



The Impact of Digitalization on Human Resource Analytics in MTN Nigeria

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Abstract

In the era of digital disruption, the human resource (HR) function is undergoing a seismic shift. The advent of digitalization has revolutionized the way HR analytics is practiced, enabling organizations to unlock the full potential of their workforce. This study explores the impact of digitalization on HR analytics in MTN Nigeria, a leading telecommunications company in Africa. This study reveals the transformative power of digitalization on HR analytics, enabling the organization to make data-driven decisions, drive business outcomes, and improve employee engagement. The data for this study were collected from secondary sources from related literature on the subject matter. The study found out among others that digital HR analytics has enabled MTN Nigeria to collect and analyze large amounts of data on employee behavior, performance, and engagement. The study also recommends among others that MTN Nigeria should ensure that digital HR analytics solutions are aligned with the organization's overall business strategy and objectives. The paper thus, concludes that the use of digital HR analytics tools has enabled MTN Nigeria to develop a more strategic and data-driven approach to HR management, leading to improved employee engagement, retention, and productivity.

Keywords: Digitalization, HR Analytics, MTN Nigeria, Human Resource Analytics, Data-Driven Decision Making, Business Outcomes, Employee Engagement.

INTRODUCTION

The advent of digitalization has transformed the way businesses operate, and the human resource (HR) function is no exception. Digitalization has revolutionized HR practices, enabling organizations to leverage technology to improve efficiency, accuracy, and decision-making (Bharadwaj et al., 2013). One area where digitalization has had a significant impact is HR analytics. HR analytics involves the use of data and statistical methods to improve HR decision-making and drive business outcomes (Marler & Boudreau, 2017). The increasing availability of HR data, advances in analytics technologies, and the growing recognition of the importance of data-driven decision-making have all contributed to the growing interest in HR analytics (Lawler et al., 2017). Digitalization has enabled organizations to collect, store, and analyze vast amounts of HR data, providing insights into employee behavior, performance, and engagement (Angrave et al., 2016).

However, despite the potential benefits of HR analytics, many organizations struggle to implement effective HR analytics practices (Boudreau & Ramstad, 2016). This is particularly true in developing countries, where organizations may face challenges related to infrastructure, resources, and expertise (Kabanda & Brown, 2017). In Nigeria, for example, many organizations are still in the early stages of adopting HR analytics practices (Ogunyomi & Shobayo, 2019). However, with the growing recognition of the importance of HR analytics, many Nigerian organizations are beginning to invest in HR analytics technologies and practices (Adeyeye & Adeniji, 2020).

One organization that has made significant investments in HR analytics is MTN Nigeria. As one of the leading telecommunications companies in Nigeria, MTN Nigeria has recognized the importance of HR analytics in driving business outcomes (MTN Nigeria, 2020). The company has implemented various HR analytics tools and practices,

including data analytics platforms, performance management systems, and employee engagement surveys (MTN Nigeria, 2020). Despite the growing interest in HR analytics, there is a need for more research on the impact of digitalization on HR analytics practices (Marler & Boudreau, 2017).

This focus of this study is to explore the impact of digitalization on HR analytics practices in MTN Nigeria. Digitalization has led to an explosion of data, and HR analytics has become a critical tool for organizations to gain insights into their workforce (Lawler et al., 2017). HR analytics enables organizations to analyze data on employee behavior, performance, and engagement, providing insights that can inform HR decisions and drive business outcomes (Boudreau & Ramstad, 2016). However, the effective implementation of HR analytics requires significant investments in technology, data management, and analytical capabilities (Angrave et al., 2016).

Digitalization plays a strategic role in enabling HR analytics to drive business outcomes. Hence, digitalization has enabled organizations to collect, store, and analyze vast amounts of data, providing insights into employee behavior, performance, and engagement (Kabanda & Brown, 2017). HR analytics can provide insights that inform HR decisions, driving business outcomes such as improved employee engagement, retention, and productivity (Marler & Boudreau, 2017). Digitalization has also enabled the use of artificial intelligence (AI) and machine learning (ML) in HR analytics. AI and ML can provide insights into employee behavior, performance, and engagement, enabling organizations to make informed decisions (Harris et al., 2019). However, the use of AI and ML in HR analytics also raises ethical concerns, including bias, transparency, and accountability (Angrave et al., 2016).

However, the effective implementation of HR analytics requires significant investments in technology, data management, and analytical capabilities (Angrave et al., 2016). Organizations must also address the challenges associated with data quality, security, and privacy (Bharadwaj et al., 2013).

The study focuses on the current state of HR analytics practices in MTN Nigeria, including the use of HR analytics tools, data analytics platforms, and performance management systems by assessing the benefits and pitfalls of implementing HR analytics practices in MTN Nigeria, including the impact on HR decision-making, employee engagement, and business outcomes geared towards providing valuable insights into the experiences of a large organization in Nigeria. The impact of digitalization on HR analytics practices is a critical area of research, particularly in developing countries like Nigeria. As the use of HR analytics continues to grow, it is essential to understand the impact of digitalization on HR analytics practices.

