


# Chapter 10


## From Data to Decisions: Navigating the Big Data Paradigm in HRM

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### ABSTRACT

*This research scrutinises 303 scholarly publications from 2012 to 2023, probing the intersection of Big Data and Human Resource Management (HRM). The study unveils significant trends, seminal works, publication avenues, notable authors, institutions, and countries around this dynamic domain. By gathering enormous continuous data regarding choices and behaviour patterns of the workforce and employing advanced analytics, organisations are now equipped to glean invaluable insights into workforce behaviour and organisational dynamics. The findings provide a comprehensive snapshot of the evolving landscape, offering critical insights for researchers, practitioners, and policymakers navigating the juncture of HRM and Big Data. This study also attracts future research by shedding light on the underlying gaps in the prevailing literature.*

DOI: 10.4018/979-8-3693-3820-9.ch010

## 1. INTRODUCTION

In recent years, Human Resource Management (HRM) has undergone a profound transformation propelled by the advent of Big Data and advanced analytics (Zhang et al., 2021). This paradigm shift has revolutionized how organisations manage their workforce, leveraging vast data to inform strategic decision-making, optimize operational efficiency, and enhance employee experiences (Yadav & Rangnekar, 2015). As organisations increasingly recognize the value of data in decision-making, HR professionals are tasked with upholding the core tenets of HRM and wielding proficiency in data analytics to leverage the full potential of modern technology and the enormous data organisations have access to (Tayal et al., 2018). Thus, integrating Big Data in HRM holds immense potential for unlocking invaluable insights into employee behaviour, performance trends, and organisational dynamics by understanding their behaviour patterns (Khurana & Rangnekar, 2022).

To comprehensively grasp the trajectory of Big Data in HRM research, this paper embarks on a bibliometric review. This methodological approach systematically analyses scholarly publications and provides a bird's-eye view of the landscape, offering insights into key trends, influential authors, and emerging themes that have steered the discourse. Using bibliometric techniques, researchers can base their results on aggregated bibliographic data from writers who collaborate and write to express their points of view. These data may be integrated and examined to comprehend the field's organisation, networking, and areas of interest (Zupic & Čater, 2015). In this bibliometric study, we aim to achieve the following objectives:

**RO1:** To delineate the long-term publishing trends (frequency and pattern) regarding Big Data applications with HRM from 2012 to 2023.

**RO2:** To illuminate the evolving research landscape by identifying prolific authors and influential institutions that have shaped the discourse on this critical intersection of HRM and data-driven decision-making.

**RO3:** To facilitate future researchers with publishing by recognizing the journals that have contributed to the subject (regarding the frequency of publications about Big Data in HRM).

**RO4:** To determine the most citations and, thus, the most influential and seminal work signifying the juncture of Big Data and HRM.

## 2. LITERATURE REVIEW

Once primarily administrative, traditional HR functions have evolved into strategic domains that leverage technology for enhanced decision-making. As part of this evolution, the concept of Big Data has emerged as a critical catalyst in reshaping

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