and actions related to data security, access control, and safeguarding confidential information.

“...candidate data, which is very confidential, such as their Social Security numbers, social insurance numbers or any of their identifications, their background check reports and all of those things, which is very important to maintain compliance for the company.”

Video transcripts [May]

[00:06:37] “I've covered a little bit of it in my previous answer as well, such as, uh, you know, portraying data for different sort of presentations, uh, like, you know, working through all of the candidates or just organizing all of the data, such as, uh, you know, candidate data, which is very confidential, such as their Social Security numbers, social insurance numbers or any of their identifications, their background check reports and all of those things, which is very important

to maintain compliance for the company. Um, and it provides a lot of value to the business as well because we can avoid any sort of legal risks by maintaining data accurately.”

May discusses various aspects of her job that involve knowledge and expertise in handling sensitive and confidential data. She mentions organizing candidate data, ensuring compliance with regulations, and avoiding legal risks. Her response highlights the importance of knowledge related to data management and legal requirements in her role.

5.6. Integrating Theme D, E, and F through the lens of the Theories and Literature guiding the data analysis

Theme D of the affective domain in the ABK model plays a crucial role in understanding the emotional and subjective aspects of individuals' experiences, attitudes, and perceptions in the context of data analytics. The interplay of subjectivity in data analytics, as reflected in HR professionals' emotional responses and assumptions, aligns intricately with the insights from Ulibarri, Krakow, and McIver's (2020) study on PAP. The findings reveal instances where HR professionals express their subjective interpretations, emotions, and assumptions in the data analytics process. Juliette's expressions of assumptions and interpretations demonstrate how her subjective perspective influences her understanding of HR-related situations. This connection highlights the broader impact of subjectivity, extending beyond mere data interpretation to shaping the very assumptions that underpin HR professionals' decision-making processes. By exploring this intersection, the analysis delves into the intricate layers of subjectivity, showcasing its pervasive influence on both individual perceptions and the design paradigms of analytical tools.

For Theme E, the emotional nuances revealed in the transcripts, such as Rose's surprise and Jenny's frustration, find resonance with the literature acknowledging the transformative impacts of big data on HR practices (Zhang et al., 2021; McCartney & Fu, 2022). By elaborating on these emotional responses, the analysis delves into the psychological aspects of HR professionals' engagement with data. Rose's determination to correlate data with company events adds a layer of strategic thinking, aligning with the

literature's emphasis on using data for informed decision-making. The affective dimension of HR professionals' interaction with data, encompassing surprise, validation, and challenge, deepens the analysis by highlighting the rich tapestry of emotions entwined with data analytics. This emotional engagement, as depicted in the transcripts, becomes a key component in understanding the complex relationship between HR professionals and data. By navigating these emotional landscapes, the analysis offers a nuanced perspective on how emotional states influence perceptions, decision-making, and the strategic utilization of data in organizational contexts.

In the context of Theme F, the emotional and attitudinal aspects of HR professionals toward data security and confidentiality acquire deeper significance when interwoven with literature that underscores subjective factors in PAP design (Ulibarri et al., 2020). Rose's apprehension regarding the confidentiality of interview notes and May's emphasis on maintaining compliance and averting legal risks in handling candidate data transcend mere emotional responses; they embody ethical considerations deeply rooted in the subjective realm. By drawing these connections, the analysis unveils the intricate dance between emotions, ethics, and subjectivity within the domain of HR analytics, offering a holistic understanding that extends beyond the surface to reveal the profound implications for both practice and theory.

5.7. Behavioral Domain of HR Analytics

In the introductory section focusing on the Behavioral Domain, Theme A delves into the challenges faced by HR professionals in implementing analytical tools and insights into their practices. These challenges include concerns about data privacy, the need for enhanced analytical skills, and resistance to adopting data-driven approaches. Despite these hurdles, HR professionals are increasingly recognizing the importance of analytics in decision-making processes, indicating a shifting paradigm within the field. Theme B shifts the focus to behavioral patterns and decision-making, emphasizing proactive decision-making and problem-solving skills exhibited by HR professionals. This theme underscores the importance of taking initiative, engaging with stakeholders, and addressing challenges head-on. HR professionals are depicted as proactive agents driving change within their organizations, rather than passive recipients of analytical insights. Theme C highlights community engagement, with active involvement in monitoring and analyzing data related to hiring locations. HR professionals are portrayed

as actively engaging with data to inform their strategies, seeking insights from various sources to make informed decisions. This theme underscores the collaborative nature of data-driven decision-making, emphasizing the importance of open communication and knowledge sharing among HR teams.

In Theme D, the collaborative learning ecosystem is explored, with mentions of the importance of self-learning and engaging in live courses. This theme underscores the importance of continuous learning and skill development in the field of HR analytics. HR professionals are depicted as proactive learners, actively seeking out opportunities to enhance their knowledge and skills to stay relevant in a rapidly evolving field. Theme E delves into the structured and process-oriented approach to data presentation, exemplified by systematic behavior in gathering data, identifying patterns, and presenting actionable insights. This theme highlights the importance of structure and organization in data analysis, emphasizing the need for clear frameworks and methodologies to extract meaningful insights from data.

Moving to Theme F, the influence of data display on decision-making is discussed, emphasizing the significance of individual objectives and desired data outcomes. This theme underscores the importance of visualizations and data representations in conveying complex information effectively. HR professionals are depicted as strategic decision-makers, leveraging data visualizations to inform their decisions and drive organizational success. Theme G explicitly talks about empowering employee voice through data, highlighting specific behaviors employees exhibit when provided with data-driven opportunities for expression and contribution. This theme underscores the importance of employee engagement and participation in decision-making processes, emphasizing the role of data in empowering employees to voice their opinions and concerns. Lastly, Theme H emphasizes a data-driven and analytical approach to employee experience, highlighting the significance of actively listening to employees and gathering their input individually. This theme underscores the importance of qualitative data in understanding employee experiences and preferences, emphasizing the role of HR professionals as advocates for employee well-being and satisfaction.

5.7.1. Theme A: Challenges in Implementing HR Analytics

This theme falls within the realm of knowledge about the subject matter while navigating PAP. HR professionals discussed the challenges they encounter when integrating analytics into HR practices. These obstacles include concerns about data privacy, the need for improved analytical skills, and resistance to adopting data-driven approaches.

Video transcripts [Interviewer]

"What are some of the challenges you have faced when implementing HR analytics?"

Video transcripts [Juliette]

"Okay, so how... this is a very time-consuming thing and it has a lot of aspects... Many of the times, I have found that either there was a glitch or their manager forgot to approve it or they forgot to punch in... So that's a weird part of all the data, which has nothing much to do. It is more of clerical."

In the transcript below, Juliette was reviewing the narrative interview questions which prompted her to reflect on a past instance where she had to undertake a task on the Pap dashboard that she found particularly uninteresting. Such situations can arise naturally. The question asks her to elaborate on the task, how she handled it, and to describe her emotions and actions during that period.

Video Transcripts [Juliette]

[00:46:16] Think of a time when you had to do a task on Pap dashboard that was particularly uninteresting. It happens, of course. What was the task and how did you deal with it? Describe your feeling and behavior. Of course, what I don't like working

with the timesheets, the attendance sheets, which is which is something that well, you know, it's a very time consuming thing and it has a lot of aspect. The manager comes with questions and you have to figure out the answer. It also connects with the performance. It also connects with your payroll disbursement. So I think timesheet is something which is which is very uninteresting and still I'm learning how to deal with it. But I think less of data and more of person or more of feeling. So despite I'm not supposed to or I don't need to keep doing that, I try to reach to the person quickly and ask them what happened, why this trend is with you and you you know what? Your payroll can be zero next time. So I consider that personal aspect. And many of times I have found that either there was a glitch or their manager forgot to approve it or they forgot to punch in. So so that that's a weird part of all the data, which has nothing much to do.

This transcript reflects Juliette's emotions and personal attitudes towards working with timesheets and attendance sheets. Juliette mentions that she does not like working with these sheets due to their time-consuming nature and the various complexities they entail. This emotional response and personal preference demonstrate the affective domain. Also in her descriptive response, Juliette's knowledge about the tasks related to timesheets and attendance sheets is evident. She understands the various aspects connected to these sheets, such as their connection to performance and payroll disbursement. Her strategy of reaching out to individuals to understand issues and seeking to rectify them demonstrates a knowledge-based approach to problem-solving. It further highlights Juliette's understanding and knowledge of challenges related to data quality and accuracy, as well as practical issues in HR analytics. Her recognition of the need to address clerical and procedural issues that impact data accuracy demonstrates her knowledge and understanding of the field. This specific excerpt highlights Juliette's understanding and knowledge of the challenges related to data quality and accuracy, as well as the practical issues that can arise in HR analytics. It involves her recognition of the need to address clerical and procedural issues that affect the data, which aligns with the Knowledge domain's focus on understanding concepts, principles, and practical aspects related to HR analytics. Thank you for pointing out this oversight.

“Um, so my take on that is you have to really start it from the start and take it slow to get them on board and explain them the analysis.”

Video transcript [Rane]

[00:43:51] “So sometimes you have to really use the layman language for somebody to be able to understand the situation. And though they come from the finance background and they, I think would know numbers more than I would know. But like even explaining the different sets or the different simulations was not an easy go. Like for them, the numbers were like just floating and they weren't. I had to like reiterate myself so many times and sometimes it gets very frustrating. So it just it just was. And that person can like he was a very senior professional. So it's not like that. There was any doubt on his he would know it. But like sometimes coming from the we are very used to knowing some of the jargons and some of the concepts which the businesses may not know. Um, so my take on that is you have to really start it from the start and take it slow to get them on board and explain them the analysis. So sometimes it can be frustrating, you know, and sometimes you're not even able to convey what the exact rationale is, no matter how easy or, you know, confident you may feel with doing that analysis.”

In this transcript, Rane discusses her experience in communicating analytical insights to individuals from a non-analytical background. She highlights the challenge of translating complex analytical concepts into layman's terms that can be easily understood by others, particularly those without a strong analytical background. She emphasises the need to start from the basics, take things slowly, and ensure that the explanations are clear and comprehensible. This aspect of the conversation falls within the Behavioural domain of the ABK model because it focuses on the actions, strategies, and approaches Rane uses to effectively communicate and interact with others, especially when dealing with challenging situations such as explaining complex analyses to non-technical individuals. The discussion revolves around behavioural strategies for effective communication and engagement.

5.7.2. Theme B: Behavioral Patterns and Decision-Making

The behavioral aspect of HR analytics comprises themes that encompass the challenges and opportunities of integrating analytics into HR processes. Theme A reveals that despite the increasing use of analytics, HR professionals face challenges in effectively implementing and utilizing analytical tools and insights. These challenges include data privacy concerns, lack of analytical skills, and resistance to change. Theme C underscores the importance of collaborative efforts and open communication among HR teams and other stakeholders when using analytics. Effective integration of analytics involves breaking down silos and fostering a data-driven culture across the organization. In reviewing Juliette's behavior, it demonstrates proactive decision-making and problem-solving skills. Despite not being directly responsible for timesheets, taking the initiative to engage with the people involved, seeking information, and addressing potential issues. Juliette's behavior indicates a willingness to take ownership of tasks and a collaborative approach to finding solutions.

"I must have seen more than 50 softwares till now in small and big ones. So that gave me a glimpse of everything..."

Video transcripts [Juliette]

[00:23:09] "Every company had different softwares. I should say that I must have seen more than 50 softwares till now in small and big ones. So that gave me a glimpse of everything... In that span, when the managers see that, how many cases you have solved or worked upon those number varies. And then there the decision comes sometimes about termination, sometimes about the performance appreciation, and the question they are questioned for this... I feel bad taking my actions based upon the management or the seniors' decision. That stats is not everything."

The text showcases behavioral patterns as the individual discusses their experience of working with different companies and how it exposed them to a wide range of software. It also reflects decision-making as they talk about how managers use statistics (numbers) to make decisions related to employee performance, but the individual expresses concern about relying solely on stats for making important decisions.

In phase two of the interview (narrative interview, Appendix A), participants are prompted to discuss various aspects related to their education background, Excel skills, and their experiences with emotions and feelings when using the platform. They are encouraged to consider the role of affective factors in their use of the platform and share their personal perspectives on this matter.

Narrative Interview Transcripts [Juliette]

[00:22:24] What prepared me to understand all this? So this is I think for me it is all about the work experience. I worked with many companies. I never hesitated taking up small contract jobs because in this fast paced or let's say trend is changing so fast, I think I have an edge over others who are working with only one company. Definitely, they have developed a niche in one particular thing, but my interest is understanding things and looking at the trends, what is happening around in the world. So for me, it suited best that I worked with many company. Every company had different softwares. I should say that I must have seen more than 50 softwares till now in small and big ones. So that gave me a glimpse of everything. When you work with any contract job, they give you the on the job training. So at one place at Accenture, I got six weeks of training in Workday at Scotiabank, I got almost two weeks of training for SAP for ADP. I have already done a three month course from NPI while completing my payroll certification or payroll license. So again, ADP has this analytical dashboard, but that is more more about the payrolling and compensation less of other people management. There are features but that are those are not that effective. How much the SAP and workday and bamboo are. So I think that is what prepared me a lot about whatever software comes in front of me, I'm I'm able to understand that how most of the softwares work.

In the above transcript, Juliette's extensive experience of working with different companies and various software platforms, as well as her completion of training programs, showcases a strong foundation of knowledge. She highlights her familiarity with over 50 different software programs and emphasizes her

understanding of how these software tools work. The specific mention of training in Workday, SAP, and ADP, along with her recognition of the differences in functionality between these tools, further demonstrates her knowledge in this domain. Additionally, here awareness of the strengths and limitations of these software platforms indicates her knowledge about HR analytics tools and technologies.

“So despite I'm not supposed to or I don't need to keep doing that, I try to reach to the person quickly and ask them what happened...”

Narrative Interview Transcripts [Juliette]

[00:47:12] “So despite I'm not supposed to or I don't need to keep doing that, I try to reach to the person quickly and ask them what happened, why this trend is with you, and you know what? Your payroll can be zero next time. So I consider that personal aspect.”

Juliette's response appears to reflect her consideration of the question posed, "Think of a time when you had to do a task on the Pap dashboard that was particularly uninteresting. It happens, of course. What was the task and how did you deal with it?" before she provided her answer.

Narrative Interview Transcript [Juliette]

[00:46:16] Think of a time when you had to do a task on Pap dashboard that was particularly uninteresting. It happens, of course. What was the task and how did you deal with it? Describe your feeling and behavior. Of course, what I don't like working with the timesheets, the attendance sheets, which is which is something that well, you know, it's a very time consuming thing and it has a lot of aspect. The manager comes with questions and you have to figure out the answer. It also connects with the performance. It also connects with your payroll disbursement. So I think timesheet is something which is which is very uninteresting and still I'm learning how to deal with it. But I think less of data and more of person or more

of feeling. So despite I'm not supposed to or I don't need to keep doing that, I try to reach to the person quickly and ask them what happened, why this trend is with you and you you know what? Your payroll can be zero next time. So I consider that personal aspect. And many of times I have found that either there was a glitch or their manager forgot to approve it or they forgot to punch in. So so that that's a weird part of all the data, which has nothing much to do.

Juliette discusses their behavior in handling timesheets, even though it's not their responsibility. They show an active approach by reaching out to the individuals involved to understand the situation and address potential issues with empathy and consideration. The behavioral aspect of HR analytics for Mapp under Theme C involves her proactive approach to understanding data and her willingness to explore and make data-driven decisions. She discusses her experience with implementation teams and how she took the initiative to train herself and others to effectively use analytical platforms. Despite her efforts, she encounters resistance from HR specialists or organizations, who may not prioritize changes or improvements to the platforms.

Below, Mapp demonstrates her proactive approach to understanding data and her willingness to explore and make data-driven decisions:

"I found it a responsibility to train them..."

Video transcripts [Mapp]

[01:05:00] "I found it a responsibility to train them... I created a video... because there's no train to trainer. So anyway, that happens a lot, apparently."

And funny enough, I've also I've had management roles in the past and I've also implemented or improved this technology. And part of the roles of the implementation people in software companies is to train you how to use it. And so when they train me, I because we had to configure tasks, I had to choose a certain thing. I found it a responsibility to train them like the whole team and the employees I created a video was, um, but what happens here is most people are like, okay, launched. My fun children go and it's like, what do I do with this? And so a lot of. Lack of training, I

would say. And also the company has the option to pay the software company to offer training like like that, like a video where you explain because sometimes somebody is not necessarily trained in training. So you train me. But I don't know if I'm like actually have the strength or capability to train a whole organization. So, you know, but it's like, no, let's save money. That's going to be a couple thousand dollars. Like, can you go train? And it's like. So you click here and then here and, you know, and so sometimes that's what happens. But like. Wanting to save money or the trainer not being well informed or the trainer received a presentation and it's like, good luck. And you're like, What do I do with this? There's no train to trainer. So anyway, that happens a lot. Um, I hope that answered your question.

The transcript below discusses the influence of data display on decision-making. Juliette mentions that 30% of employees are giving some kind of reason and leaving the company voluntarily, while the other 30% are not afraid. She highlights that the company is facing difficulty in deciding whether these employees are not afraid to leave or if there is another reason behind their departure. Juliette suggests that there might be two possible reasons for the employees' departure, one being their performance. The data presented seems to prompt questions about the true reasons behind employee turnover and how it impacts decision-making within the company.

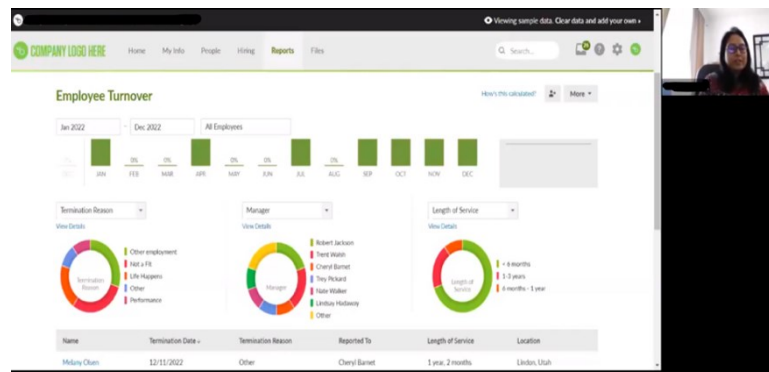


Figure 5-3. Multimodal Communication in HR: Visual Elements Interacting with Verbal Discourse (Juliette)

“What exactly is reason? There can be two reasons then...”

Video transcripts [Juliette]

[00:35:39] “... 30% of employees are usually giving some kind of reason and then leaving the company voluntarily by themselves and rest. 30% are not afraid. So company is a little hard on deciding not of it. Or are they really not of it? What exactly is reason? There can be two reasons then performance.”

“Then definitely I need to think about it. And what I usually see that this calls for the survey as well as some exit interview process in place. So even if we are unsuccessful stopping these employees leaving us. But we get an exit survey.”

The first transcript tells part of the story (60% of turnover is employee driven) as well as Juliette’s need for further information through a survey in the second transcript.

“So all I can do is give advice to my manager on how I can improve things.”

Video transcripts Jenny

[00:20:28] “No problem. The next one is how do you influence stakeholders to make a decision or do something? Um, I think this for me is. It's challenging just because for my current position we have a very strict hierarchy. So all I can do is give advice to my manager on how I can improve things.”

This excerpt highlights how Jenny interacts with her environment and engages in activities by providing advice to her manager to influence decisions. In the transcript, where Jenny discusses her efforts to influence stakeholders in decision-making, exemplifies behavioral dynamics. Jenny's approach of giving advice to her manager, navigating a hierarchical structure, and seeking ways to effect change within the organization demonstrates her behavioral interaction with her environment. Her conscious actions, communication strategies, and efforts to navigate the organizational structure are all indicative of behavioral dynamics as she engages with her role and colleagues.

“We help them create like customized views for them to review those information that they need from the dashboards.”

Video transcripts Jenny

[00:07:28] “Okay. I can see it now. So I'll get started with set one question one. So describe my sorry, describe my decision making process when using the Pap. So for me personally, in my current position at ..., we use Tableau dashboards and it's mainly for our it's mainly for our HR advisors when they're doing meetings with our unions. So we have different unions within BC. So whenever they do need to pull these data, that's what we do. We help them create like customized views for them to review those information that they need from the dashboards. So there really isn't like a decision making process of creating it. It's more like deciding what the HR advisors would need when they go into the meetings. So I'll be things kind of like turnover rate and then we focus mainly on union leave...”

In Jenny's response to the interview question, the behavioral dynamics (how she interacts, collaborates, and makes decisions within her professional context) reveal a collaborative and problem-solving approach within her workplace context. Her engagement with Tableau dashboards illustrates a collective decision-making process aimed at catering to specific information needs of HR advisors during union meetings. This collaborative dynamic involves creating customized views and focusing on pertinent data, such as turnover rates and union leave statistics, while respecting privacy restrictions. Jenny's role as a knowledgeable Tableau user also highlights her position as a resource within her organization, aiding colleagues in familiarizing themselves with the platform. Additionally, her insights underscore the interplay between technological usability and skill levels, emphasizing that while Tableau is a valuable resource, its usability can vary based on individual experience and proficiency, thereby influencing its perceived effectiveness within the team.

“...even though I really like learning new technologies, um, it's hard for me to, like, self learn on my own in the beginning.”

Video transcripts Jenny

[00:13:41] Jenny: *"Tableau is the only one I use. I've never use the other ones before. And it's just it's not because I don't want to learn them. It's I think it's just like I think for like bamboo h.r. I always thought of that as like an ai system. So it was more like you can organize like, like other employees information. I didn't know that you can actually do like analysis on it. Like because when I, when I, when you can do."*

Video transcripts Interviewer

[00:14:12] Interviewer: *"Analysis on Tableau as."*

Video transcripts Jenny

[00:14:13] Jenny: *"Well right. Yeah you can do that here and I think I'm just like, like even though I really like learning new technologies, um, it's hard for me to, like, self learn on my own in the beginning. So I took the brain station courses and they taught Tableau like very basic. But once I learned kind of like the basics and I can go in and actually self taught myself more complicated."*

Jen's use of Tableau and her willingness to take courses to learn it demonstrate her behavioral actions towards acquiring skills and using specific tools. Her self-teaching of more complicated concepts in Tableau indicates a behavioral aspect of actively engaging with learning and practicing the use of analytical tools.

"Everything I do, I write down on paper."

Video transcripts [Rose]

[00:16:52] *"Make a feedback form. Or training module. And schedule a video call (Rose speaking to herself out loud). Everything I do, I write down on paper."*

Rose's dialogue highlights the behavioral domain's emphasis on individual initiative and problem-solving. Her practice of documenting her actions on thesis reflects

the domain's focus on behavior tracking and data collection. This dialogue encapsulates the behavioral model's application by demonstrating how individual behaviors, such as proactive planning, self-guided actions, and structured documentation, contribute to enhancing HR practices and decision-making processes.

“...you had to put necessary questions, you couldn't put optional questions. We want people to feel comfortable in answering certain.”

Video transcripts [Rose]

[00:14:40] “Whereas with, with some of the platforms you had to put necessary questions, you couldn't put optional questions. We want people to feel comfortable in answering certain. Analytics certain things about them selves and not feel pressured that they have to answer certain things. They have to answer enough. So we we liked having optional things to be able to learn a little bit more about our staff on a personal level.”

In this transcript, Rose discusses the behavioral aspect of the survey design, specifically focusing on the use of optional questions to create a comfortable environment for employees to share information about themselves. The Behavioral domain of the ABK model is evident in this transcript and this highlights the behavior-related decisions and actions taken to enhance the survey experience and ensure that staff members are at ease when providing certain details, emphasizing a practical and behavior-driven approach.

“And so I did a Q&A, little question. I sent it out as a mass email to everybody and said, Hey, guys, I'm noticing this. What do you think? Anybody have any ideas?”

Video transcripts [Rose]

[00:53:09] “I like to send out little Q and A's to our staff to say, Hey guys, I noticed this and if I'm not finding anything, we notice a huge decline in nurses from New Brunswick, for example. And I couldn't find anything. I researched and researched. There was nothing positive or negative. It just all of a sudden we had a huge

decline, a whole bunch of dropping off. They just weren't traveling, resigning everything. And I was I was confused. And so I did a Q&A, little question. I sent it out as a mass email to everybody and said, Hey, guys, I'm noticing this. What do you think? Anybody have any ideas? And I had several nurses come back to me and actually give me the answer, which was amazing. ... Rose: I have to research to find the answer. There's only so much Google can tell you. So I want to know what the actual experiences are. And it's just about talking to people and finding out."

In describing available resources on PAP and functionality of the activities around scheduling qualified nurses for placements, Rose describes her proactive approach of sending out Q&A emails to staff and actively seeking their input and insights. By reaching out and asking for feedback, she is engaging in behavioral actions that demonstrate a willingness to gather additional information beyond what is readily available. She goes beyond traditional research methods and uses interpersonal interactions to understand trends and patterns that might not be apparent through data analysis alone. Rose's behavior reflects her practical actions in seeking out firsthand experiences and opinions from staff members to gain a deeper understanding of the situation.

5.8. Interpreting Theme, A and B through the lens of the theories and literature guiding the data analysis

The transcripts under Theme A, titled "Challenges in Implementing HR Analytics," provide valuable insights that explicitly connect with and extend the existing literature on emotions in HR practices (Chan & Yu, 2010; Moniz & Jong, 2014; Costa & Veloso, 2015). The challenges discussed by HR professionals, such as concerns about data privacy, the need for improved analytical skills, and resistance to adopting data-driven approaches, align with the broader literature highlighting the complexities of integrating analytics into HR practices (Subhashini & Niveditha, 2015; Ashkanasy and Daus, 2002). Juliette's specific experiences with HR analytics platforms, as shared in the transcripts, offer nuanced connections to the emotional dimensions of these challenges.

In Juliette's discussion of the challenges faced when implementing HR analytics, she emphasizes the time-consuming nature of certain tasks, particularly those related to data entry and management. This aligns with the emotional labor aspect discussed in the literature, where HR professionals navigate the emotional demands of their roles (Hochschild, 2012). Juliette's reflection on dealing with glitches, manager approvals, and data-related issues provides a real-world perspective on the emotional aspects of HR analytics implementation, extending the literature by offering firsthand accounts.

In Theme A, which delves into challenges in implementing HR analytics, the challenges faced by HR professionals are exemplified in Juliette's experience with timesheets and attendance sheets. Through Bourdieu's capital theory, we can interpret that HR professionals with higher social and cultural capital might navigate these challenges more effectively. However, those with limited capital may encounter difficulties, contributing to potential biases in data interpretation. Similarly, Rane's struggle to explain complex analytics and the emphasis on communication skills in HR analytics directly relates to Bourdieu's capital theory. This suggests that, beyond the technical aspects of analytics, possessing the ability to translate complex data into understandable narratives is a form of capital that enhances an individual's or a team's position in the professional landscape. Moreover, Bourdieu's theory emphasizes that these forms of capital contribute to social mobility and power dynamics within a field. In HR analytics, professionals who can effectively communicate data insights are likely to exert more influence, bridging the gap between technical experts and non-expert stakeholders. Rane's struggle becomes a practical manifestation of the competition for symbolic capital within the HR analytics domain.

The DEI lens highlights the need for a more inclusive approach in addressing these challenges to ensure equitable access and utilization of analytics tools across diverse backgrounds. Juliette's challenges and Jenny's customization efforts are connected to a broader call for inclusive analytics practices – Here Jenny's creation of customized views in Tableau might sound technical, but it's a practical approach to tailoring analytics tools to meet the specific needs of HR advisors. For non-experts, this is like adjusting your phone settings to display the information that matters most to you. It's about making analytics tools work for the people who use them, aligning with the literature's call for a diverse skill set in HR professionals. Shrama et al.'s (2023) study emphasizes the need

for a comprehensive understanding of the behavioral dynamics of HR professionals in the era of data-driven decision-making. In Juliette's glitches and Jenny's customized views, this study showcases the real-world challenges and practical solutions that shape the inclusive adoption of analytics in HR.

Furthermore, Juliette discusses challenges faced during the implementation of HR analytics, specifically focusing on the time-consuming nature of the process, and encountering issues such as glitches, managerial oversight, and clerical errors. The literature by Sharma et al. (2023) discusses the challenges faced by HR professionals in the behavioral aspect of HR analytics. Juliette's experience of encountering glitches, managerial oversights, and clerical errors resonates with the literature's emphasis on the hurdles faced by analytics users. This aligns with literature highlighting the need for a comprehensive understanding of the behavioral dynamics of HR professionals as they navigate data-driven decision-making using people analytics platforms, encompassing both challenges and opportunities. In Theme B, behavioral patterns are evident in Juliette's proactive decision-making. Her approach of reaching out to individuals, despite not being directly responsible for timesheets, demonstrates a collaborative ethos, aligning with the principles of Communities of Practice. The Multimodal Social Semiotics lens allows us to explore the non-verbal cues and emotional responses conveyed in the transcripts, showcasing the affective domain of HR professionals as they grapple with uninteresting tasks. This nuanced understanding underscores the importance of considering the emotional and cultural dimensions within HR analytics. The theoretical lenses allow for collective accentuation that HR analytics is not merely a technical endeavor, but a socio-cultural practice influenced by power structures, knowledge capital, and the need for inclusive and ethical decision-making. The challenges highlighted in Theme A become contextualized within the broader behavioral dynamics depicted in Theme B, creating a more nuanced and insightful analysis of the findings.

5.8.1. Theme C: Community Engagement

In the text below, Rose discusses her activeness in monitoring and analyzing data related to the location of hires, tracking fluctuations, and then using this data to make informed decisions, such as where to post job openings. This behavior demonstrates her engagement with data and analytics to inform her HR strategies, which is a key component of the behavioral domain in the context of the ABK model.