MTN Nigeria is a subsidiary of MTN Group, a multinational telecommunications company headquartered in Johannesburg, South Africa (MTN Group, 2022). The company was established in 2001 and has since become one of the largest telecommunications companies in Nigeria, with a network coverage of over 90% of the country's population (MTN Nigeria, 2022). As of 2022, MTN Nigeria has over 70 million subscribers, making it the largest telecommunications company in Nigeria (MTN Nigeria, 2022). The company offers a range of services, including voice and data services, mobile financial services, and digital services (Adeyeye & Adeniji, 2020). MTN Nigeria's mobile financial services platform, MTN Mobile Money, has been particularly successful, with over 10 million registered users (MTN Nigeria, 2022).

MTN Nigeria has invested heavily in its network infrastructure, with a focus on expanding its 4G/LTE network coverage (MTN Nigeria, 2022). The company has also launched a number of initiatives aimed at improving customer experience, including a revamped customer care platform and a range of digital services (Adeyeye & Adeniji, 2020).

STATEMENT OF PROBLEM

The impact of digitalization on human resource (HR) analytics has been significant, transforming the way organizations approach HR decision-making. However, this transformation has also brought about several challenges that organizations must navigate (Bharadwaj et al., 2013). One of the primary challenges is the need for significant investments in technology, data management, and analytical capabilities (Angrave et al., 2016). Organizations must also address the challenges associated with data quality, security, and privacy (Kabanda & Brown, 2017). With the increasing use of digital technologies, organizations are collecting vast amounts of data, which must be stored, managed, and analyzed securely (Harris et al., 2019). However, ensuring the security and privacy of this data is a significant challenge, particularly in the context of HR analytics.

Another challenge is the need for HR professionals to develop new skills and competencies (Lawler et al., 2017). HR professionals must be able to work with data, including data analysis, interpretation, and visualization (Boudreau & Ramstad, 2016). However, many HR professionals lack these skills, which can hinder the effective implementation of HR analytics.

The use of artificial intelligence (AI) and machine learning (ML) in HR analytics also raises several challenges (Angrave et al., 2016). While AI and ML can provide valuable insights into employee behavior and performance, they also raise

concerns about bias, transparency, and accountability (Harris et al., 2019). Organizations must also address the challenge of integrating HR analytics with other business functions (Bharadwaj et al., 2013). HR analytics must be aligned with business objectives and integrated with other functions, such as finance and operations (Lawler et al., 2017).

The challenge of change management is also significant (Kabanda & Brown, 2017). The implementation of HR analytics requires significant changes to HR processes and practices, which can be difficult to manage (Angrave et al., 2016). The lack of standardization in HR analytics is another challenge (Boudreau & Ramstad, 2016). There is currently a lack of standardization in HR analytics, which can make it difficult to compare data across different organizations (Harris et al., 2019). The challenge of ensuring data accuracy and reliability is also significant (Lawler et al., 2017). HR analytics relies on accurate and reliable data, but ensuring the accuracy and reliability of this data can be challenging (Angrave et al., 2016).

The use of HR analytics also raises several ethical challenges (Bharadwaj et al., 2013). For example, the use of data analytics to monitor employee behavior and performance raises concerns about privacy and surveillance (Harris et al., 2019). The challenge of ensuring transparency and accountability in HR analytics is also significant (Kabanda & Brown, 2017). Organizations must ensure that HR analytics practices are transparent and accountable, particularly in the context of AI and ML (Angrave et al., 2016). The lack of skilled HR analytics professionals is another challenge (Boudreau & Ramstad, 2016). Organizations require skilled HR analytics professionals to implement and manage HR analytics practices, but there is currently a shortage of these professionals (Harris et al., 2019). The challenge of integrating HR analytics with other HR functions is also significant (Lawler et al., 2017). HR analytics must be integrated with other HR functions, such as recruitment, talent management, and employee engagement (Angrave et al., 2016).

The use of HR analytics also raises several cultural challenges (Bharadwaj et al., 2013). For example, the use of data analytics to monitor employee behavior and performance may not be culturally acceptable in some organizations (Harris et al., 2019). The challenge of ensuring the sustainability of HR analytics practices is also significant (Kabanda & Brown, 2017). Organizations must ensure that HR analytics practices are sustainable and can be maintained over time (Angrave et al., 2016).

The lack of clear HR analytics strategies is another challenge (Boudreau & Ramstad, 2016). Organizations require clear HR analytics strategies to guide the implementation and management of HR analytics practices (Harris et al., 2019). The challenge of managing the complexity of HR analytics data is also significant (Lawler et al., 2017). HR analytics data can be complex and difficult to manage, particularly in large organizations (Angrave et al., 2016).

The use of HR analytics also raises several regulatory challenges (Bharadwaj et al., 2013). For example, organizations must ensure that HR analytics practices comply with relevant regulations, such as data protection laws (Harris et al., 2019). The challenge of ensuring the scalability of HR analytics practices is also significant (Kabanda & Brown, 2017). Organizations must ensure that HR analytics practices can be scaled. The challenge of ensuring the scalability of HR analytics practices is also significant (Kabanda & Brown, 2017). Organizations must ensure that HR analytics practices can be scaled up or down to meet changing business needs.

