

# Chapter 4

## Performance Analysis: Crafting the Flair to Make the Difference

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### **ABSTRACT**

*There are numerous approaches to developing organizational talent and all take different turns. In this chapter, meta-analysis and analytics techniques are contrasted to produce the explicit knowledge necessary to excel organization. Crafting the flair needed in winning corporations focuses on three specific areas in the value creation system: recruitment, training and development, and design and implementation of competitive conditions of service as critical in getting the people possessing the desirable competences and their retention to advance output. Data mined from the firms' activities can be organized in exploitable datasets which can be analyzed in tandem with research results to craft difficult to emulate practices leading to increased productivity.*

### **INTRODUCTION**

The plan of this discourse is in five parts. The first part offers an introduction and the definition of some of the key terms used in the discussion. As antecedence to progress the debate the questions asked are (1). What are the benefits of using analytics and results from organizational research? (2). what should organizations do to facilitate the use of this knowhow towards specific firm's objectives?

The second part provides the background information by reviewing a carefully selected literature that undergirds the application of information analytics and organizational research in building efficient and effective enterprise. Efficiency is a measure of how well resources are employed to achieve a goal. Effectiveness is a measure of the appropriateness of a goal the firm is pursuing and the degree to which the organization achieve that goal. Information deduced from mined data and research studies is applied to advance the efficacies necessary to increase productivity.

The third part produces a summary of the debate followed by the fourth part in which some of the problems in the design and implementation of credulous databases. The fifth part recommends a model of how to design and implement gullible databases. In the last part, a conclusion is drawn.

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## Background

The analytic framework is drawn from American academic philosophy contrasted with French or German philosophical traditions such as existentialism. The model has been influenced by Wilhelm von Humboldt and George Moore, among many others. In Levy (1979), Moore is best known today for his defense of ethical non-naturalism, his emphasis on common sense in philosophical method and the paradox that bears his name. In Athanasopoulos, Damjanovic, Burnand & Bylund (2015), Wilhelm von Humboldt popularized the view that language is the fabric of thought. Thoughts are produced as a kind of intentional dialog using the same grammar as the thinker's native language. It emphasizes the importance of logical and linguistic analysis to solve problems. Athanasopoulos et al allude to the assumption that making shrewd business decisions is not driven by how much data one has – but by how quickly one can discover insights from all that data. In Toubia, Hauser, & Simester (2004) a suggestion was made about the usefulness of mining data from a firms' websites. Data could be collected from invoices, delivery notes, job applicants, and many others. This data can be organized into databases arranged to show customers and their locations, the products they buy from the company and the frequencies and prices of those purchases and may other information (see Figure 1). The databases can then be examined to produce information analytics useful to decision makers (see Figure 2). Mupepi & Mupepi (2016) posit that the information analytics can be juxtaposed with results from organizational research to increase the ability of management to make effective decisions. Qualitative research can generate data that can provide in depth insight into a question or topic. However, in order to draw conclusions from qualitative data, it is essential to quantify the data (see Figure 2). Qualitative data can be drawn from questionnaires emanating from customers or suppliers. Mupepi & Mupepi (2016) suggest that qualitative data provides the narrative layering and textual meaning in meta-analysis. It is however important to quantify the data obtained from qualitative research. Quantitative analysis of qualitative data involves turning the data from words or images into numbers. This can be done by coding ethnographic or other data and looking for emerging patterns. When combined with information analytics the picture drawn can become very clear. Management will be able to apply the results in the decision-making process to implement highly productive teams and appreciate with clarity the value creation system.

The data from human resources portals can be organized in relation to job applicants responding to specific job adverts and random job seekers (see Figure 1). The data can also be appreciated from two perspectives: internal and external applicants. Developing a multifaceted approach to talent management makes the alignment of the organization to competences real. Toubia, Hauser, & Simester (2004) suggested that a data mining process of inspecting cleaning transforming and modeling data with the goal of highlighting useful information suggesting conclusions and supporting decision making. In Dacinlyte & Stankevich (2015) it is suggested that recruiting talented people was not sufficient to accomplish desirable goals. A talent strategy need to be actionable, nimbly responsive to changing internal and external needs of the organization. A talent scheme must be specific to the ever changing needs of the business, appreciating the variety of skills, specialties and nuanced capabilities that make for successful execution within the context of the company.

## Organizational Research

John Creswell & Vicki Plano Clark in their book entitled: *Designing and conducting research methods* (2013) suggested the following as a definition of mixed research methodology a research design

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