Video transcripts [Rose]

“Um, probably location. So I'm always because we hire people from right across the country. I'm always really, really interested to see where people live. Uh, and so I check that all the time to see where our bubbles are. Um, like we right now, we set at 45% are from Ontario and I've got 22% from Newfoundland and I've got like and I love seeing that. I love seeing how it fluctuates different times of the year because then of course, I'm a nerd and I go and research what's going on in that province right now. I want to know how union stuff is affecting how I'm getting contract staff. I want to know information as to, Oh yeah, you know what? They just had a strike last year and or the license cost has gone up or there's a lot of animosity in the in the hospitals right now or they have a new premier who's causing ruffles or I love finding out what effects are those fluctuating numbers based on where we're getting staff from. That also affects where we post our job postings too, because if I see, oh, you know what, this new premier in Saskatchewan, he just cut health care costs way, funding way down. And I'm like, okay, so we post a whole bunch of job postings for Saskatchewan to get some nurses out of there. So I, I check that one often. I actually yeah, I'm a total nerd for that one.”

As shown in the transcript, Rose's statement demonstrates her active involvement in data tracking, analysis, and decision-making within her HR role. The mention of tracking the percentages of employees from different provinces, such as Ontario and Newfoundland, reflects a commitment to understanding the regional representation within the workforce. This is a critical aspect of community engagement, as it indicates that she recognizes the diversity of the employee base. The transcript also speaks to her readiness to adapt her hiring and posting strategies based on her knowledge of community dynamics, further showcasing a high level of community engagement.

5.8.2. Theme D: Collaborative Learning Ecosystem

This Theme delves into exploring interactions among participants, platforms, and communities, expanding Theme C: Community Engagement to encompass a more comprehensive view of knowledge acquisition.

Video transcripts [Interviewer]

[00:48:41] *"Uh, what other forms of support engagement do you recommend for users of people analytical platform and why?"*

"I think, um, self-learning is important."

Video transcripts [Rane]

Rane: "Our other engagements. I think, um, self-learning is important. They should just. If somebody has to start, like if they are just the beginners, they should do some live courses which are available. Now we live in an online era, so like LinkedIn, learning has always been my important source of uh, learning. So that is something I would recommend."

Rane mentions the importance of self-learning and engaging in live courses. This reflects a behavioural aspect, as she's discussing the actions and behaviours individuals should take to enhance their skills. Behaviour in the ABK model includes actions, practices, and behaviours that individuals adopt to acquire, enhance, or utilise knowledge. Rane also mentions engaging in community platforms like Workday's (PAP type) community group and participating in forums and threads during software upgrades. This aligns with the idea of community engagement, where individuals interact with others, share knowledge, and learn from their peers within a specific domain or platform. This engagement with the community supports the exchange of insights and experiences, contributing to the collective learning process.

"I like to send out little Q and A's to our staff to say..."

Video transcripts [Rose]

[00:52:06] *Rose: "Whenever I see an influx of that, I like to send out little Q and A's to our staff to say, Hey guys, I noticed this and if I'm not finding anything, we notice a huge decline in nurses from New Brunswick, for example. And I couldn't find anything. I researched and researched."*

In the section, Rose demonstrates proactive behavior in seeking input from the contractor community to gather valuable insights and address challenges. Her emphasis on clear communication and creating an open forum encourages collaborative problem-

solving. Here, Rose's proactive behavior includes sending out Q&A sessions to the contractor community to gather feedback and ideas.

“I sent them a message and within ten minutes I had a phone call...”

Video transcripts [Interviewer]

[00:44:43] “Do you usually get support from Humi to create your customized reports or you just you?”

Video transcripts [Rose]

“Humi is set up so we can do it. Humi is set up so I can customize it however I like. If I find something, there was one part that I couldn't figure out how to customize when I first got the program, I sent them a message and within ten minutes I had a phone call them saying, okay, here's what you do. They walk me through it.”

Rose's testimony offers a vivid illustration of the model's core principles. Rose's interaction with the Humi platform exemplifies the model's emphasis on human engagement and interaction within the context of HR Analytics. Her ability to customize the platform to her preferences underscores the model's focus on tailoring solutions to individual needs. Additionally, her proactive communication with the platform's support team highlights the behavioral aspect of seeking assistance and collaborative problem-solving. Additionally, her proactive communication with the platform's support team highlights the behavioral aspect of seeking assistance and collaborative problem-solving. This narrative underscores the model's belief in the significance of user-centered interactions, effective communication, and the integration of various skills to optimize HR practices and drive positive outcomes.

“Um. I don't have a I don't have any experience with like having like a professional network or like a social network related to.”

Video transcripts [Jenny]

[00:41:44] *“The problem. And then the second question here. Describe how you in your engagement in the community, professional networks, social networks have shaped your analytical knowledge. Um. I don't have a I don't have any experience with like having like a professional network or like a social network related to. Like data analytics or like analytics. Yet that's also something that I would be interested in joining or having that community but haven't haven't been able to find one yet.”*

In the provided transcript, Jenny acknowledges her limited engagement within professional and social networks associated with data analytics. She expresses an aspiration to become part of these communities to enhance her analytical knowledge, revealing her proactive learning approach. Her candidness about her current networking gaps and her keen interest in joining relevant communities illustrate her eagerness for personal and professional development in the field. This portrayal underscores her intrinsic motivation to overcome challenges and grow within the domain of data analytics.

“And then when I see them doing that, I would like search it and see like, Oh, that's something that I can also try myself.”

Video transcripts [Jenny]

[00:46:18] *“Uh, yes. So I think that will go back to that LinkedIn page or group that I joined because I feel like everybody in there are sort of like beginner level to like intermediate. So like they do post like new features or like how they use their tableau, you know, sometimes like have a think about, you can use it that way. Or like, I didn't know you can create a Tableau dashboards for like a certain view. And then when I see them doing that, I would like search it and see like, Oh, that's something that I can also try myself. Yeah.”*

Jenny illustrates her engagement within a LinkedIn community, portraying an awareness of diverse expertise levels among its members, ranging from beginners to intermediates. She cites examples of active knowledge-sharing, such as discussions on novel features and innovative Tableau applications. Her account reflects a collaborative environment where members exchange insights and ignite curiosity, evidenced by her

proactive approach of researching and experimenting based on shared experiences. This dynamic interaction showcases the interplay between collective learning and individual experimentation within the realm of data analytics.

In the above scenario, Jenny's description of her participation in a LinkedIn group not only highlights the behavioral dynamics of knowledge-sharing and collaborative learning but also underscores the connection to the knowledge domain of data analytics. Her engagement in the group exposes her to diverse perspectives and expertise levels, contributing to her own analytical knowledge. By exploring new Tableau features and techniques based on the shared experiences, Jenny actively integrates domain-specific insights into her learning process. This interaction between behavioral dynamics and the knowledge domain exemplifies the practical fusion of community-driven learning with the domain expertise necessary for effective data analytics.

“I mostly would just Google the questions that I have.”

Video transcripts [Interviewer]

[00:43:18] “And on top of that, do you have any sort of support? Most platforms will have like a bottomless chat or connect with them. Do you have any sort of support?”

Video transcripts [Jenny]

[00:43:29] “I think with Tableau, I mostly would just Google the questions that I have. Also, there is a Tableau community, I think, and then StackOverflow is what I use the most because that one has like kind of that coding. Like you can search for coding questions on there as well as Tableau questions on there as well. Okay. Now given that you.”

Jen's practice of Googling questions related to Tableau and utilizing online communities such as the Tableau community and StackOverflow reflects her behavioral approach to problem-solving and seeking assistance.

“...after I finish the Google Analytics certificate course, we have like a LinkedIn group in there that where like other people that also did the certificate were like share things on there.”

Video transcripts [Jenny]

[00:43:19] “For me personally. I like research and things all by myself, but after I finish the Google Analytics certificate course, we have like a LinkedIn group in there that where like other people that also did the certificate were like share things on there. So um, now I can like see a little bit more on like how what other people are doing but not specifically because a lot of people aren't there are working on like in different fields. Um, but yeah, but prior to that I mostly just did the research online myself.”

This transcript holds both Knowledge and Behavioral Domains. In this section, the latter implied through Jenny's actions which showcase her behaviour and approach toward learning and skill development. Her engagement with the Google Analytics certificate course, as well as her subsequent participation in a LinkedIn group, reflects her proactive and goal-oriented behaviour. Instead of being content with individual learning, she seeks out opportunities to interact with a community of peers, share knowledge, and learn collaboratively.

“...I'll ask them that. Okay. Give me the demo now.”

Video transcripts [Juliette]

[00:53:22] “But then I got an email from them for the demo. I think it makes sense that I'll ask them that. Okay. Give me the demo now.”

[00:55:28] “Customer access, helping employee manager access Submitter help center. Welcome to the Help Center manager for employees. Okay.”

The transcript highlights Juliette's engagement with a platform and her interactions with support or training materials. Her engagement with the demo (free review sessions on PAP functionality) and her efforts to understand and access different functionalities demonstrate her knowledge-seeking behavior in utilizing the software for data analysis and decision-making in HR practices. This aligns with the idea of seeking assistance, guidance, or resources from a community (such as a support team or platform) to enhance her skills and knowledge in using the platform effectively.

“...I'm an open networker. At LinkedIn, I entertain almost everyone.”

Video transcripts [Juliette]

[00:50:39] “Describe other forms of engagement. Okay. So when I talk about professional network and social network, yes, I'm an open networker. At LinkedIn, I entertain almost everyone. There are a lot of people, I guess three or 3 or 4 persons every day are reaching out to me. If there are newcomer in the country, if they are new graduates about how to find their first job, how to look for a new job. So I entertain and in return they give me a lot of insight when I try to understand their career story. That gives me a lot of insight. So that has helped me a lot, evolving myself as a person, and probably that's why I'm able to connect to every all sorts of ages from 0 to 100. You can say social network. So I'm a very social network, social person in Canada, in Toronto.”

In the first sentences, Juliette reads out the scripted interview question of [Appendix A](#), before proceeding to discussing her behaviour and actions related to engaging with her professional and social networks, specifically on platforms like LinkedIn. She describes how she interacts with people, accepts connection requests, and engages in conversations to gain insights and understanding from others. This falls under the behavioural domain as it focuses on her actions and interactions within her professional network.

5.9. Interpreting Theme, D through the lens of the theories and literature guiding the data analysis

The analysis of the provided transcripts within the theoretical lens of CoP contributes to the extension of existing literature in several ways, shedding light on the

dynamics of HR professionals' engagement within CoPs and their implications for knowledge-sharing, identity formation, and organizational innovation. The transcripts illuminate instances of HR professionals engaging in what can be interpreted as intra-network clearinghouses and mechanisms of reference. These concepts align with the foundational principles of CoP, as discussed by Skrede and Hølleland (2018). The concept of an intra-network clearinghouse becomes evident in the transcripts where HR professionals actively seek and share pertinent information within their professional communities. For instance, when discussing Rose's proactive behavior in sending out Q&A sessions to the contractor community (00:52:06), there is a clear indication of information exchange within the community. Rose acts as a clearinghouse by facilitating the flow of information among community members, addressing challenges, and fostering collaborative problem-solving. Similarly, the mechanism of reference, as outlined by Skrede and Hølleland (2018), is reflected in the transcripts. HR professionals, such as Juliette (00:50:39), describe their engagement on platforms like LinkedIn, where they entertain connection requests and engage in conversations to gain insights. This aligns with the mechanism of reference by allowing users to swiftly assess the expertise of other members within the network without maintaining constant contact.

The interrogation of Lave's Communities of Practice (CoP) model within the HR context stems from an acknowledgment of its foundational significance (Lave & Wenger, 1991). However, as discerned from the transcripts, contemporary HR practices exhibit a dynamic and multifaceted nature that challenges the simplicity of Lave's induction-focused model. Instances where HR professionals engage in diverse learning practices, such as formal courses, LinkedIn communities, and online forums, question the model's adequacy in summarizing the complexity of modern HR knowledge acquisition and sharing. Within the discussions around seeking support or customization from platforms like Humi, a distinct power structure becomes apparent. HR professionals, while leveraging these platforms for their analytical needs, inherently acknowledge the platform's authority and expertise. The platform holds a position of knowledge authority, as reflected in the professionals' reliance on it for guidance and support. In instances where HR professionals discuss seeking support or customization from platforms like Humi, there's an implicit power dynamic. The professionals depend on the platform's expertise, indicating a power structure where the platform holds knowledge authority. This dynamic is subtly embedded in conversations about seeking guidance and support,

highlighting the power relations inherent in PAP interactions. Foucault's concept of "disciplinary power" becomes particularly relevant in this context. The platform, by providing guidelines and customization support, exercises a form of disciplinary power by shaping how HR professionals engage with and utilize the technology (PAPs).

5.9.1. Theme E: Process-Oriented and Structured

In my conversation with Jenny, I gained insights into how the imperative for validation in a neoliberal framework may affect HR professionals like her with this theme of structured and process-oriented manner of data presentation. The behavioral aspect of this challenge is paramount given the constant pressure to demonstrate contributions and the need for tangible outcomes can lead to specific behaviors in HR professionals, such as increased attention to detail and meticulousness. Below transcript inserts of Jenny's behavior in her role exemplifies this: Her approach involves several structured steps, which reflects the systematic behavior of many HR professionals in response to the demands of a results-oriented environment. She diligently gathers data, identifies patterns, and presents actionable insights, demonstrating a structured approach to her work:

Video transcripts [Jenny]

"Absolutely. My approach involves several steps. First, I gather all the relevant data, then I identify patterns or trends. Once I have actionable insights, I present them in a format that's easy to comprehend."

The above statement outlines Jenny's structured approach, emphasizing steps such as data collection, pattern recognition, and creating understandable presentations. This reflects her methodical and organized mindset.

Video transcripts [Jenny]

"When handling a large dataset, I follow a structured process to ensure accuracy. I start by carefully cleaning the data, checking for any inconsistencies or errors. Then, I use methods like sorting, filtering, and grouping to segment the data meaningfully. This helps me derive accurate conclusions and present a cohesive narrative."

In this text, Jenny explains her approach to managing large datasets. She describes the step-by-step process she follows, which includes data cleaning, organization, and segmentation. This demonstrates her process-oriented mindset and attention to detail in ensuring the data's accuracy of her analytical work.

5.9.2. Theme F: Influence of Data Display on Decision-Making

“That's what drives me into using a PAP.”

Video transcripts [Jenny]

“I think it will first depend on maybe the reason why you're looking into, say, like a platform for Tableau specifically, it will be like. How you I would say like it's more like how you would want your data to look like because there's so many functions in Tableau that to, to play, to be played with. But in terms of like your needs, it's something that I guess first drive me into going into a data analytics or like having a platform of dashboards is because I have a need of like wanting to know more about what the data would look like or like specific data in HR would look like. That's what drives me into using a PAP.”

Jenny discusses the underlying factors influencing the choice of an analytical platform, highlighting the significance of individual objectives and desired data outcomes. She underscores the exploratory nature of using tools like Tableau, emphasizing the creative manipulation of functions to shape data representation. Jenny's narrative reveals a practical motivation rooted in a curiosity to comprehend data intricacies, especially within her domain of interest in human resources. This disclosure reflects her proactive pursuit of knowledge and skill development, portraying a dynamic interplay between personal interests and analytical tools.

“I will check our influx... looking departmentally as well. Our. Certain departments seem less inclined as that as well for retention.”

Video transcripts [Rose]

[00:08:23] “I will check our influx. Those have gone down. Mm. Looking departmentally as well. Our. Certain departments seem less inclined as that as

well for retention. Ones we need to keep the most. You're on a decline as well. So in order to improve performance on each individual case, maybe the training program needs to be modified."

Rose's analysis of influx trends, departmental performance, and retention rates showcases the behavioral dimension of the model. Her insights into specific departments' inclinations and their impact on overall retention underscore the model's focus on identifying patterns and behaviors that influence workforce outcomes.

"...if we don't change those factors within the organization, then it's likely that more employees will leave..."

Video transcripts [May]

[00:16:01] "Employees may have left the company in terms of better benefits, better employee communications, better leadership or those factors ... if we don't change those factors within the organization, then it's likely that more employees will leave because they are dissatisfied with the current environment and current benefits that are being provided."

May identifies specific factors that could contribute to employee turnover, such as better benefits, communication, and leadership. Her ability to pinpoint these factors showcases her behavioral observation and analysis skills in identifying potential causes of employee behavior (in this case, leaving the company). May suggests that changing these identified factors within the organization could potentially reduce employee turnover. Her proactive approach and recommendation for implementing changes reflect her behavioral intent to address the root causes of employee departures. By recognizing these factors and suggesting changes to address them, May is demonstrating how data-driven insights can inform and guide decisions aimed at improving employee retention.

"Anyone who completes it (training) quickly obviously would know. Shows the willingness to learn."

Video transcripts [Rose]:

[00:03:04] "So employee retention. When I'm looking at our people, the first thing I want to check is their willingness to learn ... Anyone who completes it (training) quickly obviously would know. Shows the willingness to learn."

"I don't know that we can retain a lot of staff that are not willing to do that (complete training within 2 weeks)."

"We implemented a new training program in April and our turnover rate skyrocketed in May because of people not willing to do the extra training. So. That tells me that we need to reevaluate the training protocols. And then. Looking at the training program itself."

Rose mentions that employees who complete training quickly demonstrate a willingness to learn, and she draws a connection between the implementation of a new training program, turnover rates, and employees' willingness to engage with the training. This indicates that Rose is influenced by the data she observes (completion time, turnover rates) and how it is displayed (data on training and turnover) when making decisions about training protocols and employee retention strategies. Based on the observed impact on turnover, Rose suggests the need to reevaluate the training protocols and the training program itself. Her decision to reevaluate is influenced by the observed behaviors and outcomes related to training participation and employee retention.

5.9.3. Theme G: Empowering Employee Voice Through Data'

This theme explicitly talks about empowering employees to voice their opinions, suggestions, and concerns using data. It revolves around the actions employees take, such as engaging with data, participating in discussions, and contributing to decision-making. This theme will help highlight the specific behaviors that employees exhibit when provided with data-driven opportunities for expression and contribution.

"I'd send them out some questions in regards to the getting some feedback..."

Video transcripts [Rose]:

[00:10:08] "Get insight from the actual staff that are still here as to what their opinion on the training program is and maybe where there are some flaws or gaps within the training program ... I can ask them for feedback on it and that way I can find out where. Where maybe the the downfall was with it"

[00:11:36] "I would create a post asking everybody to I'd send them out some questions in regards to the getting some feedback, like a feedback form. Um, for um. A feedback form for the training program to see what they think of it."

Rose's comments highlight her behavioral approach to seeking insights from employees. She suggests engaging with actual staff members who participated in the training program to gather their opinions, feedback, and experiences. This behavior of seeking direct input from employees reflects her engagement and interaction strategies. Rose discusses her plan to create a post and send out a feedback form to collect input from employees. This indicates her intention to engage in the behavior of actively collecting feedback through structured means, which is a proactive approach to understanding employee perceptions.

5.9.4. Theme H: Data-Driven and Analytical Approaches to Employee Experience

"...we are listening to every each one of them"personally."

Video transcripts [Juliette]:

[00:07:05] Juliette: "H.R. is always at that scenario when we are listening to every each one of them personally."

This highlights the significance of actively listening to employees and gathering their input individually, indicating a data-driven approach to understanding their experiences. The statement, "H.R. is always in that scenario when we are listening to

each one of them personally," emphasizes the significance of actively listening to employees and gathering their input individually. This statement primarily falls within the Behavioral domain of the ABK model. It reflects the behavioral orientation of taking proactive actions to collect and analyze data through personal interactions with employees. Juliette's focus on listening and engaging with employees on an individual basis indicates a behavior that is aligned with a data-driven approach to understanding their experiences, needs, and concerns. This approach aims to gather qualitative data from employees' perspectives to inform HR practices and decision-making.

"Look at everything from the data point of view..."

Video transcripts [Juliette]

[00:58:06] "Look at everything from the data point of view. They may be a better success in the profession for one reason that nowadays every company is works in a very agile manner ... there is no bandwidth in the day that you explore with all these logical viewpoints."

Juliette's emphasis on looking at everything from a data point of view and the importance of agility in modern companies indicates an analytical approach to HR practices. Under this theme, there is an emphasis on how HR professionals utilize data-driven insights and logical viewpoints to navigate the fast-paced and dynamic nature of today's workplaces. It reflects the behavioral orientation toward employing analytical methods and data-driven decision-making in an agile organizational context.

"But we have to be able to put the personal touch to it and see the person within it."

Video transcripts [Rose]

[00:34:57] "And so when I use Humi, that's what it is. It's stats, it's their education, their training. But we have to be able to put the personal touch to it and see the person within it. And that's where, where they live, where they've worked. Um, you know, if they've worked rural or city and stuff like that. Well, it's a physical stat, it means something more. ..."

Rose: "Where did they do their schooling, schooling, where did they grow up? Where did you have to look at all the aspects that brought them to that point to see what they can handle beyond that point? Um, and so I think that growing up rural kind of helped me with that, but also exploring Canada and getting to know people across made a difference to."

In the discussion with Rose, she spoke of the importance of understanding and considering various personal and contextual factors that go beyond just statistical data, such as education, training, where they live, where they've worked, and their background. They emphasize the need to put a "personal touch" on the data analysis to truly understand the individual behind the data. This reflects a deeper understanding and awareness of the factors that contribute to an employee's profile and experiences, which aligns with the knowledge domain of the ABK model.

5.10. Interpreting Theme, E, F, G, and H through the lens of the theories and literature guiding the data analysis

Foucault's concept of "governmentality" is vividly illustrated in the interview transcripts. As HR professionals like Jenny discuss their reliance on platforms like Humi, we observe an implicit power dynamic emerging. HR professionals actively depend on the knowledge authority held by the platform, showcasing a nuanced power structure inherent in PAP interactions. In Jenny's words in Theme F: *Influence of Data Display on Decision-Making*, "I think it will first depend on maybe the reason why you're looking into, say, like a platform for Tableau specifically, it will be like. How you, I would say like it's more like how you would want your data to look like because there's so many functions in Tableau that to, to play, to be played with..." (see Video transcripts [00:47:24: Jenny]). As discussed in the earlier chapters, neoliberalism, characterized by market-oriented policies and emphasis on individual responsibility, can be seen as a broader ideological framework shaping the discourse around HR practices. In the context of PAPs, neoliberal principles may influence how these platforms are designed and implemented, emphasizing efficiency, individual accountability, and market-driven approaches. This parallels Foucault's notion of power as a productive force, shaping the discourse around HR practices through technological governance.

Theme G: Empowering Employee Voice Through Data, shows Rose's approach to seeking feedback and engaging with staff members demonstrates an attempt to empower employees through data-driven opportunities for expression, reflecting a conscious effort to incorporate employee perspectives into decision-making, thereby influencing the governance structure. Similarly, Theme E: Process-Oriented and Structured, helps me to see Jenny's approach to data handling and presentation, emphasizing structured steps that can be analyzed through the lens of governance and power structures. In a Foucauldian sense, her systematic behavior can be seen as a response to the governance mechanisms in the HR domain. The structured approach reflects not only a personal methodology but also a conformity to the expectations and demands set by the broader governance apparatus.

In Theme H: Data-Driven and Analytical Approaches to Employee Experience, Juliette's advocacy for a data-centric perspective and the importance of agility in HR practices can be analyzed through the theoretical lens of Foucault's concept of power. In embracing a data-driven approach, Juliette engages in a form of power that aligns with Foucault's idea of productive and positive power. Her emphasis on agility “[00:58:06] “Look at everything from the data point of view. They may be a better success in the profession for one reason that nowadays every company is works in a very agile manner ..”, reflects an awareness of the influence that data can exert in shaping HR practices. Through the lenses of Bourdieu's capital theory, this analytical approach can be seen as an investment in human capital, where the strategic use of data enhances the workforce's value and adaptability. In this context, the analytical approach can be interpreted as an investment in human capital. By strategically utilizing data, Juliette enhances the intellectual and symbolic capital of the workforce. The capacity to navigate the fast-paced environment using data-driven insights becomes a form of cultural capital, contributing to the adaptability and value of individuals within the HR domain. This analysis unveils how the acquisition and deployment of knowledge, in this case, through analytical approaches, align with Bourdieu's conceptualization of various forms of capital within a social field.

Overall, in Theme F, the influence of data display on decision-making is analyzed through the lenses of capital theory, CoP, MSST, and Foucault's notion of power. Considering Capital Theory, the PAP becomes a strategic tool, elevating intellectual capital within HR by leveraging data effectively. In the context of CoP, the PAP

transforms into a shared artifact that nurtures a collective knowledge environment among HR professionals; MSST enables a deeper exploration of how the visual representation of data on the PAP contributes to a semiotic system, impacting decision-making processes. Through these diverse theoretical lenses, the analysis unveils the dynamics of power, knowledge dissemination, and communication, providing a comprehensive understanding of the behavioral intricacies influencing participants' behaviour within the HR domain.

5.11. Knowledge Aspect of HR Analytics

In this section focusing on the Knowledge Domain, Theme A revolves around knowledge acquisition and understanding of HR software and analytics. The text illustrates how individuals acquire knowledge through diverse work experiences with various software systems. It also highlights their ability to quickly comprehend different software and effectively utilize them to find solutions. The mention of a learning process involving trial and error indicates a continuous process of knowledge acquisition and skill development. Theme B underscores the necessity of upskilling HR professionals in analytics tools and techniques. Despite the importance of data analytics, there's a gap in training and orientation provided to employees, hindering their ability to use analytical platforms effectively. This theme emphasizes the importance of ongoing education and training to enhance HR professionals' analytical skills and competencies.

In Theme C, the focus shifts to experience and expertise in data analysis and interpretation. It emphasizes the significance of combining data-driven insights with individual experiences and expertise for effective decision-making. This theme underscores the value of practical knowledge and expertise in interpreting HR data accurately and deriving actionable insights. Theme D delves into the application of education and experience in understanding analytical platforms. It showcases individuals' abilities to interpret data trends and patterns, drawing on their knowledge of organizational dynamics and workforce behavior. This theme emphasizes the importance of combining theoretical knowledge with practical experience to effectively utilize analytical platforms for decision-making purposes.

Theme E highlights data limitations and people analytics platform limitations. It encompasses situations where individuals recognize gaps in their understanding or skills,

which can impact their ability to utilize data effectively. This theme underscores the importance of acknowledging and addressing limitations in data quality and platform capabilities to ensure accurate and reliable analysis. In Theme F, the focus is on challenges in data handling and processing. It underscores the labor-intensive nature of data handling processes and the challenges associated with extracting and organizing data for analysis. This theme highlights the need for efficient data management practices to streamline the analysis process and derive meaningful insights. Theme G delves into uncovering analytical complexity and ambiguity in data interpretation. It emphasizes the challenges of capturing implicit knowledge and understanding ambiguous data within analytical platforms. This theme underscores the importance of critical thinking and analytical reasoning skills in navigating complex datasets and drawing meaningful conclusions. Lastly, Theme H focuses on data factor selection and multi-faceted impact analysis. It highlights individuals' abilities to consider a wide range of factors during data analysis and understand the multifaceted nature of variables that contribute to overall analysis. This theme emphasizes the importance of a comprehensive approach to data analysis, considering various factors to derive accurate and insightful conclusions.

5.11.1. Theme A: Knowledge Acquisition and Understanding of HR Software/Analytics

“Every company had different software. I should say that I must have seen more than 50 software...”

Video transcripts [Juliette]

“I worked with many companies... Every company had different software. I should say that I must have seen more than 50 software till now in small and big ones. So that gave me a glimpse of everything... I'm prepared by education... That's how I can figure out that where to go and try to look and then we can, you know, after some hit and trial, you get your answers.”

The text illustrates knowledge acquisition as the individual talks about their diverse work experience with many companies, exposing them to various software. It also demonstrates understanding of HR software as they discuss their ability to comprehend different software quickly and use them effectively to find solutions. The

mention of "hit and trial" suggests a learning process of trying and testing different approaches to gain knowledge. Throughout the interview, Juliette exhibited a solid understanding of analytics concepts and their applications. She discusses the importance of integrating analytical tools with fairness considerations, such as accounting for valid leaves and other factors when evaluating employee performance. Juliette also highlights the significance of developing both technical and functional skills in HR professionals to leverage analytics effectively.

"...these two different mindsets. One are data people, the other sets are functional people."

Video transcripts [Juliette]

[00:44:02] "Every organization works on these two different mindsets. One are data people, the other sets are functional people. Functional people work with empathy more towards empathy. Data sets are all about the number, purely number."

Juliette demonstrates an understanding of the different mindsets in organizations when it comes to analytics. They differentiate between data-oriented individuals who focus purely on numbers and functional people who emphasize empathy and a deeper understanding of the situation.

"I feel there are two kinds of HR professionals."

Video transcripts [Interviewer]

[00:56:39] *"I wonder, does everybody have the same logical reason that they will go through when they see the number of time off an employee has been sick, the number of vacation? So in your opinion, in your experience, is logical reason going to be same for every HR professional? And if not, what would that look like differently? What would shape the logic around a particular finding on the PAP?"*

Video transcripts [Juliette]

[00:57:14] “..I feel there are two kinds of HR professionals. One who are more towards, you know, academic, strong academic knowledge. The other who have learned it on the job throughout their experience.”

Juliette is discussing different types of HR professionals based on their knowledge backgrounds and experiences, highlighting the distinction between those with strong academic knowledge and those who have acquired their knowledge through on-the-job experience. This discussion pertains to the domain of knowledge within the ABK model, focusing on the different ways HR professionals acquire and apply knowledge in their roles.

Her observation about two kinds of HR professionals—one with strong academic knowledge and the other with experiential learning—reflects a perspective on how different types of reasoning and knowledge acquisition methods can coexist within the field. This theme encompasses the exploration of different ways of reasoning, thinking, and predicting outcomes in HR practices, acknowledging that various approaches contribute to the overall understanding and decision-making process.

“I’m open about what I’m looking for when I’m doing the analytics.”