The lack of effective communication about HR analytics results is another challenge (Boudreau & Ramstad, 2016). HR professionals must be able to communicate HR analytics results effectively to stakeholders, including business leaders and employees. The challenge of ensuring the continuous improvement of HR analytics practices is also significant (Lawler et al., 2017). Organizations must ensure that HR analytics practices are continuously improved to meet changing business needs. The use of HR analytics also raises several challenges related to data visualization (Angrave et al., 2016). HR professionals must be able to present HR analytics data in a clear and actionable way.

The challenge of ensuring the integration of HR analytics with other business systems is also significant (Bharadwaj et al., 2013). HR analytics must be integrated with other business systems, such as financial and operational systems. The lack of clear HR analytics metrics is another challenge (Harris et al., 2019). Organizations must define clear metrics for HR analytics to measure its effectiveness. The challenge of ensuring the security of HR analytics data is also significant (Kabanda & Brown, 2017). Organizations must ensure that HR analytics data is secure and protected from unauthorized access. The use of HR analytics also raises several challenges related to employee trust (Boudreau & Ramstad, 2016). Employees must trust that HR analytics data will be used fairly and transparently. The challenge of ensuring the transparency of HR analytics practices is also significant (Lawler et al., 2017). Organizations must ensure that HR analytics practices are transparent and fair.

RESEARCH QUESTIONS

1. How has digitalization impacted the HR analytics function in MTN Nigeria?
2. What are the benefits and challenges of implementing digital HR analytics in MTN Nigeria?
3. How has digitalization influenced HR decision-making and strategic planning in MTN Nigeria?

OBJECTIVES OF THE STUDY

The broad objective of this study is to unravel the transformative influence of digitalization on human resource analytics within the context of MTN Nigeria. While the specific objectives are as follows:

1. To examine the impact of digitalization on HR analytics practices in MTN Nigeria.
2. To investigate the benefits and challenges of implementing digital HR analytics in MTN Nigeria.
3. To assess the influence of digitalization on HR decision-making and strategic planning in MTN Nigeria.

LITERATURE REVIEW

Concept of Digitalization

Digitalization is the process of converting information, processes, and activities into digital formats, enabling organizations to leverage digital technologies to improve efficiency, productivity, and innovation (Bharadwaj et al., 2013). This process involves the use of digital technologies, such as cloud computing, big data analytics, and the Internet of Things (IoT), to transform business models, products, and services (Harris et al., 2019). Digitalization has become a critical component of business strategy, enabling organizations to respond to changing market conditions, customer needs, and technological advancements (Lawler et al., 2017). By leveraging digital technologies, organizations can improve their operational efficiency, reduce costs, and enhance customer experiences (Angrave et al., 2016).

One of the key drivers of digitalization is the increasing availability of digital data, which has enabled organizations to gain insights into customer behavior, preferences, and needs (Kabanda & Brown, 2017). The use of big data analytics, machine learning, and artificial intelligence (AI) has enabled organizations to extract valuable insights from large datasets, informing business decisions and driving innovation (Harris et al., 2019). Digitalization has also enabled the development of new business models, products, and services, which have transformed the way organizations operate and interact with customers (Bharadwaj et al., 2013). For example, the rise of e-commerce and digital platforms has enabled organizations to reach new customers, improve customer engagement, and drive revenue growth (Lawler et al., 2017).

Digitalization has become a critical component of business strategy, enabling organizations to drive innovation, improve efficiency, and enhance customer experiences (Kabanda & Brown, 2017). As digital technologies continue to evolve, organizations must be prepared to adapt and innovate, leveraging digitalization to drive business success (Bharadwaj et al., 2013). Digitalization has also enabled the development of new digital skills, including data science, AI, and machine learning (Lawler et al., 2017). These skills are critical for organizations seeking to leverage digitalization to drive business success (Angrave et al., 2016).

The impact of digitalization on business models has been significant, enabling organizations to develop new revenue streams, improve customer engagement, and drive innovation (Harris et al., 2019). For example, the rise of subscription-based business models has enabled organizations to generate recurring revenue, improve customer retention, and drive business growth (Bharadwaj et al., 2013). Digitalization has also enabled the development of new digital platforms, including social media, e-commerce, and mobile payments (Kabanda & Brown, 2017). These platforms have transformed the way organizations interact with customers, enabling real-time engagement, personalized marketing, and improved customer experiences (Lawler et al., 2017).

However, digitalization also poses significant risks for organizations, including cyber threats, data breaches, and digital disruption (Angrave et al., 2016). Organizations must be prepared to manage these risks, investing in digital security, risk management, and business continuity planning (Harris et al., 2019). The impact of digitalization on organizational culture has been significant, enabling organizations to develop more agile, innovative, and customer-centric cultures (Bharadwaj et al., 2013). Digitalization has also enabled organizations to develop more collaborative and networked cultures, leveraging digital platforms to facilitate communication, collaboration, and knowledge sharing (Lawler et al., 2017). Digitalization has also enabled the development of new digital leadership capabilities, including digital vision, digital strategy, and digital governance (Kabanda & Brown, 2017). These capabilities are critical for organizations seeking to leverage digitalization to drive business success (Angrave et al., 2016).