Video transcripts [Rose]

[00:53:57] “I’m open about everything. I’m open about what I’m looking for when I’m doing the analytics. When we hire somebody, I tell them exactly what the criteria are within whom. I’m like, just so you know, these are the questions you’re going to answer.”

Rose talked about her understanding of the pop dashboard, utilizing its functionalities to gain valuable data. Her expertise in location data highlights her appreciation for its significance in shaping staffing strategies”. Here, Rose’s approach to reaching out to the contractor community and fostering open dialogue demonstrates her behavioral commitment to continuous learning and improving *analytical knowledge as well as knowledge domain itself*.

“...everything that I've had to put on there, I've wanted to know.”

Video transcripts [Rose] :

[00:50:49] "I'm the one that controls all the dashboard tasks. So everything that I've had to put on there, I've wanted to know."

Above, knowledge shines through as she explains her understanding of the pop dashboard's functionalities and its importance in her role.

“I'm a nerd and I go and research what's going on in that province right now.”

Video transcripts [Rose]

[00:51:29] "I love seeing how it fluctuates different times of the year because then of course, I'm a nerd and I go and research what's going on in that province right now. I want to know how union stuff is affecting how I'm getting contract staff."

Rose's in-depth knowledge is evident in her research on external factors impacting staffing availability and how it influences decision-making.

“...important to look at the entire scenario and every single task within it...”

Video transcripts [Interviewer]

[00:20:53] “You said analysis beyond like a kind of paraphrase it, this is my own word analysis, beyond the data, beyond the data that you're looking at. And you give an example of somebody in the kitchen. Okay. So I'm looking to find specific skill. The data is not going to tell me, Oh, this person worked in the kitchen, this person can multitask. That is something that I must take out of that data. So it's going beyond the data.”

Video transcripts [Rose]

[00:23:31] “I said, it's actually important to look at the entire scenario and every single task within it and every effect of it. Because everything we say and do, whether I'm sending an email or whether I'm making a phone call, everything I say and do and how I say it, how I word things in an email, it can change an entire situation. So I have to be able to look at things in a linear sense while keeping my peripheral open, if that makes sense.”

Rose's statements reflect her understanding of the importance of analyzing data beyond its surface level and considering the broader context. She emphasizes the need to extract meaningful insights from the data, such as identifying skills like multitasking that may not be explicitly indicated in the data itself. Additionally, her comment about looking at the entire scenario, every task, and every effect highlights her ability to comprehend the interconnectedness of various factors in the data analysis process. This demonstrates a knowledge-driven approach to interpreting and utilizing data to derive meaningful insights.

“...biggest thing is that they have to be able to see the whole picture of the company...”

Video transcripts [Interviewer]

[00:44:17] “What do you believe is the most critical skill for an HR professional to have when it comes to solving business problems with people analytics?”

Video transcripts [Rose]

“I think the biggest thing is that they have to be able to see the whole picture of the company, not just the aspect of it. Um, understanding how decisions can affect the finances within a company. Uh, and that is, I got that just from running my own business and understanding that if I hire and train a staff member and I have high turnover and I'm constantly turning people over and everything, the long term benefits for the company financially are detrimental.”

In this segment, Rose discusses the critical skills needed for HR professionals in utilizing people analytics for problem-solving. She emphasizes the importance of having a comprehensive understanding of the entire company and how decisions can impact its financial aspects. This highlights the knowledge aspect of HR professionals needing to possess insights into business operations, financial implications, and the broader context to effectively address business problems using people analytics.

“So maybe they are likely to stay till after April, let the changes take effect...”

Video transcripts [May]

[00:10:26] “I would probably say that like sometimes employees wait for their year end bonus and, you know, their merit and compensation increases. So maybe they are likely to stay till after April, let the changes take effect, and then probably start looking out for other jobs.”

May demonstrates knowledge of organizational processes, such as year-end bonuses, merit-based compensation increases, and their timing (e.g., waiting till after April). This understanding of how the company's reward structure operates reflects her knowledge of HR practices and policies. May's statement implies an understanding of employee turnover patterns and behavior. She suggests that employees may delay their job search until after receiving their bonuses, indicating knowledge of factors that can impact employee retention and turnover. May's comment also reveals her knowledge of the potential effects of organizational changes (e.g., changes taking effect after April). She understands that employees might want to see how these changes impact their compensation before considering leaving for other jobs. May's explanation taps into her knowledge of employee motivations, such as seeking financial rewards and stability. This understanding of what drives employee decisions contributes to her overall knowledge of human resources.

“So the trend should say...”

Video transcripts [May]

[00:15:32] “So the trend should say that same number of terminations will happen in the next year as well. If there has been an increase in headcount, then there can be a higher number of terminations. If there is been a decrease in headcount, then lower number of terminations as well.”

May's statement reflects her knowledge and understanding of how trends and patterns can impact the number of terminations within an organization. She mentions that if there has been an increase in headcount, it could lead to a higher number of terminations, while a decrease in headcount might result in a lower number of terminations. This demonstrates her awareness of the relationship between organizational changes and termination rates. May's explanation of the potential relationship between headcount changes and termination numbers indicates her knowledge of causal relationships in HR analytics. She understands that specific factors,

such as changes in the workforce size, can influence the occurrence of terminations. May's statement implies a level of quantitative reasoning and analytical thinking. She is able to logically deduce potential outcomes based on different scenarios, showcasing her understanding of how various variables interplay within HR data analysis.

“...1 to 3 years is when an employee is they have learned everything there is to learn about the company...”

Video transcripts [May]

[23:29] “I would say generally speaking, within 1 to 3 years is when an employee is they have learned everything there is to learn about the company, about their own position, about the tools that they use.”

May's opinion on the timeline of learning within a company through her discussion on the timeframe within which an employee typically acquires a comprehensive understanding of various aspects, such as the company, their role, and the tools they use. This timeframe, according to May, is around 1 to 3 years. This discussion revolves around the knowledge acquisition process of employees and how their understanding of the company and their role evolves over time.

“...very user friendly platform and I have used it before as well.”

Video transcripts [May]

[00:42:24] “I chose bamboo because it's a very user friendly platform and I have used it before as well. So was able to very easily generate all of the reports that I wanted.”

May's is sharing her knowledge and familiarity with the Bamboo platform, explaining that she chose it because of its user-friendliness and her experience using it. This statement reflects her understanding of the platform's features and her ability to leverage it effectively for generating the desired reports.

“...I wouldn't have known that if I didn't like run this dataset.”

Video transcripts [Jenny]

[00:04:07] “Yeah. So, so it's kind of like because when I was in school, we always learn how like if you have more training, people are more willing to stay in the company. But in here you can see that if you like, overtrained them, they actually don't want to stay. So like, like a number of training would be needed. But like if you make it too long, then it might work the other way around. And that's just something that's interesting for me because I wouldn't have known that if I didn't like run this dataset.”

In this excerpt, Jenny is discussing insights gained from analyzing the data. Jenny mentioned that her previous understanding was that more training would lead to higher employee retention, but the data analysis has revealed a nuanced relationship where excessive training may have a negative impact on retention— she discusses how her previous assumption about the positive correlation between training and employee retention was challenged by the findings from data analysis. Jenny reveals that while she expected more training to lead to higher retention rates, the data showed a more nuanced and unexpected relationship. This reflects Jenny's knowledge development through data analysis, specifically in terms of understanding the complex relationship between training and retention, which aligns with the Knowledge domain of the ABK model.

“But once I learned kind of like the basics and I can go in and actually self taught myself more complicated.”

Video transcripts [Jenny]

[00:13:41] “Tableau is the only one I use. I've never use the other ones before. And it's just it's not because I don't want to learn them. It's I think it's just like I think for like bamboo h.r. I always thought of that as like an ai system. So it was more like you can organize like, like other employees information. I didn't know that you can actually do like analysis on it. Like because when I, when I, when you can do.”

Video transcripts [Interviewer]

[00:14:12] “Analysis on Tableau as.”

Video transcripts [Jenny]

[00:14:13] “Well right. Yeah you can do that here and I think I'm just like, like even though I really like learning new technologies, um, it's hard for me to, like, self learn on my own in the beginning. So I took the brain station courses and they taught

Tableau like very basic. But once I learned kind of like the basics and I can go in and actually self taught myself more complicated.”

Jenny's realization that Bamboo HR can be used for analysis shows her expanding knowledge about the capabilities of the software. Her statement about learning Tableau basics and then self-teaching more advanced concepts suggests the acquisition and development of knowledge and skills in data analysis tools.

“Like you can search for coding questions on there as well as Tableau questions...”

Video transcripts [Interviewer]

[00:43:18] “And on top of that, do you have any sort of support? Most platforms will have like a bottomless chat or connect with them. Do you have any sort of support?”

Video transcripts [Jenny]

[00:43:29] “I think with Tableau, I mostly would just Google the questions that I have. Also, there is a Tableau community, I think, and then StackOverflow is what I use the most because that one has like kind of that coding. Like you can search for coding questions on there as well as Tableau questions on there as well. Okay. Now given that you.”

Jenny's awareness and utilization of online resources like Google, Tableau community, and Stack-Over-flow indicate her knowledge about available tools for finding answers and solutions to Tableau-related questions.

“...HR analytics course did online. Before that, I studied psychology. I have a bachelor's degree in psychology, and I have to do several courses in statistics...”

Video transcripts [Mapp]

[00:51:53] “What experience, education and observation prepared you for prop use? I would say experience most recently an HR analytics course did online. Before that, I studied psychology. I have a bachelor's degree in psychology and I

have to do several courses in statistics and qualitative and quantitative research. So for me, data has a lot of relevance in terms of validity like how viable things are and how to make decisions and things like that.”

In this excerpt, Mapp discusses the factors that prepared her for utilising HR analytics. She mentions her educational background in psychology, her experience, and specific courses she undertook, such as an HR analytics course and studies in statistics and research methodologies. Mapp's comments underline the significance of having knowledge in relevant areas, such as psychology, statistics, and research, to effectively engage with data analytics in the HR domain.

5.11.2. Theme A: Upskilling HR Professionals in Analytics

The study highlighted the necessity of upskilling HR professionals in analytical tools and techniques. Regardless of their academic backgrounds, HR professionals need to develop a solid grasp of analytics to effectively analyze and interpret HR data.

Video transcripts:

[00:36:38] Juliette: "From the beginning, how many applications we received. The story starts from there. What are the timings of your... So, we need to understand the data from each and every stage... So all these factors have different data sets and different people. Analytics is something if you develop that aptitude of getting into each and everything in detail, deep dive into it, then that is something which helps a lot."

In this transcript, Juliette is discussing the importance of understanding data at various stages, starting from the number of applications received. She emphasizes the need to analyze data from different factors and stages, and she mentions the value of having the analytical aptitude to deeply dive into the data for a comprehensive understanding. Juliette's focus on developing the skill of analyzing data in detail and her recognition of the benefits it brings align with the Development of Analytical Aptitude for Comprehensive Data Understanding theme within the Behavioral domain.

Video transcripts:

[00:46:05] Juliette: "So, I need to talk about only one [question on the survey]. Let me read it here... what metrics do you track on a regular basis? Conversion rates, number of new customers, expenses... So I think that is something which every professional needs to understand if I will compare an HR professional who was successful in the 1990s and a professional from 2020s."

In the transcript, Juliette discusses the need for HR professionals to understand and track various metrics, emphasizing the importance of this understanding in different time periods. This aligns well with the theme of Upskilling HR Professionals in Analytics, as it reflects the knowledge-oriented aspect of HR professionals needing to acquire and develop analytical skills to stay relevant and effective in their roles. This theme highlights the necessity for HR professionals to continually enhance their knowledge and skills in analytics to adapt to changing requirements and effectively utilize data-driven insights - Juliette's emphasis on staying informed about the changing metrics and analytical needs over time aligns with the theme of Awareness of Evolving Metrics and Analytical Needs within the Knowledge domain.

Mapp discusses her experiences with various analytical platforms and her familiarity with data analytics:

"I have used in the past Workday Bamboo H.R. Job as an ATS."

Video transcripts [Mapp]

[00:32:52] "I have used in the past Workday Bamboo H.R. Job as an ATS. I've used my memories, and right now we're doing data migration into another H.R. system."

She mentions her familiarity with analyzing data on dashboards and interpreting various metrics:

"...sort of like things that stand out."

Video transcripts [Mapp]

[00:32:09] "I looked at the chart at the dashboard and it showed like, you know, 35 people attended. Or 55 out of 150 did not attend the second session compared to the first, you know, sort of like things that stand out."

Additionally, Mapp is curious about human behavior and finds satisfaction in understanding organizational dynamics through data. For this same theme, Mapp demonstrates knowledge of the different analytical platforms she has used, such as Bamboo and Workday ATS, for HR-related tasks. She mentions her familiarity with analyzing data on dashboards and interpreting various metrics, like attendance, satisfaction, and trends. Additionally, Mapp is curious about human behavior and finds satisfaction in understanding organizational dynamics through data. She also discusses the limitation in accessing certain data due to confidentiality and data usage policies, which hinders her ability to explore and use the information effectively. Despite her enthusiasm for data analytics and her role requiring involvement in it, there is a disconnect between the importance of data analytics and the organization's focus on efficiency rather than deep thinking and evaluation. Mapp acknowledges the lack of training or orientation provided on the use of analytical platforms. Although she has experience in implementing and improving such technologies, she recognizes that many employees do not receive proper training, which impacts their ability to use the platforms effectively.

"LinkedIn has been an amazing, amazing resource in terms of trends like learning trends..."

Video transcripts [Mapp]

[01:21:01] "Man LinkedIn has been an amazing, amazing resource in terms of trends like learning trends, inspiration, what's happening. Like some companies are doing amazing things, or at least they seem to be. And also like what they're offering software, new software and more software that serves no purpose but seems to be, you know, the new shiny object."

Mapp is discussing their use of LinkedIn as a valuable resource for staying updated on trends, learning, and inspiration within the field. They highlight the platform's ability to provide insights into what other companies are doing, showcasing innovative practices and developments. Additionally, Mapp mentions being informed about new software offerings, including instances where some software might not serve a practical purpose but garners attention due to its novelty ("the new shiny object"). This demonstrates the acquisition and application of knowledge to understand industry trends, technology offerings, and potential areas of growth and innovation within the context of HR analytics.

“So periodically I would keep taking on some learning courses...”

Video transcripts [Rane]

[00:22:26] “And um, I think I am inclined to learning more about it. So periodically I would keep taking on some learning courses which are available through the organization or through LinkedIn learning just to get myself more up to date as to what functionalities are available for different analytical systems.”

Rane emphasizes their proactive approach to learning and improving their understanding of different analytical systems. They mention their inclination towards continuous learning by taking advantage of available courses through organizations or platforms like LinkedIn Learning. This reflects their pursuit of expanding their knowledge and staying up to date with the functionalities of various analytical systems, showcasing their commitment to enhancing their expertise in the field.

“So those were like the sources of engagement in the community.”

Video transcripts [Interviewer]

[00:46:29] “All right. Thank you very much. Now, what about other forms of engagement that have shaped your analytical knowledge acquisition aside, um, professionals that you work with?”

Video transcripts [Rane]

“Um, I think it's related to LinkedIn learning. Uh, aside my interaction, I engaged myself a lot and do, uh, LinkedIn learning. Other than that, I recall Workday has a community group like when I was using Workday, so I used to engage a lot in their community platform, do a lot of trainings which were valuable even when they were like doing their upgrades, their biannual upgrades. We would, you know, have the threads and forums which would be pretty active on. So those were like the sources of engagement in the community.”

In this Transcript, Rane is discussing various sources and platforms she engaged with to enhance her analytical knowledge. She mentions engaging with LinkedIn Learning and participating in community platforms provided by Workday. These actions demonstrate her efforts to acquire knowledge and improve her understanding of analytical concepts. The focus here is on her engagement with learning resources and platforms to enhance her knowledge and skills related to data analytics, which aligns with the Knowledge Domain of the ABK model.

“I think, um, self-learning is important.”

Video transcripts [Interviewer]

[00:48:41] “Uh, what other forms of support engagement do you recommend for users of people analytical platform and why?”

Video transcripts [Rane]

“Our other engagements. I think, um, self-learning is important. They should just. If somebody has to start, like if they are just the beginners, they should do some live courses which are available. Now we live in an online era, so like LinkedIn, learning has always been my important source of uh, learning. So that is something I would recommend.”

In this portion of the transcript, Rane is discussing the importance of self-learning and recommends engaging in live courses available online, particularly through platforms like LinkedIn Learning. She emphasises the significance of utilising these resources to enhance one's knowledge and skills in using people analytics platforms. This aligns with the Knowledge Domain of the ABK model, as it pertains to the

acquisition and enhancement of knowledge and skills through various learning opportunities.

“Within the field of HR, we are always learning new trends...”

Video transcripts [May]

[00:43:57] “Within the field of HR, we are always learning new trends, new tools, techniques, methods of thinking, all of that just, you know, just following best practices ... maybe six months from now my approach would be different as to how to analyze the data and present in that way.”

May's statement reflects her awareness of the evolving nature of the HR field and her recognition of the need to continually learn and adapt to new trends, tools, and techniques. This aligns with the Knowledge domain, as it pertains to her understanding of the dynamic nature of the field and her commitment to staying up-to-date with best practices.

“...after I finish the Google Analytics certificate course, we have like a LinkedIn group in there that where like other people that also did the certificate were like share things on there.”

Video transcripts [Jenny]

[00:43:19] “For me personally. I like research and things all by myself, but after I finish the Google Analytics certificate course, we have like a LinkedIn group in there that where like other people that also did the certificate were like share things on there. So um, now I can like see a little bit more on like how what other people are doing but not specifically because a lot of people aren't there are working on like in different fields. Um, but yeah, but prior to that I mostly just did the research online myself.”

Jenny talks about her approach to acquiring knowledge and learning about analytics. She mentions that she enjoys conducting research independently. Her

statement about completing the Google Analytics certificate course and then engaging in a LinkedIn group suggests her interest in learning from others and seeking out a community of learners who share their insights and experiences. By mentioning her participation in the LinkedIn group, Jenny indicates that she values collaborative learning and the exchange of ideas. This reflects her desire to expand her knowledge beyond individual research and benefit from the knowledge and perspectives of others in the field. This engagement in a learning community demonstrates her engagement with the knowledge domain of the ABK model.

5.11.3. Theme C: Experience and Expertise (Data Analysis and Interpretation)

Evidence shows the application of HR analytics and emphasizes the importance of combining data-driven insights with individual experiences and expertise for effective decision-making (Rasmussen & Ulrich, 2015). The use of people analytics to leverage big data for talent management and HR decision-making, including the consideration of personal experiences and individual-level data in analysis (Rock & Hall, 2018)

“Understanding things logically needs a lot of human brain intervention...”

Video transcripts [Juliette]

[00:57:52] "Understanding things logically needs a lot of human brain intervention, which is not so. Let's say if somebody has just passed out and working as an HR professional for three years, they would look at everything from the data point of view. They may be a better success in the profession for one reason that nowadays every company works in a very agile manner. So for an HR professional, the job is difficult and challenging because everything goes very fast. Every morning manager says, I need these tasks to be done There is no bandwidth in the day that you explore with all these logical viewpoints."

Juliette discusses the need for logical understanding, implying the importance of knowledge and analytical skills in HR work. This aligns with the knowledge domain as it involves the acquisition and application of cognitive skills. Juliette contrasts the perspectives of someone who has recently entered the profession with someone who has been working for three years. This comparison highlights the role of experience and expertise in developing a deeper understanding of HR challenges and solutions. Juliette

acknowledges that understanding HR matters logically requires human intervention. This recognition of the complexity of HR issues and the need for logical analysis demonstrates a deeper understanding of the field. Lastly, Juliette mentions the value of looking at things from a data point of view, suggesting an awareness of the significance of data-driven decision-making. This reflects knowledge of the role of data in HR practices.

“Why can't I offer her 15%, 20% hike and stop her going?”

Video transcripts [Juliette]

[00:15:09] "So in that situation, I can always say that, oh, 34% is something which I would need to afford. Why can't I offer her 15%, 20% hike and stop her going?"

This statement reflects Juliette's consideration of financial incentives to retain employees and her strategic thinking about compensation. It demonstrates her Behavioral orientation by discussing potential actions based on her analysis of data (compensation percentages). It also has elements of the Knowledge domain as she's applying her understanding of compensation strategies and their potential impact on employee retention.

“Jennifer, we are sure that she is a performer, so new employee may not be a good performer.”

Video transcripts [Juliette]

[00:14:43] "This new person will spend a lot of time in onboarding training, but we might not get the excellent performance. However, in case of Jennifer, we are sure that she is a performer, so new employee may not be a good performer."

This statement demonstrates Juliette's behavioral approach by comparing the onboarding process and performance expectations for different employees. She uses her knowledge and experience (Knowledge domain) to assess potential outcomes based on data and insights. Additionally, her consideration of individual employee characteristics and performance aligns with the Affective domain, as it involves understanding and addressing the emotional aspects of employee management.

“The combined number is 4.7%. But then what is the individual number?”

Video transcripts [Juliette]

[00:50:36] “How will I check the percentage? What is the percentage? So in July there are two terminations. The combined number is 4.7%. But then what is the individual number? That is what I have to see.”

Here, Juliette is discussing the need to understand the termination percentage for a specific period (July) and further break down that percentage to individual numbers. This involves analyzing data to determine both the overall termination percentage and the contribution of each individual case to that percentage. This theme falls within the Knowledge domain of the ABK model, as it involves the analytical understanding of how to calculate and interpret termination percentages based on individual data points.

“...direct correlation between the new training program launched and a huge jump in turnover.”

Video transcripts [Rose]:

[00:06:42] “Because our training protocol was initiated end of April and having a huge turnover in May, that is a direct correlation between the new training program launched and a huge jump in turnover.”

[00:07:48] “So another thing that we noticed. Was our recruiting took a huge jump in certain months, but our recruiting was down in May as well. That also could have a direct correlation to the training program.”

Rose's observations about recruiting patterns in certain months and the correlation with the training program indicate her ability to analyze and interpret data trends. This showcases her knowledge of how to examine data to identify potential associations or patterns. In the first transcript, Rose discusses the concept of causality between two variables – the initiation of a new training protocol and a subsequent increase in turnover. She recognizes a potential cause-and-effect relationship between these variables based on the timing of the training program launch and the turnover increase. By identifying a "huge jump in turnover" and connecting it to the timing of the new training program, Rose demonstrates an understanding of key HR metrics and their implications. This suggests knowledge of relevant HR concepts and indicators.

Rose's comments imply a level of hypothesis generation – she raises possible explanations for the observed trends (e.g., the training program's impact on turnover and recruiting) based on her knowledge and data analysis. Rose's statements reflect her knowledge of the organizational context, including the timing of events (training initiation, turnover increase, recruiting patterns) and their potential interplay. While it is a scenario-based analysis (generic information), this contextual understanding contributes to her ability to draw meaningful conclusions.

“...most of them don't require too much training...”

Video transcripts [Rose]:

[00:13:02] “So most of them don't require too much training to be able to use it because they already know that we're familiar. Um, but think that, um. I think that just our background in general helped us so that we didn't have to.”

In this statement, Rose is discussing the existing knowledge and familiarity that individuals have with certain tools. She mentions that most of them don't require too much training to use these tools because they are already familiar with them. Her reference to their background contributing to their ability to use the tools without extensive training aligns with the concept of knowledge acquired through prior experience and education. This falls under the Knowledge domain of the ABK model.

“I can ask them for feedback on it and that way I can find out where. Where maybe the the downfall was with it.”

Video transcripts [Rose]

[00:10:08] “Get insight from the actual staff that are still here as to what their opinion on the training program is and maybe where there are some flaws or gaps within the training program ... I can ask them for feedback on it and that way I can find out where. Where maybe the downfall was with it”

[00:11:36] “I would create a post asking everybody to I'd send them out some questions in regards to the getting some feedback, like a feedback form. Um, for um. A feedback form for the training program to see what they think of it.”

Rose's statements indicate her knowledge-seeking behavior regarding the training program's effectiveness. She aims to gather information from employees about any flaws or gaps in the program. This demonstrates her awareness of the importance of evaluating training programs and improving them based on feedback. Rose's approach of seeking feedback reflects her understanding of the value of employee perspectives. By collecting input from employees who participated in the training, she aims to gain insights into their experiences and opinions, contributing to her knowledge of how the training program is perceived.

"...maybe the processes are not working properly, maybe the manager is not, uh, you know, in touch with the employee..."

Video transcripts [May]

[00:12:48] "So there are certain managers within whose teams that are highest number of terminations from this available data. So we can also start looking at reasons, uh, maybe the processes are not working properly, maybe the manager is not, uh, you know, in touch with the employee for enough times or with enough frequency that they, that they want to continue with the company."

In the transcript, May is analyzing data to identify patterns and trends related to employee terminations within specific teams and under certain managers. Her focus is on understanding the underlying reasons for these trends, such as ineffective processes and communication issues. This demonstrates her knowledge of data analysis, interpretation, and her ability to draw insights from the data.

"It's just my opinion or like I'm sure there are some studies done on that..."

Video transcripts [May]

[0:21:00] "It's just my opinion or like I'm sure there are some studies done on that as well, but I don't have any specific reference at this point ... I would say the other generations, they they have seen what has been happening in the past and they are already aware about where they want to go and they might not be taking as many chances or as many risks as like a Gen Z or a millennial will probably take. It's just a general assumption."

In this statement, May is discussing her perspective on generational differences in behavior and decision-making. She mentions her opinion and the possibility of existing

studies on the topic. While she acknowledges that she doesn't have specific references at that moment, she draws on her own understanding and assumptions based on the broader context. May's comments are reflective of her knowledge and insights regarding generational behaviors and attitudes, even if she doesn't have concrete data or references readily available. This aligns with the Knowledge domain, as she is drawing upon her understanding and awareness of the subject matter.

“...interacting with other professionals really helps quite a lot in developing the knowledge...”

Video transcripts [May]

[00:29:28] “I'm able to do more research on it myself, probably take up additional training courses online or offline to help develop that knowledge. And then other forms of support or engagement do you recommend for users of and why? So yeah, like in terms of support and engagement, these kind of events, like just meeting and interacting with other professionals really helps quite a lot in developing the knowledge in general and um, users of as well so that they know what are the new features that are available.”

May is discussing the ways in which she can further develop her knowledge and expertise in using data analytics (“users of”). She mentions the possibility of conducting research, taking additional training courses, and participating in events where she can meet and interact with other professionals. This reflects her awareness of the importance of continuous learning and staying updated on new features and developments in the field of data analytics. In the same transcript, Here, May discusses her proactive approach to learning and improving her skills in using data analytics. Her actions, such as conducting research, taking training courses, and participating in events to interact with other professionals, demonstrate her proactive behaviour in seeking out opportunities for self-improvement and knowledge enhancement. This aligns with the “Behavioral” domain, which focuses on actions, behaviours, and practices related to knowledge acquisition and application.

“...if we look at it as a whole, there is a decrease in wanting to change whenever the training hours are too long.”

Video transcripts [Jenny]

[00:03:29] “So like if you look at let's look at the over 20 years, it's very like flat. So it really doesn't matter if they receive any source of training, they would still stay within the company that they're at. And then if we look at it as a whole, there is a decrease in wanting to change whenever the training hours are too long.”

In this transcript, Jenny is discussing her interpretation of the data patterns and trends related to employee retention based on training. She is analyzing the data to draw conclusions about the relationship between training, tenure, and employee turnover. This reflects her understanding and interpretation of the data, which falls under the Knowledge domain of the ABK model.

By examining the data patterns and trends related to employee retention based on different factors, such as training and tenure, her observations about how the data is presented and the patterns she identifies can potentially influence her decision-making process. Specifically, she discusses how the data displays different retention rates based on training and tenure, which could impact her decisions or recommendations related to training programs and employee retention strategies. This aligns with the theme of how the presentation and visualization of data can impact decision-making processes.

“I've never seen it where I had to work with the, the thesis based...”

Video transcripts [Rane]

[00:09:30] *“Like I've never seen it where I had to work with the, the thesis based, uh, you know, capturing of the information or doing any analysis through manually. Um, so I feel it has always been very intuitive for me to be using different kinds of modules.”*

In this transcript, Rane discusses their familiarity and experience with using different modules for data analysis and management. They highlight their history of not having to work with paper-based methods or manual analysis, indicating a level of knowledge and expertise in using various software modules for data processing and analysis. Their comfort and confidence in using these tools showcase their understanding of the technological aspects of data analysis.

“...feel data just reduces that gray and provides a strong rationale to be making the decision making.”

Video transcripts [Interviewer]

[00:24:59] “What would your response be when we associate affective feelings and emotions to data analytical platform?”

Video transcripts [Rane]

“Sure. I think I feel very excited. Happy, driven. Yeah.”

Video transcripts [Interviewer]

“Okay. Now, do you think there is affective involved in people analytical platform use?”

Video transcripts [Rane]

“Um, I think because I feel very energized, I keep working on those kinds of things and I don't, um, I'm not one of those who would feel like, you know, uh, some people feel very overwhelmed with a lot of data and analytics. Think I'm not one of those. So I think it does. I'm mostly able to, like, provide data points to be supporting the decision making. And for me, just it reduces the gray in the decision making. I know there are always like subjective or the discretionary approach that the leaders take but still feel data just reduces that gray and provides a strong rationale to be making the decision making.”

In the response, Rane highlights her deep understanding of the role of data analytics in decision-making. She emphasises her ability to work with data analytics platforms without feeling overwhelmed, suggesting a level of knowledge and comfort in handling data. She mentions how data reduces the ambiguity in decision-making by providing strong rationale, showcasing understanding of the analytical process and its significance. These transcripts further indicate Affective domain as Rane response reflects a positive emotional connection to data analytics platforms. Words like "excited," "happy," and "driven" indicate an Affective response to using these platforms. The

enthusiasm and positive emotions they express are characteristic of the affective domain.

5.11.4. Theme D: Drawing on Education/Experience for Analytical Platforms

“they probably have a career path planned out...”