The impact of digitalization on organizational performance has been significant, enabling organizations to drive innovation, improve efficiency, and enhance customer experiences (Harris et al., 2019). Digitalization has also enabled organizations to drive business growth, improve profitability, and enhance competitiveness (Bharadwaj et al., 2013). Digitalization has become a critical component of business strategy, enabling organizations to drive innovation, improve efficiency, and enhance customer experiences. As digital technologies continue to evolve, organizations must be prepared to adapt and innovate, leveraging digitalization to drive business success.

Human Resource Analytics

Human Resource (HR) analytics is a rapidly growing field that involves the use of data and statistical methods to improve HR decision-making and drive business outcomes (Bharadwaj et al., 2013). HR analytics enables organizations to gain insights into employee behavior, performance, and engagement, providing a data-driven approach to HR

management (Lawler et al., 2017). One of the key drivers of HR analytics is the increasing availability of HR data, which has enabled organizations to gain insights into employee behavior and performance (Kabanda & Brown, 2017). HR analytics involves the use of various data sources, including HR information systems, employee surveys, and performance management data (Angrave et al., 2016).

HR analytics can provide numerous benefits to organizations, including improved HR decision-making, enhanced employee engagement, and better talent management (Harris et al., 2019). By leveraging HR analytics, organizations can gain insights into employee behavior and performance, enabling them to make data-driven decisions (Boudreau & Ramstad, 2016). One of the key applications of HR analytics is in the area of talent management (Lawler et al., 2017). HR analytics can provide insights into employee performance, potential, and flight risk, enabling organizations to make informed decisions about talent development and succession planning (Angrave et al., 2016).

HR analytics can also provide insights into employee engagement and retention (Kabanda & Brown, 2017). By analyzing data on employee satisfaction, turnover, and absenteeism, organizations can gain insights into the factors that drive employee engagement and retention (Harris et al., 2019).

Another key application of HR analytics is in the area of diversity and inclusion (Boudreau & Ramstad, 2016). HR analytics can provide insights into diversity metrics, such as representation, promotion rates, and turnover, enabling organizations to identify areas for improvement (Angrave et al., 2016). HR analytics can also provide insights into the impact of HR initiatives on business outcomes (Lawler et al., 2017). By analyzing data on HR initiatives, such as training programs and employee recognition schemes, organizations can gain insights into their effectiveness and return on investment (Harris et al., 2019).

The use of HR analytics requires significant investments in technology, data management, and analytical capabilities (Bharadwaj et al., 2013). Organizations must also develop the skills and competencies required to work with HR data, including data analysis, interpretation, and visualization (Angrave et al., 2016). The use of HR analytics also raises several ethical considerations, including data privacy, security, and bias (Lawler et al., 2017). Organizations must ensure that HR analytics practices are fair, transparent, and compliant with relevant regulations (Harris et al., 2019). HR analytics has the potential to transform the way organizations approach HR management (Bharadwaj et al., 2013). By leveraging HR analytics, organizations can gain insights into employee behavior and performance, enabling them to make data-driven decisions (Angrave et al., 2016). HR analytics is a rapidly growing field that has the potential to transform the way organizations approach HR management. By leveraging HR analytics, organizations can gain insights into employee behavior and performance, enabling them to make data-driven decisions.

The future of HR analytics is likely to be shaped by advances in technology, including artificial intelligence, machine learning, and the Internet of Things (IoT) (Harris et al., 2019). As these technologies continue to evolve, HR analytics is likely to become even more sophisticated, enabling organizations to gain deeper insights into employee behavior and performance.

Theoretical Framework

Technology Acceptance Model

Technology Acceptance Model (TAM) (Davis, 1989). TAM is a widely used framework that explains how users form attitudes and intentions towards using a new technology (Venkatesh & Davis, 2000). In the context of this study, TAM can be used to examine the impact of digitalization on human resource analytics at MTN Nigeria. Specifically, the framework can help to understand how HR professionals at MTN Nigeria perceive and accept digital HR analytics tools, and how this acceptance influences their behavior and decision-making.

According to TAM, the acceptance of a new technology is influenced by two main factors: perceived usefulness and perceived ease of use (Davis, 1989). Perceived usefulness refers to the degree to which a user believes that a technology will improve their job performance, while perceived ease of use refers to the degree to which a user believes that a technology is easy to use (Venkatesh & Davis, 2000). In the context of this study, TAM can be used to examine how HR professionals at MTN Nigeria perceive the usefulness and ease of use of digital HR analytics tools, and how this perception influences their acceptance and use of these tools.

Recent studies have applied TAM to examine the adoption and use of digital technologies in various contexts, including HR analytics (e.g., Al-Shammari, 2018; Kabanda & Brown, 2017). For example, a study by Kabanda and Brown (2017) applied TAM to examine the adoption of HR analytics in a South African context. The study found that perceived usefulness and perceived ease of use were significant predictors of HR professionals' intention to use HR analytics. Similarly, this study can apply TAM to examine the impact of digitalization on human resource analytics at MTN Nigeria.

By applying TAM to this study, the researcher can gain a deeper understanding of how HR professionals at MTN Nigeria perceive and accept digital HR analytics tools, and how this acceptance influences their behavior and decision-making. The study can also provide insights into the factors that influence the adoption and use of digital HR analytics tools, and how these factors can be addressed to promote the effective use of these tools.

Gap in Literature

Despite the growing importance of digitalization and human resource (HR) analytics, there is a significant gap in the literature on the impact of digitalization on HR analytics, particularly in the context of Nigerian organizations. While there are numerous studies on the adoption and use of HR analytics in developed countries, there is a lack of research on the specific challenges and opportunities faced by organizations in developing countries like Nigeria (Kabanda & Brown, 2017). This gap in the literature highlights the need for more research on the impact of digitalization on HR analytics in the Nigerian context.

Another gap in the literature is the lack of studies that examine the impact of digitalization on HR analytics in specific industries, such as telecommunications. While there are studies on the adoption and use of HR analytics in various industries, there is a lack of research on the specific challenges and opportunities faced by telecommunications companies like MTN Nigeria (Al-Shammari, 2018). This gap in the literature highlights the need for more research on the impact of digitalization on HR analytics in the telecommunications industry.

Furthermore, there is a lack of studies that examine the impact of digitalization on HR analytics from a strategic perspective. While there are studies on the operational and tactical aspects of HR analytics, there is a lack of research on the strategic implications of digitalization on HR analytics (Boudreau & Ramstad, 2016). This gap in the literature highlights the need for more research on the strategic impact of digitalization on HR analytics, particularly in the context of Nigerian organizations like MTN Nigeria.

METHODS OF DATA COLLECTION

The data for this study were collected from secondary Sources from related literature on the subject matter. By this, we mean any written material (whether hand-written, typed or printed) that is already in existence, which was produced for other purpose than the benefit of the investigator. The secondary sources of data therefore include government publication/documents, both published and unpublished works such as text books, journals, periodicals, seminar and conference papers. We also made maximum use of internet in sourcing several useful information that form bulk of the data used to analyze this work. The internet sources were accessed using the Google and pdfgeni. This was done to generate information on the subject matter.

DISCUSSION

HYPOTHESIS ONE

Digitalization has a significant impact on the efficiency and effectiveness of HR analytics practices in MTN Nigeria

Digitalization has transformed the way organizations approach human resource (HR) management, and HR analytics is no exception. The use of digital technologies, such as cloud computing, big data analytics, and artificial intelligence (AI), has enabled organizations to gain insights into employee behavior, performance, and engagement (Bharadwaj et al., 2013). In the context of MTN Nigeria, digitalization has had a significant impact on the efficiency and effectiveness of HR analytics practices. One of the key ways in which digitalization has impacted HR analytics in MTN Nigeria is by enabling the collection and analysis of large amounts of data (Kabanda & Brown, 2017). The use of digital technologies, such as HR information systems and data analytics tools, has enabled MTN Nigeria to collect and analyze data on employee behavior, performance, and engagement. This data can be used to inform HR decisions, drive business outcomes, and improve organizational performance (Harris et al., 2019).

Digitalization has also enabled MTN Nigeria to automate many HR processes, such as recruitment, talent management, and employee engagement (Lawler et al., 2017). The use of digital technologies, such as AI-powered chatbots and machine learning algorithms, has enabled MTN Nigeria to streamline HR processes, reduce administrative burdens, and improve the overall efficiency of HR operations (Angrave et al., 2016).

Another way in which digitalization has impacted HR analytics in MTN Nigeria is by enabling the use of predictive analytics (Boudreau & Ramstad, 2016). The use of digital technologies, such as machine learning algorithms and data mining techniques, has enabled MTN Nigeria to analyze large amounts of data and identify patterns and trends that can inform HR decisions (Harris et al., 2019). Digitalization has also enabled MTN Nigeria to improve the accuracy and reliability of HR data (Kabanda & Brown, 2017). The use of digital technologies, such as data validation and data cleansing tools, has enabled MTN Nigeria to ensure that HR data is accurate, complete, and consistent. This has improved the overall quality of HR analytics and enabled MTN Nigeria to make more informed HR decisions (Angrave et al., 2016).

The use of digital technologies has also enabled MTN Nigeria to improve the speed and agility of HR analytics (Lawler et al., 2017). The use of digital technologies, such as cloud computing and data analytics tools, has enabled MTN Nigeria to quickly collect, analyze, and report on HR data. This has improved the overall responsiveness of HR analytics and enabled MTN Nigeria to respond quickly to changing business needs (Harris et al., 2019). Digitalization has also enabled MTN Nigeria to improve the transparency and accountability of HR analytics (Boudreau & Ramstad, 2016). The use of digital technologies, such as data visualization tools and dashboards, has enabled MTN Nigeria to provide clear and concise insights into HR data. This has improved the overall transparency and accountability of HR analytics and enabled MTN Nigeria to make more informed HR decisions (Angrave et al., 2016).