Video transcripts [May]

[00:17:34] “Age between 25 to 34 is the highest number of terminations ... they probably have a career path planned out if they don't see that career path being fulfilled in the current organization.”

In this statement, May is analyzing data to identify trends in employee terminations based on age groups. Her interpretation that employees in the age range of 25 to 34 may have specific career aspirations and expectations that are not being met within the current organization reflects her knowledge and expertise in understanding workforce dynamics and potential reasons for turnover. This analysis involves her application of knowledge about employee motivations, career development, and organizational factors to interpret the data, making it relevant to the Knowledge domain.

“...their NPS score has been increasing consistently along with the increase in headcount.”

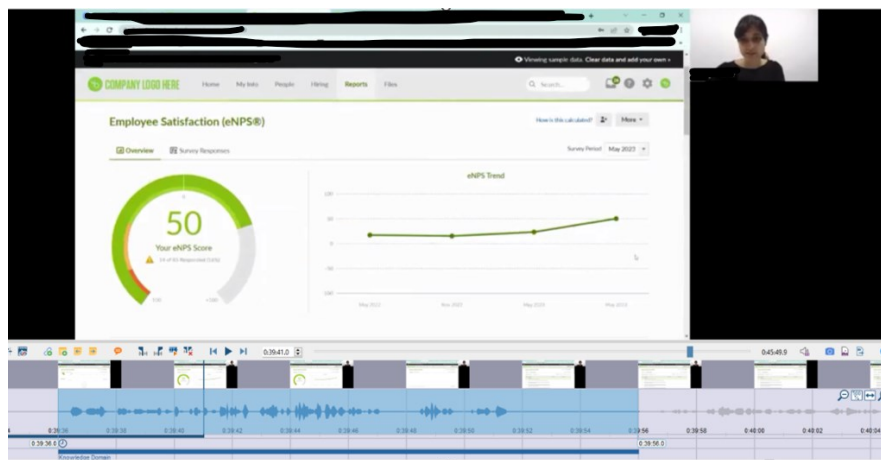


Figure 5-4. May Analysis of employee NPS score

Interviewer: Yeah. Do you think we can get anything from the. Is it the NSP score? Because I did see the score.

May: Yeah.

Interviewer: I wonder what we could get from there.

Video transcripts [May]

[00:39:36] "Here we are able to see our responses and the satisfaction. So the company is doing something good. So because their NPS score has been increasing consistently along with the increase in headcount as well."

Interviewer: Now have a. Question. Is it something that as an HR professional, you can modify the criteria. So for the NPS score, I want to see I want to be able to gauge what the morale will be. Is that something that you could coordinate with the. Okay.

May: So we are able to do that because NPS codes are based on surveys. So survey would be any sort of list of questions that you can push out to the employees and encourage them to complete it. So like we can have a rating system where, you know, they can just rate themselves on how their morale is or how their team productivity is and all of those things and consolidating, consolidating all of the data that we receive, we would be able to see how much is the employee morale. I know that because like within my company also there have been some surveys done regarding things like this.

In this statement, May is discussing the observation of NPS (Net Promoter Score) scores and its relationship to company performance and headcount. She is interpreting data and drawing conclusions about the company's performance based on the observed trends. May's behavior here involves analyzing data, making connections, and drawing insights about the company's performance. This aligns with the Behavioral domain, which focuses on how individuals interact with and interpret data to inform their decision-making and actions, as well as an emphasis on Knowledge when it comes to the interpretation and understanding of data.

This insert further showcases also a behavioral as it does for the knowledge domains: Her behavior involves the active process of analyzing data and drawing connections between NPS scores, company performance, and headcount. At the same time, this analysis reflects her knowledge and understanding of how these factors might be related.

“...consolidating all of the data that we receive, we would be able to see how much is the employee morale.”

Video transcripts [May]

[00:40:20] “NPS codes are based on surveys. So survey would be any sort of list of questions that you can push out to the employees and encourage them to complete it ... consolidating all of the data that we receive, we would be able to see how much is the employee morale.”

In the video session, she explains the concept of NPS (Net Promoter Score) codes and surveys, which involves sharing her understanding and knowledge of how these tools work. Her explanation does not necessarily reflect a behavioral action on her part, nor does it explicitly express emotional or affective responses. In this context, May is providing information and describing the process of using surveys and NPS codes to gather data and assess employee morale. This aligns with the Knowledge domain, as she is sharing her understanding of the concepts and methodologies involved in data collection and analysis.

“Why we use these things I mean ...what is the importance of these tabs?”

Video transcripts [Juliette]

[00:09:54] “Why we use these things I mean, what is the importance of these tabs?”

“The answer is employee satisfaction. So we use these kind of or too Is just to enhance the employee satisfaction.”

“They also help us saving time. So if I'm having a very highly paid employee in my company, along with everything, the purpose of company is to engage that person to get best productivity and for employee to get best paycheck.”

“And we are also able to understand what they are doing. For example..”

Juliette is discussing the rationale and purpose behind using certain tools and approaches in HR, highlighting the importance of employee satisfaction, timesaving, productivity, and understanding employee activities. These statements reflect her understanding and knowledge about the reasons and benefits behind using specific tools and strategies in HR practices. This indicates her perception and understanding of how analytical platforms can be utilized for HR purposes.

The transcript further showcases Juliette is a seasoned HR professional who is well-versed in people analytics and its significance in modern HR practices. They possess a strong analytical mindset and have embraced technology and data-driven approaches in their work. Juliette acknowledges the importance of staying up to date with technological advancements and continuously learning new analytical skills to remain relevant in the rapidly changing HR landscape. Throughout the conversation, Juliette's passion for data analysis and their belief in the power of analytics to make informed HR decisions are evident. They stress the need for HR professionals to develop a solid understanding of data and mathematics, regardless of their academic backgrounds, to effectively utilize analytical tools and platforms. Juliette emphasizes the value of analyzing various data sets in the HR realm, including recruitment metrics, performance data, and employee engagement figures. Besides their technical expertise, Juliette exhibits strong interpersonal skills and a people-oriented approach. They recognize the significance of empathizing with employees and understanding the human aspects behind the data. Juliette shares experiences of connecting with individuals on social and professional platforms, illustrating their genuine interest in building relationships and assisting others.

5.11.5. Theme E: Data Limitations and People Analytics Platform Limitations

This theme encompasses situations where individuals recognize their own gaps in understanding or skills, which can impact their ability to fully utilize data platforms or tools effectively. In the ABK model, data limitations and people analytics limitations would fall under the Knowledge domain. Data limitations and people analytics limitations are primarily concerned with the availability, accuracy, and quality of data used for

analysis and decision-making. These limitations can hinder the acquisition of comprehensive knowledge about individuals or groups, impacting the effectiveness of people analytics initiatives.

“...implicit knowledge is like 70 to 80% of our actual knowledge, which is very difficult to transfer...”

Video transcripts [May]

[00:28:41] “I believe the two categories and implicit knowledge is like 70 to 80% of our actual knowledge, which is very difficult to transfer to another employee if you are moving on from the organization or whatever.”

Here, May is discussing the concept of implicit knowledge and its transferability within the organization — the kind of knowledge that is not explicitly documented but is gained through experience and practice. May's statement highlights the challenge of transferring implicit knowledge to another employee when someone leaves the organization. This speaks to the difficulty of conveying certain types of knowledge that are not easily codified or documented. The emphasis on knowledge transfer and the intricacies of sharing implicit knowledge align with the Knowledge category of the ABK model, as May is reflecting on the nature of knowledge within the context of the organization.

“It doesn't seem to be enough data over here to think about that.”

Video transcripts [May]

[00:24:35] “Um. I can just check one more time if there is any aspect we haven't covered in this. Okay. Compensation performance value. It doesn't seem to be enough data over here to think about that.”

May is expressing her process of reviewing and analyzing data related to compensation performance value. She mentions checking if any aspects have been missed and identifying that there isn't enough data available for certain considerations. May's statement implies a limitation in the data available for analyzing compensation performance value. She mentions that there isn't enough data in the current context to fully consider certain aspects. This highlights a constraint or limitation in the data that she is working with, which can impact the depth and scope of her analysis.

“...getting the information for each person's compensation data will take quite a lot of time.”

Video transcripts [May]

[00:26:52] *“If I don't get access to the compensation data, then we can look at some alternatives as well ... I guess I'll keep this more generic because getting the information for each person's compensation data will take quite a lot of time.”*

In this statement, May is acknowledging a potential limitation in her knowledge or access to data. She mentions that if she doesn't have access to the specific compensation data, she would need to explore alternative approaches. This highlights her awareness of the potential limitations in accessing certain data and her consideration of how to work around those limitations. This aspect falls within the knowledge domain of the ABK model. Furthermore, in the case where May's statement indicates a consideration of alternatives and potential challenges related to accessing compensation data, can fall within the behavioral domain of the ABK model — where May is discussing potential actions she might take if she doesn't have access to the specific compensation data she needs. Her focus here is on the practical steps and decisions she might make based on the availability of data, which aligns with the behavioral aspect of the ABK model.

“So I don't know how to find it in this platform...”

Video transcripts [May]

[00:37:27] *“We can check that. So I don't know how to find it in this platform, but certain platforms do show the cost of hiring.”*

Considering the Limitations in Data Platforms and Tools theme, May is discussing her lack of knowledge about how to find certain information in a specific platform, which could be seen as a limitation in her current understanding or familiarity with that platform. This theme reflects her awareness of the limitations of her knowledge in using the data platform effectively.

“...things like that is available within bamboo.”

Video transcripts [May]

[00:41:27] "I'm not 100% sure if compensation data and things like that is available within Bamboo HR"

May expresses uncertainty about the availability of specific data within the Bamboo platform, indicating a potential gap in her knowledge about the platform's capabilities. This theme reflects situations where individuals are aware of their own limitations in understanding or utilizing certain data sources or tools.

"...each individual one will have to be done manually..."

Video transcripts [Rose]

[00:16:05] "I don't know that I can actually find the termination date or is it just go through each individual person that was terminated... So each individual one will have to be done manually and exported into an Excel spreadsheet."

Rose discusses the manual process and potential difficulties she faces in retrieving specific termination date information for individual employees. This theme highlights situations where individuals encounter challenges in handling and processing data, which may require manual efforts and specialized skills to extract and organize the required information.

"It's going to have to be manual. So have to go through each individual person and manually create unit profiles..."

Video transcripts [Rose]

[00:19:01] "I need to go through each individual profile to determine their unit ... I wonder if there's a way to determine that. It's going to have to be manual. So have to go through each individual person and manually create unit profiles based on their training and experience."

Rose expresses the need to manually review each individual employee's profile to determine their unit, and she mentions the manual effort required to create unit profiles based on training and experience. This situation highlights the challenges and

complexities involved in processing and organizing data to extract meaningful insights, particularly when it requires detailed manual work.

“...despite how much well aware we are with the software we have the question different...”

Video transcripts [Juliette]

[00:44:21] “Why? What is this showing for? ... So this happens with often that you know, despite how much well aware we are with the software we have the question different question every time.”

Juliette is expressing her behavioral response to encountering unexpected or varying results from the software. Juliette is discussing the challenges and uncertainties that arise when interpreting data and using analytics platforms, indicating potential limitations and the need to understand the context behind the results. Her questioning and curiosity about the purpose and meaning of the data can be considered a behavioral engagement with the analytical process. This theme reflects the knowledge and awareness of the constraints and potential drawbacks in utilizing data and analytics tools.

“So this is a little bit tricky in this situation...Stuck here.”

Video transcripts [Juliette]

[00:46:40] “Now I want a report where I want to see that how many people have left and in what age bracket they were? Right. So this is a little bit tricky in this situation. I'll call bamboo and ask them, how can I have that customized report? Um. Stuck here.”

Juliette is discussing the difficulty she's facing in trying to generate a customized report that includes specific information about employees who have left and their age brackets. This highlights a challenge in using the analytics platform to generate the desired insights, demonstrating the need for customization, and potentially revealing limitations in the platform's capabilities. This section pertains to the understanding of

how to effectively use and tailor analytical tools for specific reporting needs which falls under the Knowledge domain of the ABK model.

Video transcripts [Interviewer]

[00:53:09] "Which brings me to another. Interesting question that popped up in terms of my research and writing. So in your opinion, what role does subjectivity play in data analytics by the professionals?"

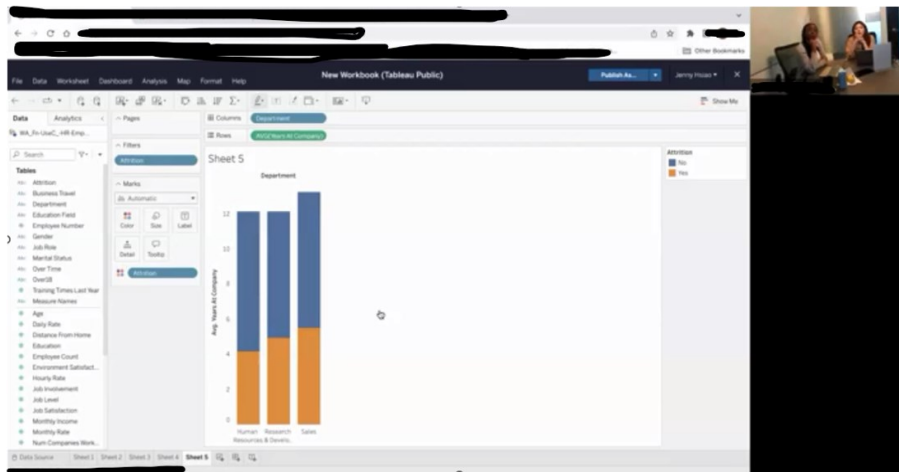
Video transcripts [Jenny]

[00:53:25] "What do you mean by subjectivity?"

Video transcripts [Interviewer]

[00:53:27] "Like my feeling. I think I use this basically based on what we believe or what we feel is required is important. Like you use blue different shades of blue. You prefer certain things to be one or the other. And when you make decisions, do you? Is there any form of decision that is based on your own personal preferences? Like what? To sort? If we're talking about seniority, yes, you could put the experience. You Could put the department. The subjectivity play any role?"

Here, the Knowledge Domain is evident with Jenny's discussion of her awareness of the limitations imposed by a restricted dataset, highlighting her understanding of the challenges associated with not being able to dig deeper into data analysis to identify root causes. In the same transcript, a Behavioral Domain is evident where Jenny describes her approach to handling limited data by making estimates and educated guesses based on her analysis. This reflects her behavior and decision-making process in such situations. Lastly, an Affective Domain is evident where Jenny expresses frustration or limitation in her own projects due to the restricted nature of the dataset, which can affect her emotions and perceptions of the situation.



“Um, but not too much color should be used. So usually it will just be like shades of blue.”

Figure 5-5. Jenny-emphasizing the embodied aspect of PAP use when explaining data through hand gestures

Video transcripts [Jenny]

[00:40:22] “Um, I think the color is something that's important that people usually don't realize. And like I said, like when you have something like in bold and like with the background and like everything else doesn't have a background and like, you're automatically drawn to that point. Um, but not too much color should be used. So usually it will just be like shades of blue. That's what I usually stick to. Just different shades of blue. Okay. Okay.”

Jenny's explanation of how specific design elements like color impact visual perception and draw attention corresponds to the knowledge domain. She displays her understanding of the principles of visual design and how they influence the interpretation of data visualizations. Likewise, Jenny's discussion of color and its impact on visual perception reflects her emotional response to design choices which indicates Affective Domain. She emphasizes the importance of color in drawing attention and creating a visual hierarchy, indicating her awareness of the emotional and aesthetic aspects of data visualization. While Behavioral Domain is evident in Jenny's description of using specific shades of blue and avoiding excessive use of color demonstrates her behavioral approach to design decisions. She discusses her practices of selecting and applying colors based on certain principles, suggesting a deliberate behavioral strategy in her data visualization work.

In this transcript, Jenny discusses the importance of color in design, particularly in highlighting certain points. She mentions that bold colors with backgrounds draw attention, and she prefers using different shades of blue. This relates to the idea discussed by Dul et al (2011) about the effects of colors and design on cognitive performance and productivity. Jenny's preference for specific shades of color aligns with the consideration of how different colors can influence perception and attention, which is a component of the physical environment's impact on knowledge work. This connection highlights how individuals, like Jenny, intuitively recognize and utilize aspects of the physical environment, such as color choices, to enhance their work and communication. It demonstrates the practical application of research findings about the effects of the physical environment on cognitive processes and decision-making.

5.11.6. Theme F: Challenges in Data Handling and Processing

“...so each of the manually means I have to click on each person all 237 of them...”

Video transcripts [Rose]

[00:24:04] “So yeah, so each of the manually means I have to click on each person all 237 of them and take all the information out of each of their actual profile and create a work profile.”

Rose describes the manual process she needs to undertake, involving clicking on each individual profile and extracting information to create a work profile. This emphasizes the labor-intensive nature of the data handling process and underscores the challenges associated with extracting and organizing data for analysis and decision-making.

“... then we can monopolize on where their background is the best...”

Video transcripts [Rose]

[00:23:50] “So what I would do is I'd get my recruiters as they're hiring people to create that working profile ... then we can monopolize on where their background is the best and be able to get them working.”

Rose discusses the strategy of creating a working profile for new hires based on their background and skills. This approach aims to optimize the utilization of employees' strengths and expertise in specific areas, contributing to more effective and targeted workforce management. It reflects a knowledge-oriented perspective on leveraging data for informed hiring decisions and strategic workforce planning.

5.11.7. Theme G: Uncovering Analytical Complexity: Ambiguity in Data Interpretation

“...it's not possible to code all of the knowledge that we have, like there is implicit knowledge and there is, you know, explicit knowledge.”

Video Transcripts [May]

[00:28:21] “So higher level of seniority for employee, whether that's, you know, professional work experience or seniority within their current organization. That means they have higher amount of knowledge and sometimes knowledge is not it's not possible to code all of the knowledge that we have, like there is implicit knowledge and there is, you know, explicit knowledge.”

While May made a distinction between explicit and implicit knowledge, she expressed difficulty around implicit knowledge which is more difficult to capture because it is often based on experience, intuition, and tacit understanding. This limitation in information capture means that analytics platforms may not fully capture the depth and complexity of knowledge and suggests that relying solely on explicit knowledge in analytics may overlook valuable insights and understanding that come from years of experience and expertise.

“I'm not totally sure if it means seniority within the organization or just general work experience...”

Video transcripts [May]

[00:28:08] “I'm not totally sure if it means seniority within the organization or just general work experience ... so I'll just take both in any case.”

May's consideration and decision-making process in terms of the knowledge she possesses or needs to acquire to understand and interpret the data correctly. It highlights her understanding of the concept of seniority within the organization and general work experience, and her decision to include both factors for analysis showcases her knowledge-based approach to data interpretation. This theme relates to May's realization of potential limitations or challenges in capturing specific information (in this case, differentiating between seniority and general work experience) within the analytics Platform. It reflects her understanding of the complexity involved in data capture and interpretation, highlighting her knowledge-based exploration of potential limitations in the platform's capabilities.

“...from my experience where I heard the word seniority, I would think of how long the people stayed in the company.”

Video transcripts [Jenny]

[00:54:07] "I think it definitely does. So like my experience where I heard the word seniority, I would think of like how long the people stayed in the company. And I think that's also one thing is to if you're doing, say, like data analytics for your company" you have to know what they want."

Jenny is discussing her understanding of the term "seniority" and how it relates to the concept of employees' length of stay in a company. Her statement reflects her interpretation and knowledge of the term based on her experience. She also mentions the importance of understanding what the company wants when conducting data analytics, which further indicates a knowledge-oriented perspective in terms of interpreting and applying data insights. Furthermore, her recognition of the ambiguity and complexity in interpreting data related to training and its impact on employee retention highlights the challenges and nuanced aspects of data analysis and interpretation, which align with the theme of uncovering analytical complexity and ambiguity in data interpretation.

5.11.8. Theme H: Data Factor Selection and Multi-Faceted Impact Analysis

"We can look at another factor as well. So for example, age."

Video transcripts [May]

[00:17:20] "We looked at the length of service for one factor."

"We can look at another factor as well. So for example, age."

"We can also go with termination type. So yeah, resignation, voluntary termination and involuntary."

"We can also look at length of service as one factor."

"I can just check one more time if there is any aspect we haven't covered in this."

Okay. Compensation performance value."

May is discussing various factors that she is considering for data analysis, such as length of service, age, termination type, and compensation performance value. This reflects her knowledge of different variables that could potentially impact the analysis and her process of identifying and selecting relevant factors for their analysis.

"Another factor we have to look at is the location."

Video transcripts [May]:

[00:26:38] "Like information regarding compensation for each type of position."

"I'm not totally sure if it means seniority within the organization or just general work experience ... so I'll just take both in any case."

"Another factor we have to look at is the location."

"Cost of hiring is one aspect of it, but also costs can be associated with that lost productivity."

May is discussing various factors that need to be considered during data analysis, including compensation for different positions, seniority or work experience, location, cost of hiring, productivity loss, and morale. This reflects their understanding of

the complex and multifaceted nature of factors that contribute to the overall analysis, demonstrating their knowledge of considering a wide range of variables for a comprehensive understanding.

“But when, when a human mind looks at it, we usually think about variety of things.”

Video transcripts [Juliette]

[00:34:11] “So there are variety of aspects to look at it ... So definitely now, when there is a lot of data driven conclusions, uh, we have different, uh, set conclusions of it. But when, when a human mind looks at it, we usually think about variety of things.”

This transcript snippet can be related to the Integration of Human Judgment and Data-Driven Conclusions theme within the Knowledge Domain. Juliette is discussing how human minds consider a variety of aspects when analyzing data, suggesting that alongside data-driven conclusions, human judgment and perspective play a role in interpreting and understanding the information. She is discussing the variety of aspects that need to be considered when analyzing data, indicating the process of selecting relevant data factors and conducting a comprehensive analysis of their multi-faceted impacts.

5.11.9. Theme I: Embodied Multimodality

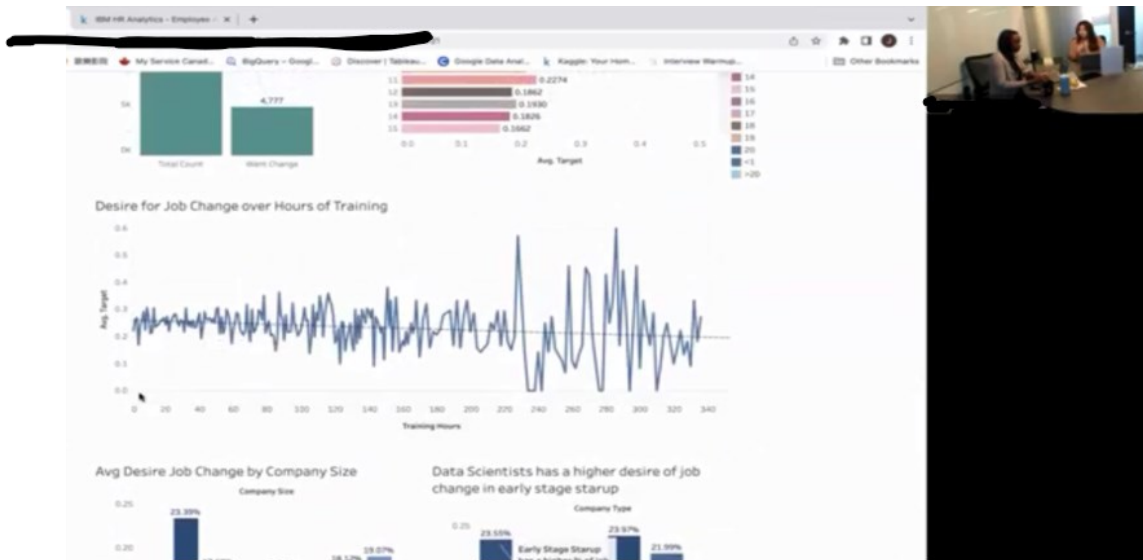


Figure 5-6. Juliette's Analysis of BambooHR Platform During the Think-Aloud Scenario Exercise – Set 1

In the realm of HR analytics, the process of understanding and conveying insights from data transcends traditional modes of analysis. HR professionals engaging with People Analytical Platforms (PAPs) often employ embodied multimodalities to make sense of complex datasets. An intriguing aspect of this practice lies in the use of gestures, particularly hand movements, as a tangible means of conveying information and insights. Through gestural expressions, HR professionals go beyond mere visual and cognitive engagement with data; they immerse themselves physically in the analytics process. Such embodied approach not only enhances her understanding but also serves as a bridge between the abstract data and her own corporeal experiences, fostering a deeper connection between analysts and the insights she was unearthing when explaining the data. Just as the Distributed Language view challenges conventional notions of language by emphasizing its embodiment, multimodality, and integration across various space-time scales, the Affective Aspect of HR Analytics research similarly challenges traditional HR practices by highlighting the significance of emotions and affective states in shaping decision-making processes in HR. In this context, my study explores the emotional responses of HR professionals while navigating the People Analytics Platform. By closely examining the emotional cues and behavioral responses exhibited during their interactions with PAP, I was able to shed

light on how emotions influence HR practitioners' decisions and actions in a technologically mediated environment. Just as the Distributed Language view invites us to rethink language as a distributed, embodied phenomenon, my research invites HR professionals, and scholars to reconsider HR practices as influenced by distributed emotions and affective dynamics. These insights have the potential to reshape HR analytics, offering a more holistic understanding of how emotions are integrated into the decision-making fabric of HR professionals in the contemporary workplace.

5.12. Interpreting Theme, A, B, C, D, E, F, G, H, and I through the lens of the theories and literature guiding the data analysis

The integration of theoretical perspectives within Knowledge Domain Themes A through I reveals intricate connections between power, knowledge acquisition, and communication strategies. Bourdieu's theory serves as a critical lens for interpreting power dynamics and knowledge acquisition within the HR domain throughout these Themes. Juliette's emphasis on upskilling, as evidenced in her discourse, can be viewed as an endeavor to accumulate symbolic capital. The possession of analytical skills becomes a form of symbolic power, conferring authority and distinction in the HR field. Juliette's distinction between "data people" and "functional people" is further scrutinized through the lens of habitus. Professionals with academic knowledge may exhibit a different habitus compared to those with experiential learning, influencing their approach to data interpretation. Similarly, Mapp's acknowledgment of the lack of training reveals a structural constraint within the HR field, illustrating how institutional arrangements impact the acquisition of analytical knowledge.

The perspective of Communities of Practice (CoP) is evident in Rane's engagement with LinkedIn Learning and Workday's community, showcasing a collective learning process where professionals share experiences and knowledge. However, a critical examination exposes potential exclusivity within these communities. Mapp's observation that not all employees receive proper training implies restricted access to these communities, contributing to the creation of an in-group and out-group. This reinforces power dynamics within the HR community. Analyzing the transcripts through the lens of Multimodal Social Semiotic Theory highlights the power of communication modalities. Juliette's use of phrases like "deep dive" and "analyze" not only conveys information but also contributes

to the construction of a specific professional discourse. The emphasis on visual elements, such as dashboards and charts, aligns with the theory. However, a critical perspective reveals potential challenges. Mapp's reference to limitations in accessing certain data underscores how policies and structures impact the effective use of visual communication, shedding light on the semiotic power dynamics in data accessibility.

5.13. Multimodal Analysis of Affect and Behavior in Discourse

For the analysis of each frame in terms of their Affective (emotions, Feelings, etc.) and Behavioral modes, various analytical frameworks, including Kress and van Leeuwen's (2006) visual grammar are recruited. Depending on what affordances are inherent in which modes, different frameworks were referenced. If a close-up shot is used in a single frame, Kress, and van Leeuwen's method of visual analysis was used; and if speech or posture was identified as an embodying affect. The choice of the framing for this study was intricately linked to how participants positioned their cameras during the research process. This deliberate selection was made to ensure that I could comprehensively explore and analyze the MCDA of the data. It is important to note that the analysis primarily focused on the think-aloud videos. This decision was driven by the unique opportunity these videos presented to me, allowing me to not only review the content of participants' videos but also gain insights into their navigation of the platform (PAP).

The approach to analysis was eclectic yet purposeful, involving a multifaceted framework that enabled me to examine the intricate interplay among various modalities that convey and express affect. These modalities encompassed a wide range, including facial expressions and body postures/gestures, speech patterns, camera angles, distances, and movements, as well as the skillful use of light and color, background music, and even the specific physical location and its surroundings where the action sequences unfolded. Through this multi-perspective analysis, the primary objective was to produce a rich textured and nuanced understanding of the nature and persuasive power of affect within the context of this study.


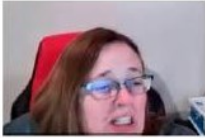
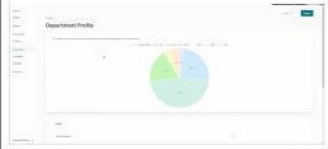
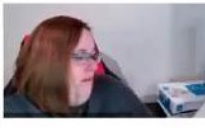
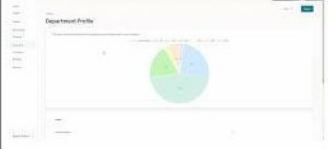


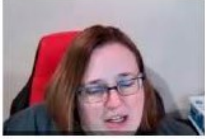
Frame Number	People Analytics Platforms Screen		Frame
1			[00:03:55] - hand on chin
2			[00:05:03] - grabs notebook
3			[00:05:25] - hand on chin
4			[00:07:07] - Again, Rose clicks per pen as she engages in data analysis.

Figure 5-7. Juliette's Analysis of BambooHR Platform During the Think-Aloud Scenario Exercise – Set 1


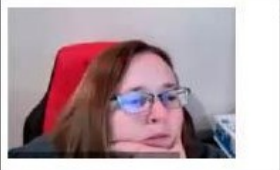

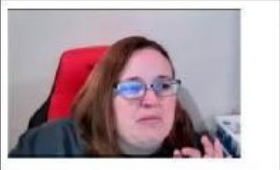

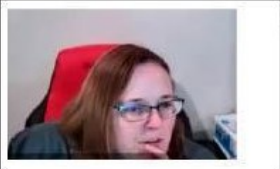

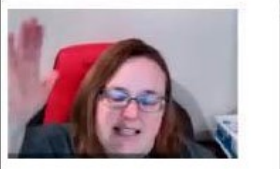
5			[00:09:06] - hand on chin
6			[00:10:18] - [00:10:43] - using hands
7			[00:10:48] - hand on chin
8			[00:11:45] - using hands

Figure 5-8. Juliette's Analysis of BambooHR Platform During the Think-Aloud Scenario Exercise - Set 2


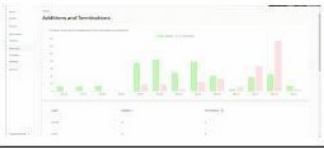
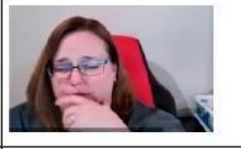

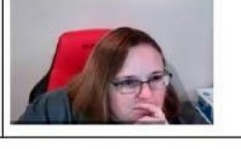
9			[00:12:36] - using hands
10			[00:13:25] - hand on chin
11			[00:13:45] - hands on mouth
12			[00:15:16] - hand on chin

Figure 5-9. Juliette's Analysis of BambooHR Platform During the Think-Aloud Scenario Exercise - Set 3


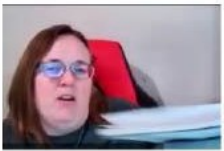

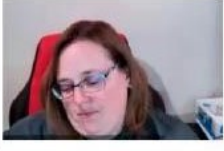

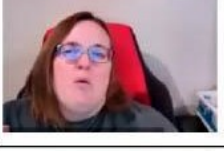

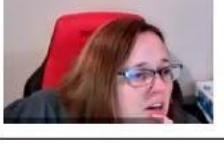
13			[00:16:30] - grabs notepad
14			[00:16:54] - writes on notepad
15			[00:17:50] - lean back in chair
16			[00:19:08] - hand on chin

Figure 5-10. Juliette's Analysis of BambooHR Platform During the Think-Aloud Scenario Exercise - Set 4


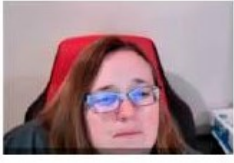






17			[00:20:13] - Nodding while completing
18			[00:20:27] - Hand on face and Pause as Rose navigates her screen.
19			[00:21:41] - Hand gestures while reviewing general reports
20			[00:22:12] - Subtle Head Shake. Rose's discussion of generating general reports and the necessity of completing employee profiles, it's noteworthy that she makes a subtle, almost imperceptible head shake.

Figure 5-11. Rose's Analysis of BambooHR Platform During the Think-Aloud Scenario Exercise - Set 5

The subtle head shake in Frame 20 can be interpreted as a non-verbal expression of reservation or perhaps a momentary disagreement or uncertainty about the process she is describing. While it may not be immediately noticeable, it provides insight into Rose's thoughts and attitudes regarding the task at hand. This subtle non-verbal cue underscores the importance of considering not only verbal language but also the nuanced physical expressions within communication during the analysis.

In Frame 18, of hand on face a pause while navigating the platform, suggests a moment of contemplation or thoughtfulness in her discourse. Which could indicate that she is reflecting on the complexities of the situation, or she might be engaging in a form of internal thinking within her discourse. This observation underscores the complexity of human communication and cognition. Even in situations where participants are encouraged to maintain continuous verbalization as required for think-aloud protocol, moments of non-verbal reflection or contemplation can still emerge. Additionally, there is a noticeable pause in her speech as she navigates her screen. Pauses, like the one in her speech, often signify cognitive processing, which aligns with the need to carefully consider the data and task at hand. These pauses can convey the complexity of the topic and the depth of thought required to address it effectively.


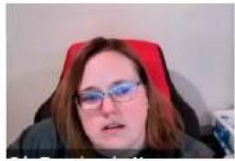



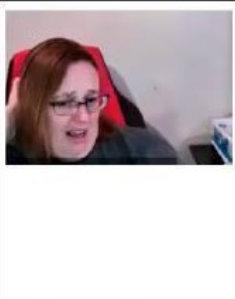


21			[00:22:28] - Long Pauses and Spinning pen, as Rose reviews missing employee data.
22			[00:23:20] - Hand gestures and Laughter, as she discusses the laborious process of manually extracting information from profiles.
23			[00:25:19] - Scratches head Within this video clip, Rose's discourse is punctuated by a notable non-verbal cue—she momentarily scratches her head while discussing the age groupings and potential incentives for nurses. This head-scratching gesture can be interpreted as a manifestation of cognitive processing, suggesting a moment of introspection and contemplation in response to the complexity of the data she's addressing.
24			[00:25:46] - Hand on face: Rose's hand movements are noteworthy. She begins by moving her hands from her neck region to the back of her head and then to her face with a pondering expression.

Figure 5-12. Rose's Analysis of BambooHR Platform During the Think-Aloud Scenario Exercise - Set 6

In Frame 24 of Figure 13 featuring Rose, a key aspect of her discourse is her use of non-verbal communication, particularly her hand gestures and a moment of stuttering. As she discusses the age groupings and potential incentives for nurses, Rose's hand movements are noteworthy: She begins by moving her hands from her neck region to the back of her head and then to her face with a pondering expression, suggesting a deeper level of engagement with the topic. Additionally, her moment of stuttering during her speech indicates a brief interruption in her thought process, highlighting the complexity of the data's implications. Rose's choice to emphasize the surprise she experienced when examining the age groupings adds another layer to the analysis. Her vocal emphasis on "surprised me a bit" underscores her reaction to the data, drawing attention to her emotional response to the findings and indicating the potential significance of this data point within the discourse.

In Frame 22, Figure 5.12, Rose’s discourse is marked by a combination of verbal and non-verbal elements. As she discusses the laborious process of manually extracting information from profiles, she employs a hand gesture. Specifically, she used hand movements to mimic the process of clicking and extracting information. This non-verbal cue serves to visually represent the action she’s describing, adding a visual layer to her verbal explanation. Additionally, Rose's laughter at the end of the statement can be interpreted as a form of emotional expression. Her laughter may signify a sense of irony /amusement at the daunting task she's describing. This emotional overlay contributes to the overall tone of her discourse and can provide insights into her perspective on the process.

In Frame 21, discourse is marked by extended pauses that are not visible in the image or text. These long pauses, which are not apparent in the visual or written representation, are indicative of significant cognitive processing and contemplation. As she discusses the need to generate a report and complete employee profiles, the pauses suggest that she is carefully considering the implications and steps required for this task. These unspoken moments of reflection and thought contribute to the overall understanding of Rose's engagement with the topic. The pauses reveal the complexity of the task and the depth of consideration it requires.





Frame Number	People Analytics Platforms Screen	Frame of Participant	Frame Time Lapse and descriptions
1			00:01:41: Hand Gestures and Body movement while explaining years of experience correlation with job change patterns. Color Coding: The use of colors in visual elements of graphs is used to highlight different data series / categories, making it easier for viewers to distinguish between them and understand the relationships within the data.
2			[00:00:30] - Jenny's hand gestures complemented her verbal explanation.

Figure 5-13. Jenny's Low-Toned Commentary and Data Completeness Concerns in Turnover Intention Understanding

In Figure 5.13 of Frame 1, Jenny, an HR professional, uses various modes of communication, including verbal language, visual elements, and non-verbal cues, to convey her findings and insights on the correlation between the number of years of employment and the desire for job change. Despite the interviewer's attention being primarily directed at the screen displaying the data, Jenny's enthusiasm and expertise were evident through her animated body language and expressive hand gestures. As she discussed the correlations between years of experience and job change desires, she gestured to emphasize key points, adding a dynamic visual component to her verbal explanation. As shown in the image, Jenny elected to employ color coding in her graphs to distinguish between different categories of employees based on their years of service. This use of colors serves as a visual semiotic, conveying information beyond verbal language; helping viewers discern trends and patterns within the data (as she made emphasis to these differences in her narrative), contributing to the construction of meaning. Additionally, in Frame 1, Jenny's data analysis unfolded as a multimodal discourse, incorporating visual elements and verbal communication. Her charts and graphs visually conveyed the correlation between years of experience and the desire for job change. Notably, her data showed that employees with less than a year of experience exhibited a heightened desire for job change in contrast to those with over 20 years of tenure, potentially signifying a nuanced power dynamic within the organization. This visual representation challenges prevailing HR ideologies that prioritize long-term employee retention. Beyond the visuals, it prompts a deeper exploration of the cultural context, as it suggests the need for HR practices that recognize and cater to the higher desire for change among newer employees, thus fostering a more dynamic and inclusive workplace culture.

In Frame 2, Jenny's discourse also unfolded as a multimodal presentation, incorporating not only verbal language but also hand gestures to convey her points. As she introduced her two dashboards, her hand gestures complemented her verbal explanation, helping to visually guide the interviewer's attention to the visual aids on the screen. Her use of gestures created a dynamic and engaging experience, emphasizing the significance of her personal projects and their relevance to the discussion on data scientist turnover intention with the movement of her cursor. Furthermore, the absence of specific participant salary data, as conveyed by Jenny's statement, 'Jen: I don't have

anything like specific participants that did this survey and don't have like their salary,' and emphasized by her subdued tone while gesturing towards her dashboards. This vocal emphasis, marked by a lower pitch, underscores the potential limitation in the data and, by extension, in the analysis. The absence of this crucial information serves as a subtle reminder of the importance of considering not only what is presented but also what is missing in the discourse.

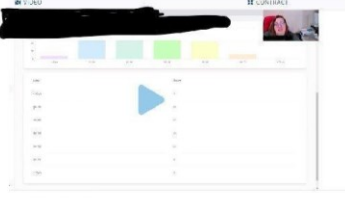

		
26		[00:26:13] - Tongue Sticking Out: Rose sticks out her tongue as she pauses to explore a section of the PAP for report customization.

Figure 5-14. Rose’s Additional Analyzed Video – Set 1



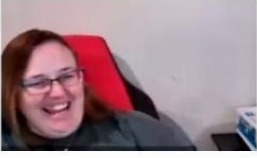
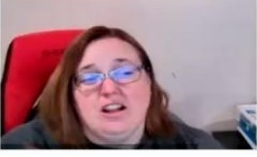
22		[00:23:15] - Laugh
23		[00:24:23] - [00:24:46] Facial expression
24		[00:24:51] - laugh
25		[00:25:28] - Raised Eyebrows and Body Shift

Figure 5-15. Rose's Additional Analyzed Video - Set 2

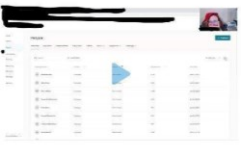

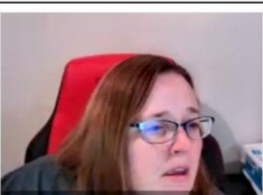
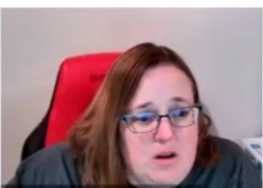
		
19		[00:18:18] - Facial expression
20		[00:19:32] - Confused face
21		[00:20:50] - Raised eyebrow

Figure 5-16. Rose's Additional Analyzed Video - Set 3

9		[00:10:14] - raised eyebrows
10		[00:12:15] - squinting
11		[00:13:05] - facial expression
12		<p>[00:13:22] - Side-Slided Head with Squinted Eyes and Facial Expression.</p> <p>Rose's non-verbal cues include a side-slide head, squinted eyes, and a particular facial expression as she discusses the fluctuations in hiring during different periods of the year and the potential impact on termination rates, which may convey a sense of scrutiny, skepticism, or seriousness as she reflects on the hiring changes and their consequences. The squinted eyes and facial expression can suggest a</p>

Figure 5-17. Rose's Additional Analyzed Video – Set 4





		critical evaluation of the data and its implications. These non-verbal cues add an affective dimension to her discourse, highlighting the importance of considering the hiring patterns in relation to termination rates; revealing the nuanced emotions and thought processes underlying her communication
13		[00:13:34] - facial expression
14		[00:14:36] - facial expression
16		[00:16:00] - Thinking face with Hand Over Face/Mouth Region. Rose places her hand over her face/mouth region as she discusses the process of finding termination dates for individuals. By covering her face/mouth region, she adds an element of affective expression to her discourse, revealing her engagement with the data analysis process and the challenges it may pose, providing insights into the cognitive and emotional aspects of her communication.

Figure 5-18. Rose's Additional Analyzed Video - Set 5

In Figures 15 – 19, it is evident that Rose displayed a remarkable degree of expressiveness during her participation in the study. Her non-verbal cues, including facial expressions, body language, and gestures, were particularly pronounced, providing valuable insights into her cognitive and emotional engagement with the discourse. Furthermore, the video capture of Rose's participation exhibited excellent quality, contributing to the ease and clarity of analysis in this study.

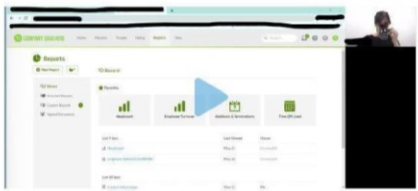
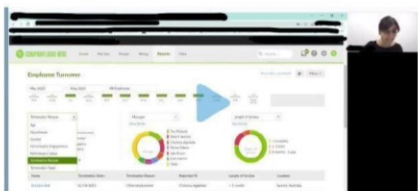
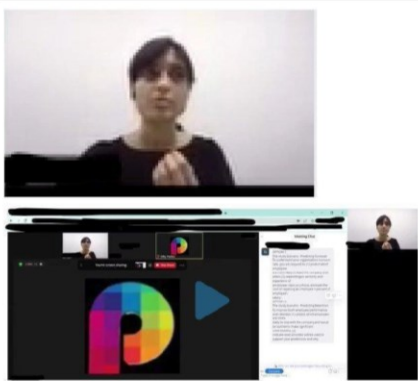
Frame Number	Video Image and People Analytics Platform Screen	Frame Description
1		[00:04:17] - Sip of Coffee The act of sipping coffee adds a behavioral dimension to her discourse, highlighting the importance of this aspect of data analysis.
2		May's hand gestures at the timestamp [00:17:18] as she discusses department-wise terminations. May's non-verbal cues include nodding her head and leaning forward while making her statement about departmental termination. Additional Head Nodding and Moving closer to the screen in timestamp at [00:13:36].
3		[00:09:55] - Hand Gesture and Thinking Face During the discussion of turnover in the first year or first three years, May's non-verbal cues include a hand gesture and a thinking face. Where the hand gesture may involve her making a specific motion or gesture with her hand to emphasize a point or concept in the discourse. The thinking face typically involves facial expressions that convey contemplation, such as furrowing of the brows or touching the chin or cheek.

Figure 5-19. Analyzing May's Non-Verbal Communication: Gestures, Cues, and Expressions

Note: The content displayed in Image P is solely representative of the interviewer and does not contain any information or identifiers related to the participants in the study.

In Figure 5-19, Frame 1 of May's analysis of the PAP, there is a notable non-verbal cue where she takes a sip of her coffee as she discusses the data points related to survey responses. This non-verbal action may signify a moment of reflection, emphasis, or relaxation within her discourse. It could suggest that she is taking a brief pause to gather her thoughts before delving into the analysis. In Image 2, May's hand gestures and body movements (leaning forward towards the screen) may emphasize her engagement with the topic and her intention to convey the significance of the data. The head nodding can indicate agreement or acknowledgment of the data, while leaning forward may suggest a heightened focus and involvement in the discussion. These non-verbal cues add an affective and behavioral dimension to her discourse, illustrating the

importance of considering both verbal and non-verbal elements. For the last Frame 3, the non-verbal cues could suggest that May is visually conveying the process of thinking or analyzing the turnover data discussed by May. The hand gesture and thinking face may indicate that she is reflecting on the information and considering its implications. These non-verbal cues add an affective and behavioral dimension to her discourse, underscoring her cognitive engagement with the topic.

5.14. Analysis of HR Professionals' Use of PAP Based on Kress and van Leeuwen's Visual Grammar Methodology

Kress and van Leeuwen (2006), in a chapter of *semiotic landscape: language and visual communication* refused Barthes' argument that "the meaning of images (and of other semiotic codes) is always related to, and in a sense, depended on verbal text" (Barthes, 1967, cited in Kress & van Leeuwen, 2006, p.17), to argue that images, including non-verbal cues like gestures and expressions, have their own inherent structure and convey meaning independently. In the analysis of the "frames/Figures" following, the images are positioned as "related to" rather than solely "dependent on" verbal text, thereby aligning with the perspective of Kress and van Leeuwen (2006). In the context of this study, while the non-verbal elements like gestures and laughter are closely related to and influenced by verbal text, they also carry meaning independently and interact with the verbal text to create a more comprehensive understanding. This nuanced perspective aligns with the idea that images and semiotic codes have a relationship with verbal text but can also convey meaning autonomously. For instance, in Figure 7, Jenny's use of a hand gesture while discussing dashboards and turnover intention visually supplements her verbal explanation, contributing to the structured meaning conveyed in her discourse. In Figure 19 (Frame 14 and 16), Rose's non-verbal actions, including placing her hand on her face and moving her hands while stuttering, reflect structured communicative elements that add depth to her verbal expression. Furthermore, in Figure 13, Frame 23, Rose's act of scratching her head emerges as a non-verbal element that interacts with her verbal statement, emphasizing her contemplation of the data. Rose's hand gesture and laughter during Rose's statement contribute to the structured emotional layer of her discourse. These instances

show that non-verbal cues, such as gestures, facial expressions, and laughter, carry structured meaning independently (within the images themselves), making them capable of conveying meaning without necessarily relying on verbal text to interpret or explain them.

For instance, as participants navigate the visual elements within the PAP platform, such as charts, graphs, and data representations, the meanings attributed to these “visual objects evolve in real-time’. This dynamic quality is akin to Kress and van Leeuwen’s discussions on the evolving significance of objects, like toys or mugs, depending on how they are used. In the context of this study, a viewer’s angle, perspective, distance, and other variables contribute to the shifting interpretations of these three-dimensional (video captured images) visual elements. Just as the meaning of everyday objects can change depending on how they are used or interacted with, the interpretation of these visual elements in the PAP platform is subject to change based on how participants engage with them. This dynamic quality highlights the impact of variables such as the viewer’s angle, perspective, distance (viewer’s physical closeness or distance from the screen and content plays a role in their interpretation of the visual elements), and other factors, including the affective and behavioral domains within the ABK model. These domains further contribute to the shifting perceptions and understanding of these visual elements during real-time interaction.

Table 5.1. Analysis of HR professionals’ use of PAP based on Kress and van Leeuwen’s visual grammar Methodology.

Visual Grammar Element	Description of Element	Analysis of HR Professionals’ Use in PAP
Framing	Describe how visual elements are Framed within PAP, including boundaries and focal points.	The framing of visual elements, such as the PAP frame participants are navigating, contributes to the overall message and mood of the image or video. For framing, participants’ choices are influenced by PAP features, including colors, graphical representation, metrics, and data access. How they navigate the frames is further influenced by my follow-up questions and their areas of interest. For example, I observed Rose’s focus on establishing data sources and explaining how her experience influences data analysis and metrics. Camera Angles & Perspectives

		<p>The specific camera angles and perspectives used are influenced by the Zoom software, placing participants in the top right-hand angle of the frames with the PAP platform centered in the screen. This constraint limits the exploration of participants' frames in-depth.</p> <p>Light and Shadow</p> <p>The use of light and shadow within the frame is influenced by the participants' physical location, the device configurations, and surroundings during the sessions. This interplay of light and shadow adds depth and contrast to the visual elements, impacting the overall visual tone. For instance, I am aware that participants situated in well-lit environments may convey a more positive and engaging mood.</p>
Composition	Analyze the arrangement and organization of visual elements.	<p>The choice of graphical representation within the PAP platform, such as charts, graphs, and visuals, plays a crucial role in conveying information. Different graphical elements are used to represent data, and participants' selections reflect their preferences and understanding of data communication. The choice of graphical elements influences the clarity and effectiveness of data presentation.</p>
Color	Analyze the use of color choices and their meaning.	<p>Colors are an essential visual element affecting the overall appeal and mood of the frames. With the PAP used for think-aloud sessions, participants have the flexibility to choose color schemes, and this choice may be influenced by personal preferences or the desire to convey specific emotions. Analyzing the use of colors within the frames provides insights into participants' emotional engagement and message delivery as the case of with analysis of metrics.</p>
Gaze and Gaze Direction	Explore the role of gaze cues and direction within visual elements.	<p>HR professionals exhibit subtle use of gaze cues to direct attention to important information. While Rose and Jenny employ more obvious gaze cues such as cursor movements and hand gestures, other participants opt for a subtler approach. For these participants, eye-catching icons/ animated elements subtly guide the interviewer (viewers) to focus on key insights.</p>

Note: Adaptation of Kress and van Leeuwen's (2006) visual grammar tool for dissecting the visual aspects of PAPs and understanding how HR professionals utilize visual elements to convey emotions, behaviors, and information to viewers.

The influence of neoliberalism practices has led to the promotion of a results-oriented approach within HR practices, where data-driven decision-making is hailed as paramount for organizational success. This shift towards quantification and efficiency, as highlighted by my conversation with Jen, a professional utilizing analytics tools, is

representative of the neoliberal lens that fills HR decision-making processes. The pursuit of measurable outcomes and performance metrics aligns seamlessly with neoliberal ideals, emphasizing the significance of data-driven strategies.

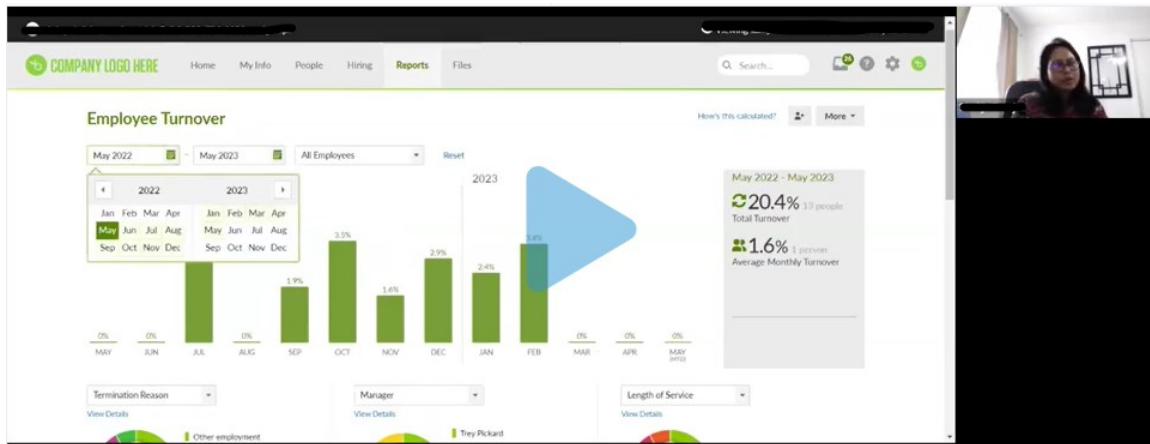


Figure 5-20. Dashboard System Explanation by Juliette

Note: In this figure, Juliette provides a detailed explanation of how the dashboard system aids in understanding employee turnover percentages and their correlation with seasonal patterns, industry trends, and funding cycles. The image primarily illustrates the versatile features of the dashboard for data analysis.

Guided by Kress and van Leeuwen's visual grammar, it becomes evident that participant's discourse while analyzing PAP, is inherently multimodal with the presence of visual elements such as color variations, diagrams, pie charts, graphs, and text significantly contributes to their overall message. These visual cues align with her verbal discourse, reinforcing the nuanced evaluations and emotions she conveys. Taking another example shown in Figure 23, the use of different colors representing various percentages and areas illustrates how visual elements interact with Juliette's discussion, offering a more comprehensive perspective. The integration of visual and verbal modes showcases the intricacies of HR professionals' communication within the platform. Kress and van Leeuwen's visual grammar serves as a valuable framework for dissecting the formal aspects of visual communication within the context of HR analytics, offering essential insights into composition, color, and layout of PAP. In the context of HR analytics data, one constraint lies in the unspoken or non-verbalized aspects of the HR professionals' responses. While HR professionals are prompted to convey data through

visuals, they may not always verbalize the complete information embedded in the visuals.

Kress and van Leeuwen's methodology, while providing valuable insights into the formal design aspects, may not fully capture the multifaceted, nuanced layers of meaning specific to HR data, especially when some of this meaning remains non-verbalized (aspects of information that are not spoken or displayed in the visuals). This limitation implies the need to complement the formal analysis with broader semiotic approaches that account for the socio-cultural and contextual intricacies inherent in HR analytics visuals. A further limitation of Virtual Grammar in the context of my research will be the depth of analysis when it comes to the intricate and context-dependent dimensions of visual communication within the dataset. The dataset includes visuals that convey complex HR-related information, such as predictions and turnover trends. These visuals often involve subtle socio-cultural cues (organizational culture, leadership, expertise of HR professionals) and contextual factors that significantly impact their interpretation and effectiveness.

5.15. Neoliberalism's Emphasis on Data-Driven Decision-Making

The influence of neoliberalism practices has led to the promotion of a results-oriented approach within HR practices, where data-driven decision-making is hailed as paramount for organizational success. This shift towards quantification and efficiency, as highlighted by my conversation with Jen, a professional utilizing analytics tools, is representative of the neoliberal lens that fills HR decision-making processes. The pursuit of measurable outcomes and performance metrics aligns seamlessly with neoliberal ideals, emphasizing the significance of data-driven strategies.

One of the prominent implications of neoliberalism within HR is the continual obligation placed on professionals to prove their value to organizations. This imperative echoes throughout HR departments, pushing them towards demonstrating their contributions through tangible outcomes. My conversation with Jenny elucidated how this manifested in practical terms. Her access to data within her organization's Tableau dashboards and her strategic use of these analytics tools serve as a real-world

illustration of how HR professionals are responding to the call for validation in a neoliberal framework:

Jenny: [00:47:43] This here. This will show up here and we drag this here. Oh, so just drag it. And then we have number five. Number five. But we just drag it down and say we have sees and this is where I was talking about with the filter. Use as filter. If you click, use as filter for every single one of them, then say, if I want to look at attrition, yes. Once I click this, everything will be.

Interviewer: [00:48:17] Everything else will be to just. And it helps me to focus on just that. Right? And I'm looking right.

Jenny: [00:48:23] And then if I want to publish this sheet, I will just go to publish as and I will type a name. Let's do test. And then if I click publish, then it will show up on my like my tableau profile. Oh, there you are.

In this insert, Jenny mentions the use of Tableau dashboards for HR analytics in her organization. She discusses how these dashboards help HR professionals like herself to present data-driven insights. This is a practical demonstration of HR professionals using data to provide tangible evidence of their contributions to the organization. Neoliberal principles emphasize this aspect of proving one's value through concrete results.

Yet, it is vital to recognize that the neoliberal paradigm does not operate in a vacuum. As the conversation with Jenny in the insert below revealed, subjectivity plays an intricate role in data analytics. Personal preferences, inclinations, and interpretations can significantly influence data presentation and analysis. Jen's practical approach, opting for different shades of blue for data visualization, was not merely a technical decision but one that reflected personal preferences. This element of subjectivity introduces layers of complexity into the apparently standardized world advocated by neoliberalism.

Interviewer: [00:39:46] It's very interesting that there are so many ways. Now, my question as regards we've answered the question, but I also have another aspect. How much importance does the way you've displayed your data play in convincing somebody about the data itself? How much emphasis or how much importance is the display, the text, the option whether to use color or text or percentage? Is there any importance in you showing somebody or influencing somebody to make a decision?

Jenny: [00:40:22] Um, I think the color is something that's important that people usually don't realize. And like I said, like when you have something like in bold and like with the background and like everything else doesn't have a background and like, you're automatically drawn to that point. Um, but not too much color should be used. So usually it will just be like shades of blue. That's what I usually stick to. Just different shades of blue. Okay. Okay.

It is imperative to acknowledge the interplay between neoliberalism and the affective, behavioral, and knowledge attributes of HR professionals. As I learned from my conversation with participants, HR professionals' emotional responses and strategies for inclusion can introduce variations and nuances into People Analytics practices. While neoliberalism prescribes standardization and efficiency, the human factor within HR cannot be overlooked. Jenny's experiences and insights remind us that the application of neoliberal principles is inevitably shaped and filtered through the individuals executing these practices.

In this example and supporting neoliberalism in HR practice, there is evidence of the ABK model; where the Affective domain, highlights how personal preferences, influenced by Jenny's feelings or beliefs about what works effectively in data visualization (in this case, using shades of blue), can impact decision-making (how affective factors influence her choices) and further demonstrates how HR professionals might feel pressured or motivated by neoliberal principles to use data-driven decision-making tools like Tableau dashboards (in this case, the motivation to use data effectively to prove value).

The interview transcripts provide tangible insights into how neoliberal principles influence HR practices, specifically in the context of PAPs. As HR professionals discuss their motivations for using analytical platforms, I witnessed the interplay of individual objectives and desired data outcomes. This aligns with neoliberal ideals of individual responsibility and efficiency, shaping the discourse around HR practices. The Behavioral domain can be tied to Jenny's behavior of using Tableau and publishing data-driven reports reflects the behavioral dimension of employing tools and strategies influenced by neoliberal principles. Furthermore, Jenny's behavior of choosing specific colors in data visualization is driven by her personal preferences, which are part of her behavior in the analytical process. Finally, the Knowledge domain is evident with Jenny's knowledge about data visualization techniques and chooses to apply that knowledge based on her preferences. Knowledge informs her choices about how to present data effectively. Jenny's narrative reveals a practical motivation rooted in a curiosity to comprehend data intricacies, especially within her domain of interest in human resources (see Video transcripts [Jenny]).