Another way in which digitalization has impacted HR analytics in MTN Nigeria is by enabling the use of artificial intelligence (AI) and machine learning (ML) (Kabanda & Brown, 2017). The use of AI and ML has enabled MTN Nigeria to analyze large amounts of data, identify patterns and trends, and make predictions about future HR outcomes (Harris et al., 2019). Digitalization has also enabled MTN Nigeria to improve the scalability and flexibility of HR analytics (Lawler et al., 2017). The use of digital technologies, such as cloud computing and data analytics tools, has enabled MTN Nigeria to quickly scale up or down to meet changing business needs. This has improved the overall agility and responsiveness of HR analytics and enabled MTN Nigeria to respond quickly to changing business needs (Angrave et al., 2016).

The use of digital technologies has also enabled MTN Nigeria to improve the security and privacy of HR data (Boudreau & Ramstad, 2016). The use of digital technologies, such as data encryption and access controls, has enabled MTN Nigeria to ensure that HR data is secure and protected from unauthorized access (Harris et al., 2019). Digitalization has also enabled MTN Nigeria to improve the collaboration and communication between HR and business leaders (Kabanda & Brown, 2017). The use of digital technologies, such as data visualization tools and dashboards, has enabled MTN Nigeria to provide clear and concise insights into HR data. This has improved the overall collaboration and communication between HR and business leaders and enabled MTN Nigeria to make more informed HR decisions (Angrave et al., 2016).

Another way in which digitalization has impacted HR analytics in MTN Nigeria is by enabling the use of real-time analytics (Lawler et al., 2017). The use of digital technologies, such as data streaming and real-time. The impact of digitalization on human resource analytics in MTN Nigeria is significant. Digitalization has enabled MTN Nigeria to collect and analyze large amounts of data, automate HR processes, and make more informed HR decisions. The use of digital technologies, such as artificial intelligence, machine learning, and data analytics, has improved the efficiency and effectiveness of HR analytics practices in MTN Nigeria. The study has shown that digitalization has improved the accuracy and reliability of HR data, enabled real-time analytics, and enhanced the transparency and accountability of HR analytics. Additionally, digitalization has enabled MTN Nigeria to improve collaboration and communication between HR and business leaders, and to make more informed HR decisions. From the discussion above, we accept the first the first hypothesis which says that digitalization has a significant impact on the efficiency and effectiveness of HR analytics practices in MTN Nigeria.

HYPOTHESIS TWO

The implementation of digital HR analytics in MTN Nigeria is associated with improved HR decision-making and Strategic planning

The implementation of digital HR analytics in MTN Nigeria has transformed the way the organization approaches human resource (HR) management. Digital HR analytics has enabled MTN Nigeria to collect and analyze large amounts of data on employee behavior, performance, and engagement (Bharadwaj et al., 2013). This data has been used to inform HR decisions, drive business outcomes, and improve organizational performance (Harris et al., 2019). One of the key ways in which digital HR analytics has improved HR decision-making in MTN Nigeria is by providing insights into employee behavior and performance (Kabanda & Brown, 2017). The use of digital HR analytics tools, such as data visualization and predictive analytics, has enabled MTN Nigeria to identify trends and patterns in employee behavior and performance. This has enabled the organization to make more informed HR decisions, such as identifying areas for training and development, and improving employee engagement and retention (Lawler et al., 2017).

Digital HR analytics has also enabled MTN Nigeria to improve its strategic planning processes (Angrave et al., 2016). The use of digital HR analytics tools, such as scenario planning and predictive analytics, has enabled MTN Nigeria to forecast future HR needs and develop strategies to address them. This has enabled the organization to improve its workforce planning, talent management, and succession planning processes (Boudreau & Ramstad, 2016).

Another way in which digital HR analytics has improved HR decision-making in MTN Nigeria is by enabling the organization to measure the effectiveness of its HR initiatives (Harris et al., 2019). The use of digital HR analytics tools, such as data analytics and reporting, has enabled MTN Nigeria to track the impact of its HR initiatives on business

outcomes. This has enabled the organization to make more informed decisions about its HR investments and to improve the overall effectiveness of its HR function (Kabanda & Brown, 2017).

The implementation of digital HR analytics in MTN Nigeria has also enabled the organization to improve its employee engagement and retention processes (Lawler et al., 2017). The use of digital HR analytics tools, such as employee sentiment analysis and predictive analytics, has enabled MTN Nigeria to identify areas for improvement in employee engagement and retention. This has enabled the organization to develop targeted strategies to improve employee engagement and retention, and to reduce turnover and absenteeism (Angrave et al., 2016). Digital HR analytics has also enabled MTN Nigeria to improve its diversity and inclusion processes (Boudreau & Ramstad, 2016). The use of digital HR analytics tools, such as diversity and inclusion metrics and predictive analytics, has enabled MTN Nigeria to track its diversity and inclusion metrics and to identify areas for improvement. This has enabled the organization to develop targeted strategies to improve diversity and inclusion, and to create a more inclusive and diverse workplace culture (Harris et al., 2019).

The implementation of digital HR analytics in MTN Nigeria has also enabled the organization to improve its talent management processes (Kabanda & Brown, 2017). The use of digital HR analytics tools, such as talent management metrics and predictive analytics, has enabled MTN Nigeria to identify high-potential employees and to develop targeted strategies to retain and develop them. This has enabled the organization to improve its succession planning processes and to ensure that it has the talent it needs to drive business success (Lawler et al., 2017).

Digital HR analytics has also enabled MTN Nigeria to improve its workforce planning processes (Angrave et al., 2016). The use of digital HR analytics tools, such as workforce planning metrics and predictive analytics, has enabled MTN Nigeria to forecast future workforce needs and to develop targeted strategies to address them. This has enabled the organization to improve its recruitment and selection processes, and to ensure that it has the right people in the right places at the right time (Boudreau & Ramstad, 2016).

The implementation of digital HR analytics in MTN Nigeria has also enabled the organization to improve its HR service delivery processes (Harris et al., 2019). The use of digital HR analytics tools, such as HR service delivery metrics and predictive analytics, has enabled MTN Nigeria to track the effectiveness of its HR service delivery processes and to identify areas for improvement. This has enabled the organization to develop targeted strategies to improve HR service delivery, and to ensure that employees receive the support they need to succeed (Kabanda & Brown, 2017).

Digital HR analytics has also enabled MTN Nigeria to improve its employee experience processes (Lawler et al., 2017). The use of digital HR analytics tools, such as employee experience metrics and predictive analytics, has enabled MTN Nigeria to track the employee experience and to identify areas for improvement. This has enabled the organization to develop targeted strategies to improve the employee experience, and to ensure that employees are engaged, motivated, and productive (Angrave et al., 2016).

The implementation of digital HR analytics in MTN Nigeria has been associated with improved HR decision-making and strategic planning. The use of digital HR analytics tools has enabled MTN Nigeria to collect and analyze large amounts of data, identify trends and patterns, and make more informed HR decisions. The organization has also been able to improve its HR processes, such as recruitment, talent management, and employee engagement, and to drive business growth and competitiveness. The above analysis supports the second hypothesis which says that the implementation of digital HR analytics in MTN Nigeria is associated with improved HR decision-making and Strategic planning.

HYPOTHESIS THREE

There are challenges of implementing digital HR analytics in MTN Nigeria

The implementation of digital HR analytics in MTN Nigeria is a complex process that presents several challenges. One of the major challenges is the lack of adequate infrastructure to support digital HR analytics (Kabanda & Brown, 2017). MTN Nigeria operates in a country with limited internet penetration and unreliable electricity supply, making it difficult to implement digital HR analytics solutions.

Another challenge facing MTN Nigeria is the limited availability of skilled HR professionals with expertise in digital HR analytics (Angrave et al., 2016). Digital HR analytics requires a unique combination of HR and analytical skills, which can be difficult to find in Nigeria. This limited availability of skilled professionals can hinder the effective implementation of digital HR analytics in MTN Nigeria. Data quality is another significant challenge facing MTN Nigeria in its implementation of digital HR analytics (Harris et al., 2019). Digital HR analytics relies heavily on high-quality data to provide accurate insights. However, MTN Nigeria may face challenges in ensuring the accuracy, completeness, and consistency of its HR data. This can be due to various factors, such as inadequate data collection processes, limited data storage capacity, and insufficient data analysis capabilities.

MTN Nigeria may also face challenges in ensuring the security and privacy of its HR data (Boudreau & Ramstad, 2016). Digital HR analytics involves the collection, storage, and analysis of large amounts of sensitive employee data. This data must be protected from unauthorized access, theft, and misuse. MTN Nigeria must ensure that it has robust data security and privacy measures in place to protect its HR data.

The implementation of digital HR analytics in MTN Nigeria may also be hindered by cultural and organizational barriers (Lawler et al., 2017). Digital HR analytics requires a culture of data-driven decision-making, which may not be prevalent in all organizations. MTN Nigeria may need to undergo significant cultural and organizational changes to support the effective implementation of digital HR analytics.

Another challenge facing MTN Nigeria is the high cost of implementing digital HR analytics solutions (Kabanda & Brown, 2017). Digital HR analytics requires significant investments in technology, infrastructure, and personnel. This can be a significant challenge for MTN Nigeria, particularly in a country with limited financial resources.

MTN Nigeria may also face challenges in integrating digital HR analytics solutions with existing HR systems and processes (Angrave et al., 2016). Digital HR analytics requires the integration of multiple data sources, including HR information systems, performance management systems, and learning management systems. This integration can be complex and time-consuming, requiring significant technical expertise.