5.16. Narrative Analysis: Mishler's Typology in Action

In this section, I delve into the application of Mishler's typology of narrative analysis to Rose's discussion, revealing the structured and thoughtful nature of her approach to examining the issue of increased staff turnover in response to a new training program. By considering the reference and temporal 'order aspect, characterized by 'the 'telling' and the 'told', I gain insights into Rose's recounting of events and her subsequent interpretation. Her detailed examination of the timing of staff turnover concerning the training program's launch serves as an example of 'recapitulating the told in the telling,' highlighting her coherent sequence of discourse analysis (shown in Figure 24).

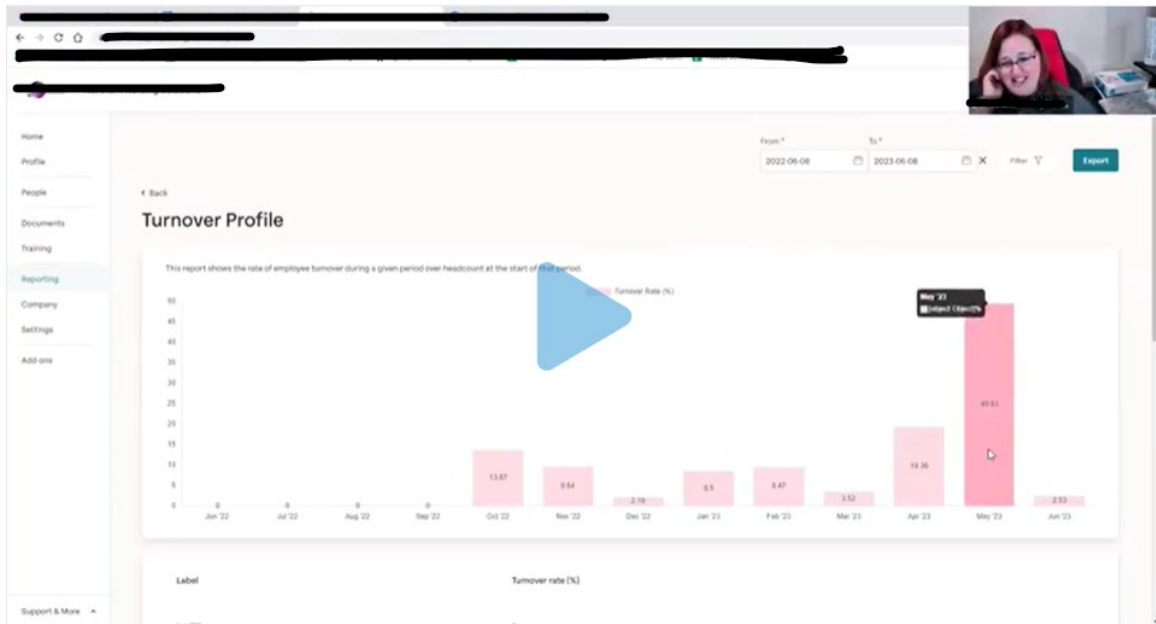


Figure 5-21. Overview of Original Screen Capture during Think-Aloud session with Rose through her Zoom recording session

Note: This image illustrates Rose's discussion of staff turnover and the implementation of a new training program in April. The varying colors and chart elements represent different percentages and areas. The diagrams, graphs, and aligned text correspond to the points in Rose's dialogue.

Additionally, Rose is reconstructing the "told" from the "telling" as she methodically analyzes the situation, considering various factors like communication preferences and demographic data. This approach aligns with the narrative strategy of reconstructing the "told from the telling". Also, there is a clear attempt to impose a "told" on the "telling" as Rose contemplates incentives and strategies to address staff turnover. This corresponds to the narrative strategy of "imposing a told on the telling," as she seeks to reshape the narrative surrounding the turnover issue.

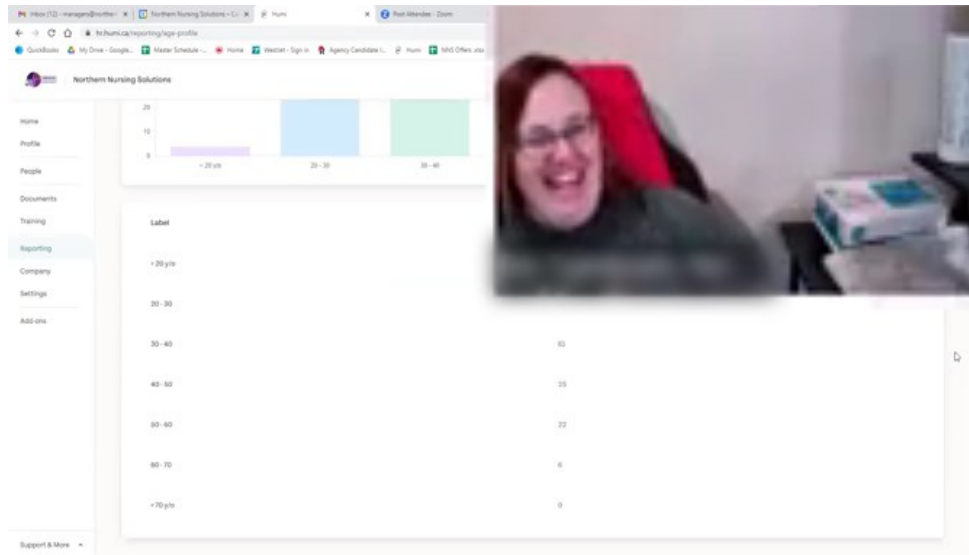


Figure 5-22. Rose displaying emotions (laughing)

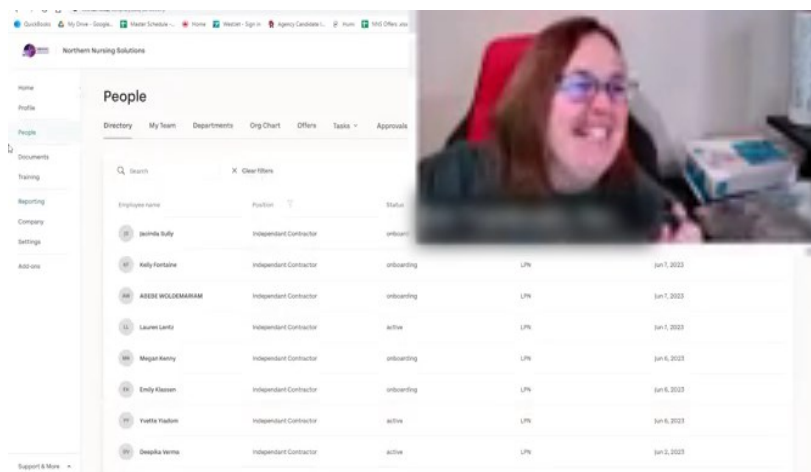


Figure 5-23. Rose Laughing while navigating PAP

In the intricate landscape of emotional cues, it is fascinating to observe the varying pathways HR professionals can take during the analysis process. While some emotions are amplified by the very act of participants narrating processes, as demanded by the think-aloud method, there is a realm of more intrinsic and organic emotional responses. These manifest as subtle yet telling facial expressions, moments of quiet contemplation, a subtle squint, or the unmistakable tension in participants' concentrations. These emotions are subtle, often unnoticed but profoundly influential. As I delved into the transcripts, I encountered moments where emotions like determination, curiosity, and even a hint of frustration emerge organically. They provide valuable insights into the complex interplay between participants and People Analytical Platforms

(PAPs) when working in solitude, contributing an additional layer to the rich tapestry of human-computer interaction.

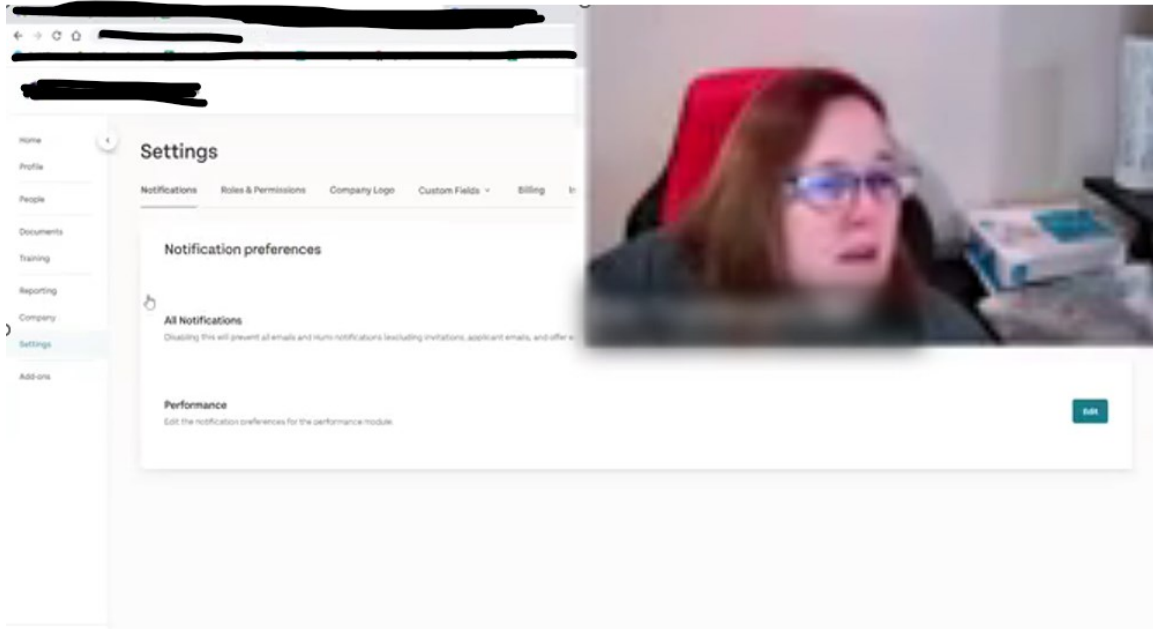


Figure 5-24. Rose' Confused Face when navigating the PAP features for employee profile preference.

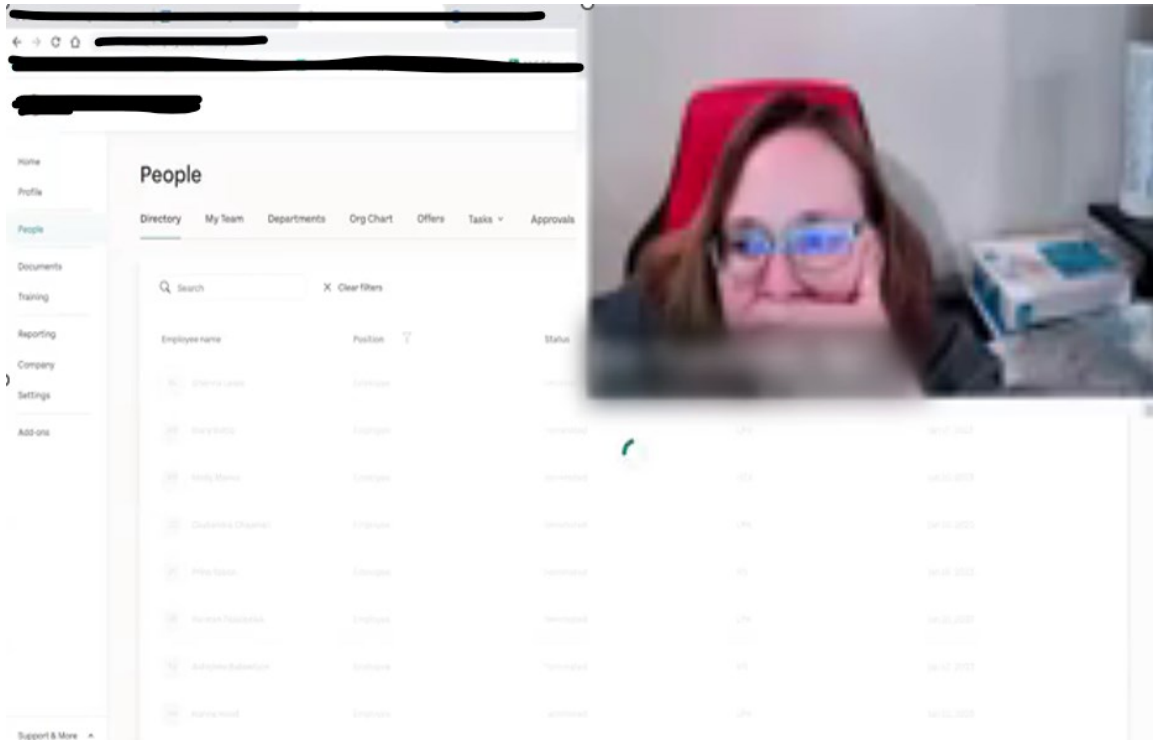


Figure 5-25. Rose’s thinking face

The use of MCDA and the focus on the ABK model has provided this study with a new framework for HR professionals to explore the intricacies of communication within organizations. By extending their analysis beyond explicit verbal content to encompass non-verbal cues, visual elements, and contextual nuances in discourse, HR professionals can achieve a deeper comprehension of the underlying power dynamics, ideologies, and complexities influencing employee interactions and decision-making processes. The critical examination, including the scrutiny of data and its potential limitations, underscores the significance of both presented and omitted information in discourse.

Decoding Power Dynamics in HR Narratives Through Mishler’s Typology and Theoretical Lenses

Within this section, the integration of Mishler’s Typology with the narratives of all six participants from Phase 2 offers a comprehensive insight into power dynamics within HR. This examination through a CDA and PDA framework applied to HR professionals’ narratives—Mapp, Rane, and May, Juliette, Rane, Jenny, delves into individual

influence, decision-making approaches, and responses to challenges within the analytics-driven landscape (portrayed in the provided tables within the Appendix D).

May's narratives emphasize the strategic role of People Analytics Platforms (PAPs) in ensuring compliance and confidentiality. This aligns with Mishler's Typology in the category of 'telling,' where May positions herself as a key player in maintaining ethical and legal standards within HR. May's emphasis on the automation of processes, strategic selection of PAPs, and decision-making with Tableau reflects a 'self' narrative, showcasing her as an influential decision-maker with access to tools that shape HR processes. Mapp's narratives align with a 'restorying' type, as she acknowledges the novelty of HR analytics and positions herself as an adaptive and insightful professional. Her decision-making process and focus on collaboration with different HR functions reflect a 'self' narrative, emphasizing her strategic influence and role as a collaborator in HR initiatives. Mapp's insights into the scope and usability of HR analytics, as well as the challenges in analyzing business impact, contribute to a nuanced understanding of power dynamics within HR.

Rane's emphasis on data reliability aligns with Mishler's 'telling' type, where she positions herself as a guardian of reliable information. This suggests a power dynamic where Rane exerts influence over data quality, showcasing control in accessing trustworthy information. Similarly, her value on meaningful data interpretation reflects a 'self' narrative, indicating influence in shaping the perception of data's importance within HR. Rose's narratives cut across Mishler's Typology categories. In discussing the usage and limitations of analytical platforms, Rose exhibits a 'restorying' type by leveraging tools for effective data organization and retrieval. In her reflections on the impact of her diverse background, Rose introduces a 'self' narrative, demonstrating self-awareness and adaptability in decision-making. Her emphasis on using analytical tools for recruitment reflects a 'telling' type, showcasing her control and proficiency in HR processes.

Jenny's narratives revolve around power dynamics associated with learning curves, hierarchy-driven decision-making, platform utilization, and metric selection. These align with Mishler's 'self' narrative, where Jenny positions herself as an influential decision-maker within the context of HR analytics. Jenny's acknowledgment of Tableau adoption challenges and her integration of analytical expertise contribute to a

comprehensive understanding of power dynamics, suggesting her influence over the organization's analytical capabilities. Juliette's narratives span Mishler's Typology by emphasizing skill development, integration of expertise, collaboration dynamics, complexity dynamics, and adaptability to analytics tools. Her emphasis on the criticality of specific skills and the integration of data-focused and empathetic decision-making aligns with Mishler's 'self' narrative, showcasing her as an influential problem-solver within HR. Juliette's analysis of collaboration and complexity dynamics reflects a 'telling' type, offering insights into power dynamics arising from differences in mindset and the complexity of HR processes.

5.16.2. Inclusivity, Capital Dynamics, and Emotional Influences in HR Practices

In response to the RQ1: *To what degree do multimodal analytical platforms ensure inclusive considerations for skilled HR professionals navigating the platforms for decision-making*, my exploration into the experiences of HR professionals, particularly Pam's configuration efforts to accommodate diverse linguistic backgrounds and Har's emphasis on variance analysis for comparable information, sheds light on the degree to which multimodal analytical platforms ensure inclusive considerations. By grounding theoretical notions in these practical experiences, our research demonstrates that the inclusive design of platforms is a multifaceted endeavor, involving linguistic, cultural, and analytical considerations. This extends the existing literature by providing a nuanced understanding of the challenges and successes encountered by skilled HR professionals, contributing to the ongoing discourse on the inclusivity of multimodal platforms in decision-making.

Addressing the RQ2: *How does HR professionals' engagement in a community of practice, influenced by their accumulation of Bourdieu's notion of capital, impact their utilization of multimodal People Analytics Platforms (PAP)*, this study delved into the intricate interplay between HR professionals' engagement in a community of practice, their accumulation of social and cultural capital as per Bourdieu's framework, and the subsequent impact on their utilization of multimodal People Analytics Platforms. The narratives of Rane and May exemplify the significance of social and cultural capital in shaping knowledge acquisition and use within HR practices. By connecting these experiences to the theoretical underpinnings of Bourdieu's notion of capital, our research

extends the existing literature by offering a comprehensive exploration of the dynamics influencing HR professionals' engagement with multimodal PAP.

In response to the RQ3: *How do the emotional states of individuals influence their application of analytical tools and processes, my analysis*, particularly May's exploration of big data and the consideration of emotional states in decision-making, provides insights into the intricate relationship between emotional states and the application of analytical tools. May's strategies in collaboration and recognition of diverse perspectives underscore the nuanced ways in which emotional states influence decision-making processes. This contribution extends existing literature by offering a detailed examination of the emotional dimensions in the application of analytical tools, providing a rich understanding of the interplay between emotions and decision-making within the context of People Analytics Platforms.

Chapter 6. Discussion

This chapter delves into the multifaceted dynamics of People Analytics Platforms (PAPs) and their intricate interplay with emotions, behaviors, and knowledge-based responses. The core objective of this research was to explore the broader landscape of PAPs and their implications for inclusivity and practice, using the ABK model as a lens to magnify the interconnectedness of these elements. By dissecting how individuals engage with data-driven systems within the context of multimodal communication, this study sheds light on the nuanced ways in which emotions factor into interactions with PAPs. However, the primary emphasis is on unraveling the comprehensive interplay of affective, behavioral, and cognitive elements within PAPs, guiding practical applications, and fostering inclusivity. In this exploration of Multimodal People Analytics Platforms (PAPs), I find myself engaging in a discourse analysis tradition that, like the critique initiated by Henry Widdowson (2004), aims to critically assess and enrich the field. Much like Widdowson's concerns regarding the vagueness of '*discourse*' and the multifaceted nature of interpretation, this research endeavors to unravel the complexities inherent in the intersection of Critical Discourse Analysis (CDA) and Post-Structural Discourse Analysis (PDA) within the context of PAPs. My findings draw parallels to the long-standing debate surrounding CDA, particularly Widdowson's assertion that '*discourse*' is often elusive and '*in vogue and vague.*'

Furthermore, this chapter also situates the study within the broader context of the integration of data analytics and technology in HR practices, leading to the emergence of People Analytics. This integration has transformed HR professionals' roles from traditional administrative tasks to data-driven decision-making. As the digital era shapes communication and work, the study acknowledges the need for a multimodal approach to PAPs, considering diverse semiotic modes and audiences. Drawing on critical discourse analysis, post-structural discourse analysis, and multimodal critical discourse analysis, the research investigated the meanings and identities constructed by HR professionals using PAPs. These approaches will further help to explore the complex relationship between emotional expressions and the decision-making processes of HR professionals within People Analytics Platforms; delving into the intricate interplay

between HR professionals, analytics platforms, and the emotions, experiences of inclusion, and work identity they encounter within this evolving paradigm.

To thoroughly examine this intersection, I draw on the ABK (Affective, Behavioral, Knowledge) model as a framework that provides a comprehensive lens for understanding the multifaceted dimensions at play. This exploration will encompass the discourse around inclusivity and exclusivity of PAP adoption, as well as the role of community engagement in shaping multimodal PAP affordances. This chapter will further unveil the reshaping of HR professionals' subjectivities through the presumptions and worldviews embedded in PAPs, addressing considerations for equity, diversity, and inclusion within the context of fluid cultural and social capital. Ultimately, the chapter seeks to illuminate the intricate connections between people, analytics, and platforms, providing insights for effective engagement, informed decision-making, and equitable practices in the digital era of HR management.

6.1. Discourse and its Accessibility

In the findings, there are instances where HR professionals discuss the challenge of explaining analytical concepts to non-analytical colleagues. This situation uncovers power dynamics inherent in language use, much like Widdowson's (2004) critique of CDA, where he questioned the methodologies and approaches. The use of technical jargon by analysts, as discussed in the transcripts with Jenny and Rane, creates a power imbalance, making it difficult for non-technical individuals to understand. Similarly, just as Fairclough responded to Widdowson's critique, this research responds to critics within the discourse analysis community. By engaging with, and critically assessing the application of CDA and PDA in the context of Multimodal People Analytics Platforms (PAPs), this study's transcripts mirror real-world examples of how language use can impact power dynamics, aligning with the ongoing dialogue within discourse analysis. For instance, in the transcripts, there was an encounter where Rane, an HR professional, discusses the challenge of explaining analytical concepts to colleagues from non-analytical backgrounds. This situation mirrors the critique brought up by Widdowson in his review of CDA. Just as Fairclough responded to Widdowson's critique, this research responds to similar critiques within the discourse analysis community. By critically assessing the application of CDA and PDA in the context of Multimodal People

Analytics Platforms (PAPs), I engage in a scholarly dialogue, much like Fairclough's response to Widdowson. This study provides a real-world example of how language use can impact power dynamics' aligning with the ongoing discourse within the discourse analysis community. Widdowson's critique resonates with' my analysis, as we encounter instances within my transcripts where the term 'discourse' is employed without a clear and consistent definition. This echoes Widdowson's concern that 'discourse' can be a fashionable buzzword, used prolifically yet often lacking a precise delineation. For instance, in our discussions with HR professionals, the concept of 'discourse' emerged frequently, but its precise boundaries and implications remained multifaceted and at times elusive. This parallel highlight the enduring challenge of defining 'discourse' within the broader field of discourse analysis.

6.2. Meaning-Making Through Multiple Semiotic Modes

Semiotic Multimodal Theory (Kress & van Leeuwen, 2001) and Post-structural Discourse Theory (Foucault & Butler, 2002) offered valuable lenses through which to analyze the complex and multifaceted nature of emotions expressed in digital environments like People Analytics Platforms. The research has provided a comprehensive understanding of emotional expression recognition within People Analytics Platforms (PAPs), showcasing key aspects through Figures 2-7. These figures capture the interplay and dependencies among affective, behavioral, and knowledge dimensions, offering insights into the intricate dynamics of emotional communication and recognition.

The multimodal representations in the findings chapter exemplifies the sequential analysis of these dimensions, revealing how participants' facial expressions, gestures, and choices on the PAPs unfold in a coherent sequence. This exploration sheds light on the temporal alignment of different dimensions, enhancing my comprehension of the emotional recognition process. In Figures 3 to 5, instances of simultaneous expressions are vividly depicted. These illustrations highlight moments where participants exhibit emotions simultaneously through facial expressions, vocal cues, and behaviors. These simultaneous expressions illuminated the complex interdependencies between affective,

behavioral, and knowledge dimensions, contributing to a holistic view of emotional recognition. Additionally, Figures 6 and 7 delve into the context and environment surrounding emotional expression recognition. Figure 6 delves into the situational factor' influencing emotions, such as the impact of platform interface design and participants' environments on their emotional responses. Meanwhile, Figure 7 emphasizes user feedback, showcasing the valuable insights gained from participants' self-reported emotional experiences and thoughts during various interaction phases. Collectively, Figures 2-7 underscore the multifaceted nature of emotional expression recognition within PAPs. The interplay, sequential analysis, simultaneous expressions, situational factors, and user feedback showcased in these figures enrich my understanding of how the ABK Model's dimensions interact and influence emotional communication and recognition within the complex context of People Analytics Platforms.

6.3. Social Context Shaping Individual Perspectives

Here, I would like to refer to Jenny's response as indicating that her perspective on subjectivity is influenced by the cultural norms and practices within the field of data analytics. She refers to the use of different shades of blue on Figure 6, suggesting that she may have been exposed to certain aesthetic or design practices that are prevalent in the data visualization community. This is in line with Bourdieu's theory that emphasizes the role of social context in shaping individual perspectives. In data analytics, an individual's social networks and professional circles can impact how they approach subjectivity. Take for instance, their interactions with colleagues, exposure to industry trends, as evident in other participants' discussion on their engagement with the community of practice and validation from peers can influence their subjective decisions about data analysis methods and how they interpret the results. In the case of Jenny, her recognition of the impact of color schemes on perception demonstrates a conscious effort to assimilate into the community's accepted standards, showcasing an analytical strategy attuned to social context.

In the context of social dynamics influencing individual perspectives, Rose's emphasis on the geographical location of hires establishes a power dynamic where HR professionals wield influence in gathering and interpreting workforce data. The percentages and her proactive research underline her authority and impact on shaping perspectives based on regional considerations.

Narrative Interview Transcript Excerpt:

Rose: "Um, probably location. So I'm always because we hire people from right across the country. I'm always really, really interested to see where people live. Uh, and so I check that all the time to see where our bubbles are. Um, like we right now, we set at 45% are from Ontario and I've got 22% from Newfoundland, and I've got like and I love seeing that. I love seeing how it fluctuates different times of the year because then of course, I'm a nerd and I go and research what's going on in that province right now."

Rose's statement provides a tangible illustration of how geographical considerations profoundly influence her analytical approach within HR dynamics. Rose's strategy aligns with the theme of social context by proactively considering the geographical aspect of hires. This strategic approach enables her to maintain an acute awareness of regional trends, thereby influencing decision-making in recruitment strategies. By incorporating external research into her analyses, she demonstrates a nuanced understanding of how the social context shapes her perspectives in HR analytics. Furthermore, Rose emphasizes the value of open forums:

Narrative Interview Transcript Excerpt: "I think that if we can do that more often, whether it's virtually or in person, in person was great. I love in person, but if it's virtually that's okay too. But just having an open forum, people can be open and honest and give you all the responses and categorize everything. Like I watched she had a big chart, and she was categorizing all the answers. And at the end, she was like, okay, I'm seeing a trend in this and I'm seeing a trend in this, and I wonder where the holes are here. Any thoughts?"

Rose's experiences highlight the role of open forums in shaping individual perspectives within professional communities. The ability to gather diverse insights, as demonstrated by the Alberta Licensing Board's forum, underscores the impact of social context on subjective decision-making in areas like data analytics. The emphasis on categorizing responses and identifying trends reveals a strategic approach to harnessing the power of community insights, aligning with the overarching theme of how social interactions influence individual perspectives in the realm of data analysis.

Narrative Interview Transcript Excerpt:

Rane responding to question to "describe her engagement in HR community" : "Sure. I would start off with my education. I completed an MBA, and we had a curriculum related to this, uh, wherein they taught us the basics of how to use SPSS, Tableau, and some introduction to what the different interfaces are available, like SAP, PeopleSoft, etcetera. It started off with that, and then I've worked on multiple interfaces myself, so I would just give it to more experience. And um, I think I am inclined to learning more about it. So periodically, I would keep taking on some learning courses, which are available through the organization or through LinkedIn learning just to get myself more up to date as to what functionalities are available for different analytical systems."

Rane continues: "Sure. And I think what a lot of the people or the professionals or the business professionals that I have worked with, uh, and it's almost eight years now in my career and two years of my MBA, like that's about a decade now. Um, so it's how, you know, like how I mentioned about framing a business problem. Like sometimes, uh, the business would come to you and give a very high-level business problem, but it is only through talking with the seasoned professionals or like the community of professionals in H.R. that you understand how to even articulate that problem statement well, using the right kind of metrics and even like analyzing on that information to be taking it back to the business.

Rane's educational journey, which forms the foundation of her analytical skills, reflects Bourdieu's theory on the role of cultural capital. The exposure to diverse interfaces and systems, both through formal education and practical experience, contributes to the accumulation of cultural capital in the field of data analytics. Furthermore, Rane's emphasis on continuous learning aligns with Bourdieu's notion of habitus, where individuals internalize practices through socialization. In the context of H.R. professionals, the emphasis on learning from seasoned professionals within the community reinforces Bourdieu's idea that social networks and professional circles shape individual perspectives. Rane's narrative illustrates how the social context,

including education and community engagement, becomes integral in influencing subjective decisions and problem-solving approaches within the realm of data analytics.

6.4. Beyond Bourdieu's original framework contribution to habitus

The research findings about how HR professionals' approaches are shaped by their education and experience align with Bourdieu's idea of habitus as a product of one's social background. Here I want to extend this notion by highlighting the significant individual variation in how HR professionals from similar backgrounds approach their roles:

6.4.1. Social Context and Validation of Habitus

Bourdieu's theory provides a foundational understanding of how social structures shape habitus; however, the research findings suggest that individual variation plays a significant role. Transcripts illustrate that HR professionals from *similar backgrounds exhibit distinct* approaches to their role's. For example, Juliette's emphasis on data-driven decision-making contrasts with Rose's focus on the human aspect of HR. Some lean heavily on data-driven decision-making, while others, like Jenny, emphasize the importance of experience-based intuition. This individual variation challenges Bourdieu's emphasis on broader social structures and implies that personal attributes and unique experiences also contribute to habitus. These transcripts, drawn from multiple interviews of narrative interview and think-aloud phase, illuminate the nuanced interplay between social context and individual perspectives within HR practices, expanding our understanding of habitus in this context.

6.4.2. Unique Experiences

Bourdieu's theory highlights the role of socialization experiences in shaping habitus. However, findings indicate how HR professionals' unique life experiences, such as international travel or exposure to diverse cultures, affect their perspectives on

diversity and inclusion in the workplace. This extends the concept of habitus beyond social class to encompass a broader range of experiences. The research explores the intriguing dimension of unique experiences among HR professionals and their influence on habitus, extending beyond Bourdieu's original framework. Transcripts from interviews with professionals like Jenny, who possess distinct educational backgrounds, provide valuable insights. For example, Jenny, with her background in coding and proficiency in data visualization tools like Tableau, approaches the people analytics platform differently as shown in the findings chapter. She frequently references her coding skills to interpret data more comprehensively and uses Tableau to create visually compelling reports. These unique skill sets, shaped by their educational experiences, broaden 'the concept of habitus, suggesting that diverse life experiences impact HR professionals' perspectives on workplace analytics.

6.4.3. Emotional Intelligence within the Framework of Bourdieu's Cultural Capital

The contemporary landscape of HR analytics demands an understanding of the multifaceted dimensions that shape professionals' effectiveness in this field. This study endeavors to extend Bourdieu's theoretical framework by delving into the realms of emotional and cultural capital within the context of PAPs. Drawing inspiration from Bourdieu's conceptualization of habitus, field, and capital, I explore how emotional intelligence (EI) and emotional practices contribute to the cultural competency of HR professionals engaged in analytical endeavors. Bourdieu's cultural capital theory, rooted in educational qualifications and cultural artifacts, provides a lens for examining the embodied state of cultural capital. However, extending beyond Bourdieu's original framework, this research recognizes the significance of emotional capital in HR practices. As evidenced by the literature (Probyn, 2004; Ahmed, 2004; Williams, 2001), emotions are not solely individual and private phenomena but are entwined with social relations and culture.

6.5. Emergent Factor: Technology and HR Practices

Bourdieu's theory did not anticipate the transformative impact of AI-driven tools, such as the diverse range of PAPs employed by HR professionals and advanced analytics of metrics, on the decision-making processes of HR professionals. It is important to note that at the time of Bourdieu's theorizing, the existence and potential role of AI tools were not within the scope of consideration. The evolving landscape of technology and its integration into HR practices have introduced novel dimensions to decision-making that extend beyond the purview of Bourdieu's original framework. The rapid integration of technology into HR practices influences the habitus of HR professionals leading to a shift in 'R habitus. In this research, I have identified emergent factors that challenge Bourdieu's theory and underscore the incompleteness of his framework. The transcripts from various interviews highlight the significance of technology and globalization on HR practices, factors not explicitly considered by Bourdieu. Taking for instance, discussions with HR professionals elucidate how advancements in technology, such as AI-driven analytics tools (the varied PAPs used by HR professionals for the think-aloud phase), are reshaping the landscape. Professionals like Rose note how these tools have become integral in decision-making processes, altering the habitus of HR professionals. Moreover, globalization has introduced a dynamic element, as HR professionals, like Juliette, navigate diverse cultural contexts within the workplace. These emergent factors, evident in the interviews, underscore that habitus is influenced by elements extending beyond Bourdieu's original constructs.

6.6. Post-structuralism in the Analysis of Attitudes through the Affective-Behavioral Knowledge Model

Post-structuralism encompasses an array of thought formations, idea sources, thinkers, and their impacts across various disciplines. It defies reduction to "a set of shared assumptions, a method, or a body of theory" (Ninnes & Metha, 2000, p. 2). In contrast to a structural perspective that emphasizes social structures; poststructuralism considers individuals, objects, and relationships as interdependent and contextually shifting. This lens, championed by thinkers like Foucault and Deleuze, opens avenues for varied interpretations of analytics platforms, processes, and semiotic resources,

uncovering attitudinal phenomena. When applied to the ABK Model, the Knowledge domain reflects how participants acquire expertise and skills related to analytics tools. This ties into the poststructuralist notion of knowledge as not fixed but constructed through various perspectives. The participants' learning experiences mirror the idea that knowledge is not static but rather a fluid process influenced by interactions and interpretations. Likewise, the behavioral domain analysis highlights participants' behaviors in using analytics platforms, such as exploring, analyzing, and making decisions based on data. This resonates with the poststructuralist view that human actions are contextually shifting and influenced by power dynamics. The findings illustrate how participants' actions are not predetermined, but rather, are contingent on their' unique circumstances. Lastly, the affective domain analysis showcased how participants' emotional responses and feelings influence their interpretation of analytics platforms, which also aligns with poststructuralism emphasis on the subjectivity of meaning-making, demonstrating that individuals' emotions shape their understanding and interaction with these platforms.

The concept of subjectivity can be further related to the HR professionals' identity and their engagement in the knowledge and behavioral domains. For Post structural Discourse Theory (PSDT), all forms of subjectivity are intersubjective (ibid., 179-84, 187-91). There are no ideas and thoughts that are purely individual and personal; they are all products of our social environment — *implying that an individual's identity is intertwined with these structures*. This notion aligns with my research involving HR professionals' experiences with People Analytics Platforms because with these professionals, their identities are shaped by their roles, experiences, and interactions within the organizational context, which includes engagement with data analytics tools.

In the narrative transcript of Participant Mapp, she discusses her experience and education, particularly mentioning her involvement with software and technology. This insight reflects the intersection of her identity and professional role, which is influenced by her experience and knowledge in the domain.

[00:22:24] Mapp: What prepared me to understand all this? So this is I think for me it is all about the work experience. I worked with many companies. I never hesitated taking up small contract jobs because in this fast paced or let's say trend is changing so fast, I think I have an edge over others who are working with only one company. Definitely, they have developed a niche in one particular thing, but my interest is understanding things and looking at the trends, what is happening around in the world. So for me, it suited best that I worked with many company. Every company had different softwares. I should say that I must have seen more than 50 softwares till now in small and big ones. So that gave me a glimpse of everything. When you work with any contract job, they give you the on the job training. So at one place at Accenture, I got six weeks of training in Workday at Scotiabank, I got almost two weeks of training for SAP for ADP. I have already done a three month course from NPI while completing my payroll certification or payroll license. So again, ADP has this analytical dashboard, but that is more more about the payrolling and compensation less of other people management. There are features but that are those are not that effective. How much the SAP and workday and bamboo are. S' I 'hink that is what prepared me a lot about whatever software comes 'n front of me, I'm I'm able to understand that how most of the softwares work. And that's how I can figure out that where to go and try to look ald then we can, you know, after some hit and trial, you get your answers. So that's how I'm prepared by education. I have completed my graduation three years degree from India in human resources, but that was way long. Then I did two years of computer software diploma, so I started my career with C plus plus programming. Maybe that is something which is an added advantage at back of my mind that I my my aptitude is more about software. So I am able to understand that after that I worked as a generalist but within IT company, which was the all the co-founders were the post engineers. So their perspective and way of working was something which gave me a window to work this way and explore things. When I moved to Canada here, back to back, all these companies trained me on variety of things. So I reached here. Ultimately, it's my interest. What is happening around and the global organization like ILO. All these are these da's saying that by 2025 every person need to be at a partially technical person. There won't be anything like commerce or arts. Everything will be science. So that's a big motivation for me. Now, the second question was that.'I have answered about training. (Narrative_Interview_Invitation_Mapp)

The concept of intersubjectivity, where all forms of subjectivity are products of the social environment, aligns with the HR professionals' engagement with People Analytics Platforms. PAPs provide a space for data-driven decision-making and insights, which are inherently influenced by the organizational culture and broader societal norms. Another instance will be where the participant discusses power dynamics, resistance to change, and challenges to implementing new practices (Participant Mapp), the conversation revolves around how individuals' reactions and attitudes are shaped by the organizational context and the broader dynamics at play, indicating that subjectivity is not isolated but influenced by the larger structural positions.

6.6.1. Exploring HR Professionals' Analytical Engagement

While exploring the analytical approaches of HR professionals and their alignment with broader concepts such as Foucault's ideas about 'truth and power,' I delve into the intriguing connection between Rose's behavior and Foucault's (1980) concept of 'a will to truth' leading to 'a will to power' and the creation of 'grand narratives.' Rose's actions, as revealed in the transcripts, provide a unique lens through which one can understand the interplay between knowledge, power dynamics, and the pursuit of truth. This alignment not only sheds light on Rose's approach but also carries profound implications for HR professionals and the utilization of PAPs: (1) Rose's deep interest in the geographical locations of potential candidates, expressing her constant tracking of where applicants reside and monitors how this information influences hiring decisions, aligns seamlessly with Foucault's concept of 'a will to power.' Rose seeks to exert influence and control over the hiring process based on regional factors. (2) Furthermore, her actions reflect power dynamics within the recruitment process. Her research into union activities, strikes, and political changes in different regions demonstrates a keen awareness of how these factors impact the availability and suitability of candidates. This knowledge empowers her to make strategic decisions regarding job postings and candidate selection, serving as a tangible reinforcement of Foucault's idea of power at play.

6.7. Rethinking and Re-articulating Existing Structures in Decision-making and Data Sharing Contexts

Some social scientists suggest that Post-Structuralist Discourse Theory (PSDT) can lead to counterintuitive scenarios where individuals can effect significant social change simply by rethinking and re-articulating existing structures in a slightly different way (Moon, 2013; Panizza & Miorelli, 2013). This notion is a potential weakness of the theory, as it contradicts the everyday experience that social change is not so easily achieved. In the context of my research, I emphasize power dynamics, agency, and the negotiation of meaning within organizational contexts more closely with the dynamics and challenges of two distinct groups of professionals: those who are actively involved in decision-making through data analytics and those who work behind the scenes, mainly sharing data metrics, which aligns with the concept of individuals having different roles and influences within an organizational structure. The professionals who are directly involved in decision-making processes are essentially *rethinking and re-articulating the existing structures of decision-making (through their utilization of data analytics to influence the course of action and potentially effect change based on their insights)*. The ideal of these professionals being able to effect significant social change through rethinking and re-articulation aligns with the counterintuitive scenario as it suggests that small shifts in how these HR professionals approach decision-making can lead to substantial changes in organizational practices and outcomes.

In the case of the HR professionals who do not directly rethink structures, their role in sharing data metrics can indirectly influence decision-makers. The information they provide might contribute to decision-makers' rethinking or re-articulation of strategies, even though there is indirect control over those decisions. In the discourse on *Access*, the broader idea that rethinking and re-articulating existing structures can face resistance and challenges because there is the indication that HR professionals might encounter challenges in getting their insights across or persuading decision-makers to consider alternative strategies or metrics. This is the case because HR professionals who share data metrics play a supportive role in the overall process of decision-making—where such contributions are likely to create an environment where decision-makers are more open to rethinking, especially if the data they share challenges conventional assumptions. This theoretical notion contradicts the everyday experience

that achieving social change is usually a complex and arduous process. In traditional contexts, social change often requires significant efforts, resources, and collaboration. However, this research findings indicate the potential for professionals to influence change through data analytics challenges this common understanding. The narrative discourse with participants indicates changes in practices that are small yet influential in a border work context.

In the context of Poststructuralist Discourse Theory, the ABK model sheds light on how emotions intertwine with the processes of identification and representation. For Lacan, individuals lack predetermined identities, placing agency at the center of their continuous search for self-representation (cited in Glynos & Stavrakakis, 2008). This agency-driven pursuit is deeply influenced by biographical experiences, as emphasized by the biographical component of the ABK model. Personal history and social context shape the ways in which individuals perceive and engage in this ongoing process of identification. Furthermore, the contextual aspect of the ABK model helps us understand the socially constructed nature of identities (Laclau, 1994; Stavrakakis, 2005). Contextual factors, such as cultural norms and power dynamics, influence how individuals navigate their identity formation journey. This recognition of the contextual nature of identities resonates with the Post-structuralist Discourse Theory's emphasis on language's role in constructing reality' Emotions, as an integral part of the agency and biography components, drive individuals' desires to fill the void left by the absence of a complete identity (Glynos & Stavrakakis, 2008; Zizek, 1997). Emotions not only fuel the yearning for wholeness but also reveal the affective dimensions of the identity construction process. Emotions provide insight into how individuals grapple with the tension between their inherent lack and their attempts to conceal it.

6.8. Acknowledging Individual Agency, Motivations, and Contextual Factors

While post-structuralism's focus on structural positions offers valuable insights, it's crucial to recognize that individual agency, motivations, and contextual factors also play pivotal roles. Incorporating the Think-Aloud method into the study has been instrumental in unveiling the intricate interplay between structural influences and

individual agency within the context of HR professionals' engagement with PAPs. This method has allowed for a deeper analysis into participants' internal thought processes, providing valuable insights into how they negotiate and navigate the complex landscape of technology interaction. Through this technique, I gained access to the "micro" level of engagement, where participants' internal motivations and emotions come to the forefront. The affective domain themes in the findings chapter provide explicit instances of participants' self-awareness, emotional responses, and cognitive reasoning that shape their decisions and actions.

Mapp: [00:26:51] Think there's a fear of transparency, especially from an HR perspective. You know, we're about policies, best practices and processes. And so the minute you say something that you don't do, then it looks bad on you and think HR is always risk averse', always think that that's our mott'. Sort of like prevent lawsuits, risk averse. And it's like sometimes it's not about let's go all the way out and take major risks, but it's like, how about we do trial and error? Or how about we start suggesting different things that perhaps are out of that, like black little box that we always stay in? Don't know, black, 'you know, pink or whatever color, You know, I'm saying like, it's just like they don't it's a very black box where you're inside and you can't see anywhere. You know, it's like, this is this is it, this is what it is, period.

For instance, in the transcript above, where the participant discusses the fear of failure and the overwhelming nature of data analytics (Participant Mapp), the Think-Aloud method enabled the witnessing of intricate interplay between external pressures and internal responses. The participant's candid self-narration reveals her concerns, uncertainties, and considerations, underscoring the fact that engagement is not solely determined by structural positions but is also influenced by personal apprehensions. Similarly, the transcript where the participant reflects on the emotional impact of data insights provides a window into the emotional dimensions of engagement. The participant's verbalized thoughts offer a rich understanding of how their emotional responses interact with external structures, shaping their approach to technology interaction.

6.9. Language and Meaning Construction: Applying Post-structuralism to Multimodal Texts

Regarding language and the interpretation of text, post-structuralism rejects the notion of a central meaning within a text or specific sign. This perspective rests on three fundamental assumptions, including the conception of the self as a functional construct. Poststructuralist proponents view the self as an embodiment of conflicting tensions and knowledge claims, implying that a text's interpretation hinges on the reader's self-conception. Post-structuralism contends that a text's intended message is of secondary importance compared to the reader's perception. Consequently, a text lacks a singular purpose or meaning (Radford & Radford, 2005). This approach encourages the consideration of multiple perspectives to generate a multifaceted interpretation of a text, even if these interpretations are at odds with each other. Adopting a poststructuralist outlook in this context would imbue semiotic resources with deeper meaning and facilitate the attribution of diverse meanings to a single image, interaction, or social encounter. Analyzing a multimodal text through a post-structural lens enables individuals from diverse backgrounds to interpret ideologies in media news from multiple angles.

Embracing a poststructuralist orientation through the works of figures like Foucault, Deleuze, Derrida, Lacan, Guattari, Kristeva, and Lyotard facilitates diverse interpretations of analytics platforms and processes. Such an approach enhances understanding regarding the attitudinal phenomena exhibited by users of these platforms. As I mentioned in the Theoretical Framework chapter, poststructuralist viewpoints challenge traditional dichotomies in applied linguistics, such as subject and object, discourse and materiality, structure and agency, conformity and resistance, power and apoliticism, and micro- and macro-analysis. They propose that these abstractions are interdependent and mutually contested. Baxter (2016) elaborated, poststructuralism lacks a fixed definition, but encompasses a spectrum of theoretical stances rooted in the works of various thinkers like Althusser, Bakhtin, Derrida, Foucault, Kristeva, and Lacan' This philosophical perspective finds its origins in postmodernism, focusing on language's role in meaning construction and the discursive shaping of identities. In the case of Participant Jenny, she mentioned how data analytics provides a sense of safety and certainty which implies a power dynamic where data-driven decisions carry authority. Similarly, Participant Mapp mentioned the challenges of

enacting changes through data analytics due to fear of failure and resistance to new practices. This highlights the tension between the pressure to conform to existing methods and the resistance to change. Furthermore, analysis from the Knowledge domain touches upon participants' experiences with analytics platforms on micro-level, while also addressing broader issues of training, system implementation, and organizational dynamics on a macro-level, further showcases the viewpoints that even seemingly apolitical actions can have underlying power dynamics and political dimensions.

6.10. Power Dynamics: Participants' Multimodal Choices

Foucault and Derrida emphasize that meaning is not fixed, but is shaped by power dynamics, historical context, and individual subjectivities; semiotic multimodal theory extends this by highlighting how meaning is constructed through a combination of various modes, including visual, spatial, and gestural elements. My analysis shows that Participants share instances where they strategically use visual elements in data presentations to communicate a particular message highlighting their agency in constructing meaning through multimodal choices.

Also notable in my analysis is the intricate relationships between various modes of communication, power dynamics, and the ever-evolving process of meaning-making. For instance, participants' frustration with data sharing practices demonstrates the power dynamics at play in decision-making processes. Participant discussions often reveal the interplay of power dynamics in relation to the data presented:

Drawing from the Findings from Participant Mapp, under Theme C:

Participant Mapp for instance expressed frustration with how data is shared, suggesting a power struggle between those who hold the data and those who need it for decision-making. This aligns with both poststructuralist insights into power relations and multimodal theory's emphasis on the diversity of semiotic modes.

6.11. Power Dynamics and Language Use in HR Analytics

In this section, I engage in a discussion that navigates the intricate terrain of power dynamics and language use within the realm of HR analytics. While this study's dataset might be limited, the insights gleaned from the transcripts offer a glimpse into broader discourse patterns that align with PDA principles. The exploration, though grounded in a specific context and dataset, resonates with the tenets of post-structuralist discourse analysis to advance my understanding of how power operates within language use and challenges conventional notions of where power resides. It underscores the need for further inquiry into linguistic power dynamics in HR analytics and opens avenues for future research in post-structuralist discourse analysis within organizational contexts. My exploration extends to the subjective experiences and forms of resistance encountered during these interactions. Individuals' personal experiences and emotions substantially shape their interpretations and responses to data analysis discourse. The tension between the analyst's specialized discourse and the necessity for effective communication occasionally begets resistance. PDA provides a potent analytical tool to scrutinize how various individuals, stemming from diverse backgrounds, engage with and interpret the same discourse differently. Participant's narrative within the interview transcripts provides valuable insights into identity construction and power relations and in the specific case of Rose, within the healthcare labor market. Rose's role as an HR professional and her engagement with data analytics tools offer a window into the dynamic interplay between language, discourse, and the material world. Through the lenses of both Critical Discourse Analysis and Post-structuralist Discourse Analysis, I was able gain a richer understanding of how identity' are constructed, and power operates in this context.

6.11.1. PDA and the Will to Power

Foucault's concept of "a will to truth" leading to "a will to power" aligns with how HR professionals, by using People Analytics platforms, shape their decision-making processes. How they seek insights from data to inform HR strategies and policies reflects their 'will to power' within the HR domain. Connecting this to the study's findings, Rose's role as an HR professional involves navigating and interpreting data to make informed decisions. This process reflects the dynamic relationship between knowledge

and power, aligning with Foucault's ideas. Furthermore, Foucault's notion of "grand narratives" suggests that overarching narratives can shape how power operates. In Rose's narrative, I see elements of the broader discourse related to healthcare labor markets influencing her decision-making and understanding of power dynamics.

6.11.2. Exploring Power Dynamics

The findings illuminate instances when HR professionals, especially those proficient in analytics, grapple with conveying complex analytical concepts to colleagues from non-analytical backgrounds. These moments unveil inherent power dynamics nested within language use. The deployment of technical jargon and intricate terminology erects a power imbalance, rendering comprehension challenging for those less versed in analytics. This underscores the prevailing notion that specific groups, notably analytical professionals, wield specialized knowledge and exercise control over particular discourses, specifically the discourse of analytical language. A PDA lens can delve into how language constructs and perpetuates the perception of expertise, shedding light on how the analyst's role is framed concerning decision-makers.

6.11.3. Language as a Tool of Power

Language, inherently, is a tool of power. It is through language that individuals construct, disseminate, and negotiate power relations. The utilization of specific jargon and terminology in analytical discourse is emblematic of a distinct discourse that carries power due to its specialized nature. PDA, in this context, can shed light on how power is not only exercised through language, but also how individuals navigate and negotiate these power structures, and how these linguistic constructs are, in fact, central to the enactment of power dynamics.

6.11.4. Contributions to Post-Structuralist Discourse Analysis

In the realm of post-structuralist discourse analysis, this discussion contributes by offering nuanced insights into how power operates within the language of HR analytics. While the dataset might be limited, the patterns we observe align with broader post-structuralist principles. I challenge the notion that power is solely institutional or

structural; it is also deeply embedded within the language employed by HR professionals. Rose's experience vividly demonstrates that power dynamics are intricately tied to language in HR practices. For instance, Rose's nuanced approach exemplifies the multifaceted nature of power dynamics within HR, highlighting that the exercise of power extends beyond conventional institutional or structural realms. In her role, Rose strategically utilizes HR analytics to segregate individuals based on experiences and qualifications. This application underscores the intricate interplay between language and power dynamics. The choices made in framing questions, categorizing experiences, and interpreting data through HR analytics wield a significant influence on power relations. Therefore, Rose's experience demonstrates that the exercise of power is not solely rooted in institutional structures but is also intricately mediated by the linguistic choices facilitated by HR analytics. The findings suggest that language can be a conduit for power, and the exercise of power can be linguistically mediated. This extends the discourse analysis discourse by illustrating how linguistic choices within a specialized domain like HR analytics can perpetuate or disrupt power dynamics.

6.11.5. Discourse and Materiality Within the Context of HR Analytics

In the evolving landscape of HR analytics, understanding the intricate interplay between discourse and materiality⁷ is of paramount importance. This section delves into the heart of this dynamic relationship, unveiling how linguistic interpretation and visual representation converge within the realm of HR analytics. Through critical analysis, I explore the fusion of discourse and materiality, shedding light on its significance in shaping the narrative and practices of HR professionals as they engage with data-driven insights and decision-making processes.

⁷ In the context of my study, materiality implies the tangible and visual elements present in the HR analytics process. It encompasses the physical or digital materials, such as data visualizations, PAP dashboards, or any other artifacts used within the PAP framework.

6.11.6. Power Dynamics, Subjectivity, and Ethical Considerations in PAPs: Analysis of HR professionals

The landscape of People Analytics Platforms (PAP) is intricate, shaped by power dynamics, subjectivity, and ethical considerations. Drawing from the narrative interview analysis, I unravel these complexities by employing a dual-method approach, integrating CDA and PDA. The insights presented herein are drawn from the rich experiences of HR professionals—Mapp, Rane, Juliette, Rose, Jenny, and May—as portrayed in the provided Appendix D. Through examination of their narratives, my analysis aims to complete the studies by Tursunbayeva et al. (2022), Ulibarri et al. (2020), Zhang et al. (2021), and Ulibarri, Krakow, and McIver (2020) providing a theoretical foundation for understanding the complexities and ethical considerations associated with multimodal analytical platforms.

In addressing RQ1: To what degree do multimodal analytical platforms ensure inclusive considerations for skilled HR professionals navigating the platforms for decision-making, this study explores how skilled HR professionals navigate multimodal analytical platforms for decision-making. The analysis begins by dissecting May's emphasis on strategic decision-making and the selection of user-friendly platforms, aligning with the findings of Tursunbayeva et al. (2022), who assert that multimodal data visualization, as seen in May's preference for Tableau, enhances decision-making processes. The integration of such technologies not only contributes to user satisfaction and efficiency but also addresses the inclusive considerations posed in RQ1. Considering May's strategic approach to automation and platform selection, the study by Tursunbayeva et al (2022). becomes pertinent, highlighting how such features contribute to the effectiveness of HR professionals navigating analytical platforms.

Similarly, Mapp's challenges in HR analytics adoption and her advocacy for improved training and dedicated roles resonate with the ethical responsibility emphasized by the authors reviewing traditional ethics in people analytics. The ethical considerations discussed underscore the need for accessible and user-friendly platforms, aligning with the inclusive considerations mentioned in RQ1. Mapp's strategic perspective and transformative approach in overcoming challenges reflect a proactive stance in addressing ethical concerns and ensuring that the use of PAPs is aligned with the ethical guidelines discussed in the literature.

In discussing Data-Centric power dynamics, I draw upon Rane's emphasis on data reliability and meaningful interpretation that echoes the significance of these factors highlighted by Tursunbayeva et al. (2022). The criticality of reliable data and the interpretation beyond mere numbers aligns with the literature, reinforcing the argument that multimodal analytical platforms contribute to decision-making processes. Rane's role in shaping the perception of data within the HR context further connects with the literature's emphasis on subjectivity influencing the design and use of PAPs. Rose's proficiency in using analytical tools for recruitment and decision-making reflects the transformative impact discussed by Zhang et al. (2021). While Zhang et al. note that companies are aware of big data's opportunities, Rose's practices illustrate the practical utilization of multimodal aspects, such as images and video analytics, contributing to the inclusive considerations discussed in RQ1. By efficiently managing data and leveraging analytical tools, Rose exemplifies how PAPs can be employed for talent acquisition, engagement, and performance analysis.

Jenny's acknowledgment of Tableau adoption challenges and the need for training aligns with the findings of Ulibarri et al. (2020), emphasizing the subjective factors influencing the use of PAPs. This connection underscores the nuanced relationship between individual experiences, attitudes, and the utilization of multimodal analytical platforms. Jenny's influence over metric selection and the integration of Tableau expertise resonates with the study's emphasis on the impact of individual capacities on decision-making processes, further contributing to the nuanced exploration of RQ1.

Juliette's emphasis on skill development and adaptability to analytics tools aligns with the literature, emphasizing the transformative impacts of big data and the need to utilize multimodal aspects for workforce optimization. Juliette's insights contribute to the understanding that individual capacities, including skills, significantly impact decision-making processes, reinforcing the core objectives of RQ1. By integrating diverse skill sets, Juliette exemplifies how HR strategies can be refined to consider the nuanced interplay between subjective factors and the effective utilization of PAPs.

6.11.7. Unveiling the Fusion of Interpretation and Visualization

Within the realm of poststructuralism, the discourse-materiality nexus takes on a pivotal role in comprehending the intricate landscape of data analytics, which is demonstrated in the discussion with Participants during the think-aloud interview sessions. In the transcript below, Jenny's insights shed light on the dynamic interplay between discourse and materiality, bringing to the forefront the significance of data visualization techniques in conveying insights from the analysis. In this section, we embark on a journey that delves deep into the fusion of interpretation and visualization, exploring how this fusion resonates with the discourse-materiality dichotomy. Drawing from the transcripts, Participant Jenny's discussion about the significance of data visualization techniques underscores how the discourse, in this case, the interpretation of data, is intimately intertwined with the materiality, represented by the visual portrayal of the analytics process. By elucidating the complex relationship between these two dimensions, the transcripts provide a real-world exemplification of how the theoretical underpinnings of discourse-materiality interaction find resonance in HR professionals' engagement with analytics platforms. With CDA, I was able to deconstruct the linguistic and visual elements present in the transcripts, unraveling the power dynamics and underlying ideologies that shape the discourse and its material manifestation. Jenny's discourse on data visualization techniques can be subjected to CDA, allowing us to unearth the subtle ways in which language, representation, and power intersect.

Jenny: [00:09:31] It's okay. But what I do is. Oh, no worries. You don't see it. I'll share this one instead. Okay, so this is the data set. I usually use Excel or Google sheets, but this. So basically what I do is I want to filter these first to make sure there are not there are no null values. And then once I did that, then I make sure that then I would know, like when I put them in Tableau, all of my data points will show up on the graph because it has a null or like a zero. Then the point might be like a redundant data or like very skewed and that would affect how the graph goes before you.

Jenny: [00:12:08] Yeah, just like easier to use. And one thing that I think is really important is it just looks so much better because the Excel charts.

Yeah. So that's why I used to use Excel and then now I started learning new. Like I still use Excel, but then like I start learning these new technology is because I think it just makes things more efficient and also looks better. Yeah, but Excel still works fine. Like I know people that sticks to excel. Okay. Yeah. So yeah. So like the cleaning side, I also still use Excel to do the cleaning and once like I run through the data, make sure it is clean, then we would import them into Tableau or sort to go back to Tableau. Okay. So in here and here, this is also this is like Excel. You can also see all of the fields, fields, everything here, too. But where we want to go is we want to go into the sheets.

6.11.8. Analytical Frameworks: CDA and PDA in HR Analytics

In the context of analyzing HR professionals' narratives about employee retention and turnover data utilizing CDA and PDA approaches provides unique insights into how language and discourse shape our understanding of HR-related phenomena. In my examination of Rose's discussion on employee retention while navigating PAP in addressing the Think-Aloud scenario on predicting Turnover, I detected elements congruent with CDA, notably, Rose repeatedly underscores the significance of structured metrics, such as training reports and completion times, when assessing employee willingness to learn. She explicitly states, "Anyone who completes [training] quickly obviously shows the willingness to learn." Within CDA, this emphasis on quantitative and systematic metrics serves to identify specific indicators of willingness to learn.

Example building further on the quote, in Rose's analysis, she identifies a pattern in training reports where employees who complete their training rapidly are consistently highlighted. This consistent emphasis constructs an authoritative reading that positions this group as more competent or valued within the organization (which aligns with CDA's aim to identify and critique power structures within discourse).

Conversely, within Jenny's discourse about analyzing turnover data, I encountered instances resonating with PDA, when discussing the correlation between years of experience and the desire for a job change, Jenny adopts a more flexible and

context-dependent perspective in such statement as "Right now, it does look like there is an increased number of years of experience correlated with less desire for job change." This showcases PDA's embrace of the notion that interpretations can vary based on contextual factors and individual viewpoints and the consideration of multiple interpretations without privileging any as authoritative.