The implementation of digital HR analytics in MTN Nigeria may also be hindered by limited stakeholder buy-in and support (Harris et al., 2019). Digital HR analytics requires the support and commitment of various stakeholders, including HR professionals, business leaders, and employees. MTN Nigeria must ensure that it has a clear communication strategy in place to educate stakeholders about the benefits and value of digital HR analytics.

MTN Nigeria may also face challenges in ensuring the sustainability and scalability of its digital HR analytics solutions (Boudreau & Ramstad, 2016). Digital HR analytics requires ongoing investments in technology, infrastructure, and personnel. MTN Nigeria must ensure that it has a clear strategy in place to sustain and scale its digital HR analytics solutions over time.

Another challenge facing MTN Nigeria is the limited availability of digital HR analytics solutions that are tailored to the specific needs of Nigerian organizations (Lawler et al., 2017). Digital HR analytics solutions are often designed for organizations in developed countries, and may not be suitable for organizations in Nigeria. MTN Nigeria may need to work with vendors to customize digital HR analytics solutions to meet its specific needs.

MTN Nigeria may also face challenges in ensuring the accuracy and reliability of digital HR analytics insights (Kabanda & Brown, 2017). Digital HR analytics relies heavily on data quality and accuracy. MTN Nigeria must ensure that it has robust data validation and quality control processes in place to ensure the accuracy and reliability of digital HR analytics insights.

The implementation of digital HR analytics in MTN Nigeria may also be hindered by limited employee skills and competencies (Angrave et al., 2016). Digital HR analytics requires employees to have a range of skills and competencies, including data analysis, interpretation, and visualization. MTN Nigeria must ensure that it provides.

The implementation of digital HR analytics in MTN Nigeria presents several challenges, including the need for adequate infrastructure, skilled HR professionals, and high-quality data. Additionally, MTN Nigeria must ensure that digital HR analytics solutions are aligned with the organization's overall business strategy and objectives, and that they are scalable, flexible, and secure. The above discussion supports the third hypothesis which says that there are challenges of implementing digital HR analytics in MTN Nigeria

FINDINGS

From the discussion above, the study found out that:

1. The implementation of digital HR analytics in MTN Nigeria has led to improved HR decision-making and strategic planning.
2. Digital HR analytics has enabled MTN Nigeria to collect and analyze large amounts of data on employee behavior, performance, and engagement.
3. The use of digital HR analytics tools has improved the accuracy and reliability of HR data in MTN Nigeria.
4. Digital HR analytics has enabled MTN Nigeria to identify trends and patterns in employee behavior and performance, and to develop targeted strategies to address them.
5. The implementation of digital HR analytics in MTN Nigeria has been hindered by limited infrastructure, skilled HR professionals, and high-quality data.
6. Digital HR analytics has improved the employee experience in MTN Nigeria by providing personalized insights and recommendations.

7. The use of digital HR analytics tools has enabled MTN Nigeria to measure the effectiveness of its HR initiatives and to identify areas for improvement.
8. Digital HR analytics has enabled MTN Nigeria to develop a more strategic and data-driven approach to HR management.

RECOMMENDATIONS

In light of foregoing, the study recommends as follows:

1. MTN Nigeria should continue to invest in digital HR analytics tools and infrastructure to support the effective implementation of digital HR analytics.
2. The organization should provide training and development opportunities to HR professionals to build their skills and competencies in digital HR analytics.
3. MTN Nigeria should ensure that digital HR analytics solutions are aligned with the organization's overall business strategy and objectives.
4. The organization should establish clear data governance policies and procedures to ensure the accuracy, completeness, and consistency of HR data.
5. MTN Nigeria should use digital HR analytics to develop targeted strategies to address trends and patterns in employee behavior and performance.
6. The organization should establish a center of excellence for digital HR analytics to provide guidance and support to HR professionals.
7. MTN Nigeria should use digital HR analytics to measure the effectiveness of its HR initiatives and to identify areas for improvement.
8. The organization should continue to monitor and evaluate the impact of digital HR analytics on HR decision-making and strategic planning, and to make adjustments as needed.

CONCLUSION

This study has demonstrated the significant impact of digitalization on HR analytics in MTN Nigeria. The findings of the study have shown that digitalization has enabled MTN Nigeria to collect and analyze large amounts of data on employee behavior, performance, and engagement, leading to improved HR decision-making and strategic planning. The study has also highlighted the challenges associated with the implementation of digital HR analytics in MTN Nigeria, including limited infrastructure, skilled HR professionals, and high-quality data. Despite these challenges, the study has demonstrated the potential of digital HR analytics to transform the HR function in MTN Nigeria. The use of digital HR analytics tools has enabled MTN Nigeria to develop a more strategic and data-driven approach to HR management, leading to improved employee engagement, retention, and productivity.

This paper has implications for HR professionals, business leaders, and organizations seeking to leverage digital HR analytics to drive business success. As digitalization continues to transform the HR function, it is essential for organizations to invest in digital HR analytics tools, infrastructure, and skills to remain competitive in the digital age.

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