6.11.9. Analytical Framework: MCDA

Incorporating MCDA signifies a significant shift for HR professionals as explained by Fairclough (2001) and Kress and van Leeuwen (2006), with equipping HR practitioners with a potent lens to understand workplace dynamics better. Embracing MCDA enables HR professionals to delve deeper into communication nuances (Norris, 2004). This aligns with the core goal of my research—to deconstruct established HR practices and platforms and foster a more inclusive and innovative approach, echoing scholars like Fairhurst (2009) and Alvesson (2012). MCDA empowers HR professionals to challenge norms and foster innovation in HR practices, mirroring the perspectives of Knights & Willmott (2007). It is worth noting the need for future research to delve deeper into MCDA's practical application within HR contexts. This aligns with the broader discourse acknowledged by scholars such as Fairclough (2013). Furthermore, investigating how MCDA integrates into areas like talent management, conflict resolution, and diversity and inclusion initiatives (Cox & Blake, 1991) underscores my research's mission to transform HR analytics and practices.

Chapter 7. Conclusion

In the landscape of human resources and organizational management, the adoption of People Analytics Platforms (PAPs) as tools for decision-making has become increasingly pronounced. This study set out to explore a specific dimension of this landscape, delving into the nuanced interplay between HR professionals' Affective-Behavioral-Knowledge attributes and their utilization of PAPs. My investigation into the degree to which multimodal analytical platforms ensure inclusive considerations for skilled HR professionals has shed light on the pivotal role of ABK in understanding and assessing the various dimensions of individual behavior and performance. This has made evident that achieving true inclusion on these platforms extends beyond technical functionality; but revealed a complex tapestry of individual attributes that significantly shape participants' interactions with these analytical platforms.

In this study, I have delved into the intricate realm of HR professionals' emotional and behavioral responses, delving into their knowledge utilization while navigating the People Analytics Platform. Despite grappling with challenges stemming from limited visual cues in image presentations, I documented a diverse spectrum of emotions accompanied by corresponding behavioral cues. My research fundamentally highlights the profound impact of emotions on decision-making processes within HR practices, challenging traditional perceptions that categorize HR solely as a data-driven field. Lacan's emphasis on the symbolic order, specifically the role of the big Other, introduces a complex perspective that transcends the conventional dichotomy of affect and intellect (Glynos & Stavrakakis, 2008). This intricate framework suggests that analyses attuned to the *Other* go beyond the opposition between affect and intellect, emphasizing that the subject is deeply 'affected' by the Other. This profound influence is discernible in the context of HR professionals using People Analytics Platforms, where these technological tools function as a significant "Other."

The affective experiences encountered during the utilization of PAPs, encompassing emotions like frustration, satisfaction, or empowerment, actively contribute to shaping the professional identity of HR professionals. Positive experiences, such as successfully leveraging PAPs for data-driven decision-making, elevate their self-perception as proficient and data-savvy professionals. Conversely, challenges or

frustrations in navigating PAPs may contribute to feelings of inadequacy or frustration, shaping their identity as professionals grappling with intricate technology. The Lacanian perspective on affect and identity serves as a lens through which I articulate my understanding of how the emotional experiences of HR professionals during the use of PAPs contribute significantly to the construction of their professional identities. This lens particularly sheds light on RQ3, illuminating how the affective dimensions, whether positive or challenging, play a pivotal role in shaping how HR professionals perceive themselves and navigate their roles within the evolving landscape of HR analytics. Extrapolating this to HR practices and analytics platforms suggests that individuals' emotional responses are intricately linked to their subjective experiences, underscoring the imperative for a more profound exploration of the affective dimensions in future research.

As the Distributed Language view invites us to rethink language as a distributed, embodied phenomenon, my findings prompt us to reconsider HR practices as significantly shaped by distributed emotions and affective dynamics. This comprehensive exploration has shed light on the multifaceted dimensions of HR analytics and its fusion with emotions and behaviors. Future research can benefit from a deeper exploration of MCDA in the context of People Analytics, to enable a more comprehensive understanding of how HR professionals' harness semiotic resources and interpret visual data. Investigating how different individuals from diverse cultural backgrounds perceive and respond to visual information on PAPs can shed light on the intricate interplay between emotions and data-driven decision-making.

The research questions are well-informed by the principles of CDA and PDA because they both reflect an awareness of the complex power dynamics and multiple interpretations present in the context of HR professionals' use of multimodal analytical platforms. . The former addresses the research question (RQ1): *To what degree do multimodal analytical platforms ensure inclusive considerations for skilled HR professionals navigating the platforms for decision-making*, specifically, it explores the guarantee of equitable considerations by unveiling the power relations inherent in the design and use of analytical platforms. This prompts an examination of how these platforms may either reinforce or challenge existing power structures within the HR field. While the latter acknowledges the possibility of multiple readings or interpretations of the equitable considerations within these platforms, PDA encouraged my exploration of how

different stakeholders (in this case the different HR professionals) perceived the notion of equity, and how this perception is discursively constructed.

Addressing RQ2: *How does HR professionals' engagement in a community of practice, influenced by their accumulation of Bourdieu's notion of capital, impact their utilization of multimodal People Analytics Platforms (PAP)*, regarding how HR professionals' capital and their engagement in the community of practice influence their use of multimodal PAPs and knowledge acquisition, the findings from the CDA reveal that social practices and power dynamics within the community of practice significantly shape the professionals' capital and analytical abilities. In essence, the Community of Practice and its discourses act as influential factors in molding the skills and knowledge of HR professionals. Utilization of PDA complements this by emphasizing that knowledge acquisition is also influenced by discursive viewpoints. This encourages my examination of how HR professionals' identities, and knowledge construction through discourse impacts their engagement within the Community of Practice.

Referring briefly to Rose's interview transcript excerpt:

Rose: "Um, I'm going to use community as our group of contractors, our employment community, in the sense that I'm constantly whenever I see an influx of that, I like to send out little Q and A's to our staff to say, Hey guys, I noticed this and if I'm not finding anything, we notice a huge decline in nurses from New Brunswick, for example. And I was I was confused. And so I did a Q&A, little question. I sent it out as a mass email to everybody and said, Hey, guys, I'm noticing this. What do you think? Anybody have any ideas?"

Rose's reference to her engagement with the community of contractors, seeking their input and ideas through Q&A sessions and mass emails, demonstrated how her knowledge acquisition, and understanding of the healthcare labor market are influenced by the discursive viewpoints within this community. Furthermore, I would like to highlight how her actions and communication with the community of contractors shape her identity as an HR professional. Rose's willingness to engage with, and solicit feedback from, this community reflects her commitment to understanding their perspectives, and the discourses within the healthcare labor market. This, in turn, impacts her engagement

within the Community of Practice, as she actively seeks to incorporate various viewpoints and insights into her decision-making processes.

In addressing **RQ3**: *How do the emotional states of individuals influence their application of analytical tools and processes?* On the role that affective state plays in analytical use, CDA helped in unveiling the affective dimension of discourse and power relations as discussed in this chapter, exploring how emotions and affective states are discursively framed, and how they influence analytical practices within HR. The same was the case with PDA serving as a tool in emphasizing that affective states are not solely inherent, but are also discursively constructed, encouraging an examination of how affective states are framed in different discourses and how they relate to the use of analytical tools. Overall, both CDA and PDA share the premise that power relations are inscribed within social or institutional discourses, influencing linguistic interactions. While CDA often seeks to deconstruct hegemonic power relations, and may produce oppositional readings, PDA complements this approach by acknowledging the possibility of multiple competing readings. In the context of participants' interviews, this implies that I recognize that their perspectives, as HR professionals, are just one of many possible interpretations, and in the case of Rose, her perspective is within the broader discourse on healthcare labor. markets.

7.1. Unraveling Inclusivity, Capital Dynamics, and Emotional in HR Professionals

In addressing our first research question (RQ1) regarding the inclusivity of multimodal analytical platforms for skilled HR professionals, my exploration into the experiences of HR professionals, particularly Mapp's configuration efforts to accommodate diverse linguistic backgrounds and Mapp's emphasis on variance analysis for comparable information, sheds light on the degree to which multimodal analytical platforms ensure inclusive considerations. By grounding theoretical notions in these practical experiences, our research demonstrates that the inclusive design of platforms is a multifaceted endeavor, involving linguistic, cultural, and analytical considerations. This extends the existing literature by providing a nuanced understanding of the challenges and successes encountered by skilled HR professionals, contributing to the ongoing discourse on the inclusivity of multimodal platforms in decision-making.

Turning to the second research question (RQ2) on how HR professionals' engagement in a community of practice, influenced by Bourdieu's notion of capital, impacts their utilization of multimodal People Analytics Platforms, this study delves into the intricate interplay between HR professionals' engagement in a community of practice, their accumulation of social and cultural capital as per Bourdieu's framework, and the subsequent impact on their utilization of multimodal People Analytics Platforms. The narratives of Rane and May exemplify the significance of social and cultural capital in shaping knowledge acquisition and use within HR practices. By connecting these experiences to the theoretical underpinnings of Bourdieu's notion of capital, this study extends the existing literature by offering a comprehensive exploration of the dynamics influencing HR professionals' engagement with multimodal PAP.

Responding to my third research question (RQ3) on the influence of individuals' emotional states on the application of analytical tools and processes, my analysis, particularly May's exploration of big data and the consideration of emotional states in decision-making, provides insights into the intricate relationship between emotional states and the application of analytical tools. May's strategies in collaboration and recognition of diverse perspectives underscore the nuanced ways in which emotional states influence decision-making processes. This contribution extends existing literature by offering a detailed examination of the emotional dimensions in the application of analytical tools, providing a rich understanding of the interplay between emotions and decision-making within the context of People Analytics Platforms. Similarly, Rane's transcript illustrates the emotional labor involved in communicating intricate information to non-experts—in detailing her experiences, Rane emphasizes the emotional effort involved in choosing layman language and patiently starting from the basics when conveying complex analyses. Rane's insights align with the emotional labor framework by illustrating the emotional dimensions tied to the effort of communicating intricate information to individuals who may not be familiar with analytics. This engagement in making analytics accessible to non-experts extends the understanding of labor in HR analytics practices, highlighting the emotional challenges encountered in the realm of communication within HR roles. This aligns well with the exploration of how emotional states influence the application of analytical tools and processes, particularly in the context of HR professionals dealing with individuals less familiar with analytics.

As this study concludes, it is imperative to acknowledge the theoretical underpinnings that have shaped my exploration of the intricate landscape of HR practices, People Analytics Platforms (PAPs), and the affective dimensions within. While I have named prominent post-structuralist thinkers such as Foucault, Deleuze, Derrida, Guattari, Kristeva, and Lyotard, it is crucial to highlight that Lacan's perspective has played a direct role in shaping my understanding of affective experiences within the context of HR analytics.

Lacan's focus on the symbolic order and the 'Other' introduces a layer of complexity to my comprehension of how HR professionals navigate their identities within the symbolic framework of PAPs. The symbolic order, as conceptualized by Lacan, prompts a critical inquiry into the intricate interplay between language, subjectivity, and the affective dimensions encountered during the utilization of PAPs. By recognizing the role of the 'Other,' this study aimed to contribute to the broader discourse on the formation of professional identities within the evolving landscape of HR analytics.

While the broader poststructuralist framework has provided a conceptual backdrop, the explicit drawing on Lacan's insights underscores the specific contributions of his perspective to the analysis of empirical findings. The decision to engage with Lacan's ideas reflects a deliberate effort to explore the complexities of affective experiences within HR practices, moving beyond conventional interpretations and inviting further inquiry into the symbolic dimensions of professional identity formation.

While the primary focus of this study has been on the affective, behavioral, and knowledge dimensions within HR analytics, a critical engagement with these poststructuralist perspectives enriched my understanding. It prompts me to question the underlying power structures, challenge conventional interpretations, and unravel the intricate connections between discourse, identity, and decision-making within the evolving landscape of HR practices. Future research could delve deeper into these critical analyses, uncovering hidden power dynamics and pushing the boundaries of my comprehension of HR within a poststructuralist framework.

7.2. Limitations, Implications for HR Practice, and Future Directions

This study has shared insights into the multifaceted world of HR professionals' responses to neoliberalism and the implications on their behavior and emotions. However, like any research endeavor, it is essential to acknowledge certain limitations that may impact the generalizability and scope of this study. While this study emphasizes the interplay between behavior and emotions within the ABK model, I am aware that emotions and behaviors are complex phenomena influenced by a multitude of factors beyond the scope of this study. Therefore, while this research provides valuable insights, it cannot comprehensively capture all the intricacies involved in HR professionals' emotional and behavioral responses. Furthermore, the focus on HR professionals may not represent the entire spectrum of professionals impacted within organizations because different roles and departments may experience distinct challenges and responses related to data integrity, confidentiality, and the imperative to prove value. Therefore, the findings may not be directly transferable to professionals outside the HR domain. It's crucial to recognize that this research focused on HR professionals primarily located in Canada, where the findings may reflect the unique cultural and economic factors in this region. These factors might have influenced the responses and behaviors of HR professionals in the study. Therefore, when considering how these findings apply to HR professionals in different locations, there is the need to account for variations in organizational cultures, government policies, and the prevalence of neoliberalism, but also the specific nuances discussed in this study. In future directions, it might be valuable to explore HR professionals' emotional responses, attitudes, and behaviors in greater detail, especially in relation to data integrity, confidentiality, and the imperative to prove value. This could involve conducting interviews or surveys that specifically probe into participants' emotional experiences, strategies for managing emotions, and how attitudes affect interactions with PAPs and interactions with stakeholders.

Another notable limitation of this study pertains to the challenge of achieving the intended representation of at least three HR professionals from each organization. As the study progressed into Phase 3 for the think-aloud methods, it became evident that only four professionals were able to effectively utilize or share their experiences with PAP platforms as required for this section of the research. While the explicit utilization of

PAP was not shared uniformly among all HR professionals, it became evident that it was not feasible to fulfill the study's initial intent of including at least three professionals from each organization in this aspect of the research. Future research may address this limitation through in-depth case studies, comparative analyses across sectors, a qualitative exploration of participant experiences, and the investigation of barriers and strategies for effective PAP platform utilization. These avenues can offer a more comprehensive understanding of PAP platform dynamics and their impact on HR professionals and organizations.

Chapter 8. References

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Appendix A. General List of Interview Questions



General list of Interview Topic

Deconstructing People, Analytics and Platforms: Multimodality, Inclusion and Practice – Ethics ID Number 30001347

After screening questionnaire, the selected participants will be scheduled for the first 1-hour session of narrative interview.

Dear Participants,

Thank you for agreeing to participate in this doctoral study on HR professionals' navigation of People, Analytics and Platforms (PAP) like Humi, Bamboo HR, or Tableau. During the narrative interview, I will require your complete, undistracted attention.

For the first session, participants speak about their HR experience using PAP through narrative interviews. The narrative session will consist of the following these sections:

Introduction and explanations about the research

1. For this first session, Participants are expected to speak about their HR experience using PAP through narrative interviews.
2. Participants control the direction, content, and pace of the interview. It is the participants' account, and they choose what to say and what not to say.
3. The interview will be audio and video recorded.
4. The researcher would hear your story, in your own words.

The narrative

1. Using the question prompts, you can begin telling your story.
2. The researcher will use non-verbal encouragement to encourage you to talk freely.
3. The researcher will avoid interrupting until there are clear signs that you have finished your story.

The narrative Interview Questions/topics

Set One: Usability & Scope

1. Describe your decision-making process when using PAP.
2. Comment on the scope and usability of PAP, time to value of this business resources?
3. Describe your affordances (specific use or interaction) of the multimodal PAP?
4. Describe your experience with multimodal analytical platforms at your current organization?
5. How do you connect HR analytical use/activities to company objectives and strategy?
6. How do you influence stakeholders to make a decision or do something (Senior Management, people managers, the rest of the team in HR, and employees)?

Appendix B. Think-Aloud & Video Recording Instructions



Think-Aloud and Video Recording Instruction
Deconstructing People, Analytics and Platforms: Multimodality, Inclusion and Practice –
Ethics ID Number 30001347

After participant complete the first 1-hour session of narrative interview, they will be scheduled for the second 1-hour session to use Think-Aloud with the following instructions.

Dear Participants,

Thank you for volunteering your time and effort to the second session of this doctoral study.

For this session of one (1) hour, you will share your process of meaning-making and your understanding of the semiotic choices on PAP (Humi, Bamboo HR, and Tableau), in the presence of the researcher. These will be done using Think-Aloud method and Video recordings with the following guidelines:

What is Think-Aloud

You will take part in a Think-Aloud section where you will be given a task and asked to talk through your navigation of people analytical platforms used to complete the study scenario.

You will be asked in the presence of the researcher to vocalize your thoughts, actions, expectations, feelings and any confusion or concerns that arise.

Think-Aloud Instructions

You have been invited to partake in this study because you are a HR professional, and you have met our study criteria. The study aims to understand how HR professionals navigate People, Analytics and Platforms (PAP) like Humi, Bamboo HR, or Tableau.

Video Recording Instructions

1. For this session, video recording will be continuous rather than stopping the camera or moving rapidly back and forth during your task completion.
2. Confidentiality will be protected by using researchers own recorded with restricting access to the videos.
3. During recording, you are required to be in view of the camera, however, there is no requirement to look at the camera during recording.
4. Personal identifiable information or sensitive company information should be filtered before the recording session. Items that can not be filtered on the PAP dashboard (logo, company address) will be blurred in the videos or in the capture of artifacts for publishing.

Please review the think aloud instructions below.

OPTION 1

The study Scenario - Predicting Turnover

To understand your organizations turnover rate, you are required to (1) predict which employees are most likely to leave the company and when, (2) depending on seniority and experience of employees class you chose, estimate the cost of replacing an employee in percent of employee's salary.

OPTION 2

The study Scenario - Predicting Retention

To improve both employee performance and retention (1) predict which employees are more likely to stay with the company and would be quicker to make significant contributions, (2) indicate what priorities will be used to support your predictions and why.

Your Task Is

1. Select the option of preference.
2. To seek and obtain information using your PAP.
3. The entire task completion will take place through computer terminals (PAP), and all interaction will be between you and the computer.
4. Allow the researcher to observe as you complete the task.
5. During the Think Aloud sessions, **do not mention any employee names or information** that is considered confidential.
6. You are advised to **filter** employee confidential information (names, contact information, and other personally identifiable information) before prompting the start of the video recording to ensure such details are not captured.
7. Explain and verbalize step by step what are you doing.
8. You will have different PAP use statements and the session will take 1 Hour.
9. You may not open other applications on your computer, chat with other students, or engage in other distracting activities, such as using your cell phones or headphones, reading books, etc.
10. Take a break when you need to.

Participants role. You are cordially invited to undertake the following:

1. You will **perform** the PAP task in the way that you would if you were not thinking aloud.
2. You will **verbalize** all the thoughts that occur to you will navigating the PAP.
3. You will be completely **natural and honest** about your PAP work processes and reactions.
4. **Fee free** to take as long as needed to adequately verbalize while using the PAP.
5. **No evaluation** of your HR professional knowledge is involved.

What is the Researcher's Role

The researcher can offer minimum prompts whenever you become silent to motivate your vocalization and to support your confidence level during the task.

Thank you for your interest.

Sincerely,

Appendix C. Participant Screening Questionnaire



Participant Screening Questionnaire

**Deconstructing People, Analytics and Platforms: Multimodality, Inclusion and Practice –
Ethics ID Number H3000 -1347**

After the signed participant consent form is received by the researcher, the screening questionnaire will be emailed to participants with guidelines for the participants.

Dear Participant,

Thank you for sending the signed consent form and for your agreement to participate in my doctoral research.

The purpose of this questionnaire is to collect information about you and your experience using People Analytic Platform. There are no 'correct' or 'incorrect' answers. Please freely express your opinion. All personal information and answers will be kept completely confidential. Any identifying information in the data of this project will be removed or replaced with pseudonyms.

The survey is brief and will only take about 15 minute to complete. Please click the link below to go to the survey website (or copy and paste the link into your Internet browser) and then enter the personal code to begin the survey:

Survey link: <http://www.surveymonkey.com/s/XXXXXXX>

Individualized Personal Access Code: 000000

Please complete the questionnaire by [Date]

* Please use Clickable link to complete this questionnaire alone.

Thank you for your participation.

Sincerely,

Part A – Personal Information

What is your Name?

What is your Job Title?

In which country are you based?

In what Industry is your current HR profession based?

- Manufacturing
- Healthcare
- Education

Do you hold an HR professional designation?

- Yes
- No

Part B – People Analytic Platform: Choose the answer that most closely reflects your use of People Analytic Platform.

How often do you use People Analytic Platform?

- Daily
- Weekly
- Every other week
- Monthly
- Less than once per month

Which of these People Analytic Platform do you use?

- Humi
- Bamboo HR,

Tableau

How many years of experience do you have using People Analytic Platform selected above?

What are the different reasons you use People Analytic Platform?

Is there anything else about People Analytic Platform you would like to share?

Part C – Comments

For this last question, can you tell me a short description of a recent experience that you had while using People Analytics Platform?

You're finished!

Your participation in this study continues to be voluntary. If you decide you no longer want to participate at any time or if you have any questions concerning this study, please contact the researcher at:

Principal Investigator:

Dr. Angel Lin, Professor, Faculty of Education, Simon Fraser University.

Appendix D. Researcher’s Note on Power Dynamics

Unveiling Power Dynamics Constructs of HR Professionals in the Analytics Era

May		
Transcript Excerpts	Labeling Power Dynamics	Power Dynamics Descriptions
Ensuring Compliance and Confidentiality	May underscores PAPs' significance in maintaining compliance and ensuring confidentiality.	The emphasis on compliance and confidentiality indicates power dynamics by showcasing May's awareness of the strategic role of PAPs. This reflects influence and access in ensuring adherence to legal and ethical standards.
Automation of Processes: Bulk Rejections	May emphasizes the necessity to automate processes, exemplified by bulk rejection emails.	This emphasis on automation reflects power dynamics by showcasing May's recognition of the strategic advantage gained through efficient decision-making processes. The ability to implement automation signifies influence and access to tools that shape HR processes.
Strategic Selection of PAPs	May evaluates Bamboo's user-friendliness, emphasizing simplicity and accessibility.	The strategic evaluation of user-friendliness demonstrates power dynamics through the strategic decision-making approach. May's ability to select platforms based on usability suggests influence and access to tools aligned with HR needs.
Strategic Decision-Making with Tableau	May discusses Tableau's visual appeal for portraying data, indicating strategic considerations.	The discussion of Tableau's visual appeal demonstrates power dynamics as it highlights May's strategic understanding of data representation. This suggests influence and access to platforms that enable impactful decision-making.
Recommendations for Support and Engagement	May advocates for attending events to interact with professionals, stay updated on software features, and understand legal obligations, emphasizing community engagement.	This illustrates May's access to information and networking opportunities.
Mapp		
Transcript Excerpts	Labeling Power Dynamics	Power Dynamics Descriptions

Unveiling Power Dynamics Constructs of HR Professionals in the Analytics Era

Informal Approach to HR Analytics	Mapp mentions that HR analytics is quite new, and there isn't a formal process. She emphasizes the importance of taking an extra step to understand the data before directly approaching managers.	Mapp navigates the conversation by acknowledging the novelty of HR analytics, positioning herself as an adaptive and insightful professional who recognizes the need for a personalized approach in handling new initiatives. This adaptive approach showcases her influence in shaping processes.
Decision-Making Process with PAP	Mapp describes her decision-making process based on projects, collaborating with different HR functions. The process involves checking HR systems, survey results, and collaborating with team members.	Mapp demonstrates her strategic influence by aligning decision-making with organizational projects and collaborative efforts, showcasing her role as a key player in HR initiatives. Her focus on collaboration strengthens her influence across multiple functions.
Scope and Usability of HR Analytics	Mapp discusses the scope and usability of HR analytics, highlighting its underutilization and lack of training for HR professionals. She suggests the potential benefits of having dedicated personnel for data interpretation.	Mapp exercises influence by highlighting the challenges in HR analytics adoption, positioning herself as an advocate for improved training and dedicated roles. Her insights into the potential benefits of streamlined processes demonstrate strategic thinking, reinforcing her role as a catalyst for positive change in HR analytics implementation.
Usage and Limitations of Analytical Platforms	Mapp shares experiences with various analytical platforms, highlighting limited access to data and challenges in utilizing the full potential of the software. She delves into the fear of exploring data due to confidentiality concerns.	Mapp's insights reveal a power dynamic where limitations in data access hinder her role despite her training and expectations. The fear of exploring data reflects broader organizational apprehensions, positioning Mapp as an advocate for overcoming these limitations for more effective analytics.
Challenges in Analyzing Business Impact	Mapp discusses challenges in evaluating the impact of business process changes, citing barriers like lack of training, leadership priorities, and data access restrictions. She advocates for a transformative approach.	Mapp reinforces her influence by identifying barriers to effective business analysis. Her strategic perspective calls for transformative changes, aligning with her broader narrative of advocating for data-driven decision-making and overcoming systemic challenges within HR.
Rane		
Transcript Excerpts	Labeling Power Dynamics	Power Dynamics Descriptions

Unveiling Power Dynamics Constructs of HR Professionals in the Analytics Era

<p>Emphasis on Data Reliability</p> <p>Rane: "We need to ensure that our data sources are reliable..."</p>	<p>Stresses the importance of reliable data sources, indicating a power dynamic where control over reliable data is a critical aspect.</p>	<p>Implies influence over data quality and access to trustworthy information.</p>
<p>Value on Data Interpretation</p> <p>Rane: "Our goal is to ensure that data is not just numbers..."</p>	<p>Highlights the goal of meaningful data interpretation, suggesting a power dynamic where data is valued beyond mere numbers.</p>	<p>Implies influence in shaping the perception of data's importance.</p>

Rose

Transcript Excerpts	Labeling Power Dynamics	Power Dynamics Descriptions
<p>Usage and Limitations of Analytical Platforms</p>	<p>Eri emphasizes the efficiency gained by using tools like spreadsheets to manage data. This reflects a power dynamic where Eri, as a user, leverages tools for effective data organization and retrieval.</p>	
<p>Rose discusses using analytical tools in contract development, segregating candidates based on experience</p>	<p>Power dynamics in contract development and candidate selection</p>	<p>Rose emphasizes the significance of using analytical tools for efficient candidate selection, demonstrating control in the hiring process.</p>
<p>Rose discusses using graphs and spreadsheets for recruitment reports and mass emails</p>	<p>Power dynamics in recruitment analytics</p>	<p>Rose showcases her control and proficiency in using analytical tools for recruitment, highlighting efficiency in managing large volumes of data.</p>
<p>Rose reflects on the impact of her diverse background and</p>	<p>Power dynamics in decision-making influenced by personal background</p>	<p>Rose attributes her decision-making approach to her diverse background and experiences, indicating self-awareness and adaptability.</p>

Unveiling Power Dynamics Constructs of HR Professionals in the Analytics Era

experiences in decision-making		
Jenny		
Transcript Excerpts	Labeling Power Dynamics	Power Dynamics Descriptions
Learning Curve Power Dynamics	Jenny: "...people that are just started learning..."	Jenny describes the difficulty for beginners, emphasizing the power dynamics associated with learning Tableau. Implies the influence of knowledge and experience in shaping perceptions.
Jenny: "...challenging just because for my current position..."	Hierarchy-Driven Decision Making	Jenny describes challenges in influencing decisions due to a strict hierarchy, implying power dynamics where decision-making is concentrated at higher levels. Implies limited control over organizational problems.
Platform Utilization and User Needs Jenny: "...how you would want your data to look like..."	Describes the motivation behind using a platform, indicating a power dynamic where an individual needs drive platform utilization.	Implies the influence of user needs in shaping preferences and requirements.
Jenny: "...how do you select the metrics that matter most..."	Metric Selection Influence	Jenny describes the process of selecting metrics, indicating a power dynamic where influence is exerted in defining what metrics matter most. Implies control over the narrative shaped by chosen metrics.
Jenny: "...people aren't comfortable with using Tableau..."	Usability Challenges	Jenny acknowledges the challenge of Tableau adoption within the organization, indicating a power dynamic influenced by the learning curve. Implies resistance to change and the need for training.

Unveiling Power Dynamics Constructs of HR Professionals in the Analytics Era

Jen: "... we use Tableau dashboards..."	Integration of Analytical Expertise	Jenny positions herself as a valuable asset due to her Tableau expertise, influencing the decision to hire her. Implies influence over the organization's analytical capabilities.
Juliette		
Transcript Excerpts	Labeling Power Dynamics	Power Dynamics Descriptions
Skill Development	In addressing narrative questions "What do you believe is the most critical skill for an HR professional to have when it comes to solving business problems with people Analytics, Juliette emphasizes the criticality of developing specific skills, highlighting a power dynamic where expertise is pivotal.	This suggests that possessing the right skills is a source of influence and access in addressing business problems with people analytics.
Integration of Expertise	Juliette advocates for integrating both data-focused and empathetic decision-making approaches, creating a power dynamic where individuals possess a diverse skill set.	Juliette reflects on the importance of a balanced approach between data-focused and functionally empathetic decision-making. This integration optimizes power dynamics by leveraging both analytical insights and human-centric understanding.
Collaboration Dynamics	Juliette expresses challenges in collaborating with a data analyst due to differences in mindset and language.	Juliette delves into power dynamics related to collaboration, pointing out the challenges arising from differences in mindset and language between functional and data-oriented individuals.
Complexity Dynamics	Juliette analyzing recruitment processes with multiple stages handled by different teams is a complex factor.	Juliette introduces the power dynamic of complexity, indicating that the involvement of multiple teams in recruitment introduces a level of intricacy. Understanding this complexity becomes influential in problem-solving within recruitment processes.
Adaptability to Analytics Tools	The difference between a successful HR professional from the 1990s and one from the 2020s lies in adaptability to analytics tools.	Juliette points out a power dynamic shift where adaptability to analytics tools becomes a distinguishing factor. The implication is that those embracing analytics tools gain a strategic advantage in solving HR-related challenges.