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<u>**TITLE**</u>

ASSESSING THE ROLE OF DATA-DRIVEN INSIGHTS ON THE HR FUNCTION WITH RETAIL ORGANISATIONS IN THE UK

Declaration

I hereby declare that I am the author of this thesis and that the whole dissertation is my original work. It has been tackled and given for tests and degrees presumably at another college. This means that each resource that was taken has been quoted correctly. The researcher undertakes this study with a sense of responsibility towards preserving the participant's rights and confidentiality. The ethical criteria also need to be considered.

Acknowledgement

I would like to acknowledge with gratitude, my debt of thanks to all the people for their advice and encouragement. I would specially want to convey my thankfulness to my professor, who has guided and assisted me whenever I needed any help during the study. Finally, I would like to thank my peers and family members who have given me immense support during the conduction of the entire research study.

Executive Summary

Aim: The aim of this research has been focused on developing critical insights regarding the advantages and challenges for recommending viable strategies in the implementation of data driven insights in HRM functions in the UK retail sector.

Methodology

Secondary qualitative data collection method has been used in this research work along with interpretivism philosophy. Quality assessment, inclusion and exclusion criteria have also been mentioned to maintain quality of research findings.

Analysis:

The methodology chapter has used the PRISMA flow chart along with the research onion in order to choose relevant approach, strategy, and research design and data collection method for completing the research. In this study, the mono-method, case study strategy along with search strategy and inclusion and exclusion criteria had been mentioned. This research had been followed by suitable ethical considerations in order to raise the dependability along with reliability of the study.

Key conclusion and recommendations:

This chapter aimed to evaluate the finding and discussion of the literature and 12 peer reviewed journal articles to address data driven insights on HR functions. It also identified the current challenges along with a strategic approach to overcome the challenges related to data driven insights.

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Chapter 1: Introduction

1.1 Topic Introduction

The role of data driven insights on the HR function is significant for the retail organisations in the UK. Data driven insights provide the leaders a clear idea about the management and the issues related to the employees and this helps them to find appropriate ways to mitigate the issues. The data driven insights enable the leaders to improve the Human Resources practises to develop potential strategies to erase the possible challenges.

1.2 Background of the Research

Data driven decision making plays a significant role in delivering positive HR functions and behaviour in global organisations. Organisations in the UK retail sector have shown significant focus on enhancing their abilities to collect and analyse data through systematic investment in technologies such as AI and Data Analytics tools such as Big Data. As per reports, the UK industries have showcased a total transaction of US$72.56bn in the year 2024 (Statista, 2024). This high investment in the technology signifies the orientation of organisations in adopting better data orientation for effective decision making. As per reports, AI and tools such as Big Data and Statistical Viewpoints have facilitated data accuracy in 30% of the operations that has enabled better employee retention and HR decision making (Forbes, 2024). Development of technologies and focusing on data driven insights has influenced HRM practises in the retail sector for enhanced HRM results. Thus, this chapter covered the strategic operation along with the critical impact of data driven insight in retail sectors toward effectively maintaining its HR operations and functions.
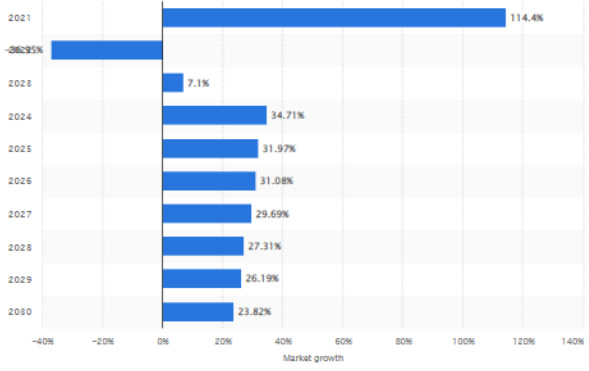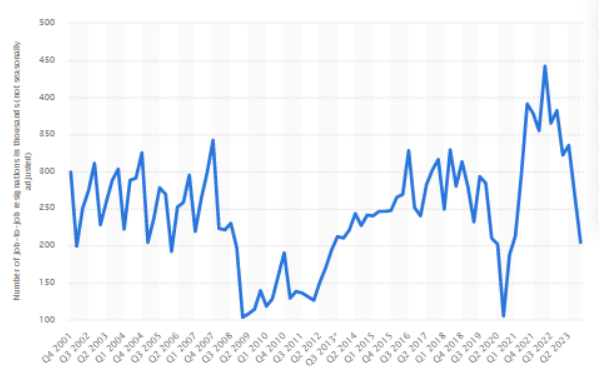
| Figure 1.2.1: Growth of AI in the UK (Source: Statista, 2024) | Figure 1.2.2: Falling Rate of Employee resignation in the UK (Source: Statista, 2024) |

Table 1: Research Topic Background

(Source: Developed by Author)

The integration of AI and high end technologies in HR practices for better and data driven insights and decision making have enhanced the abilities of HRM teams in the retail sector of the UK to manage human capital effectively. In this regard, the forecasted growth of the UK AI market for enhanced data driven insights for addressing employee comfort and issues has been recorded as 34.71% that has resulted in reduction of employee turnover by 3.4% (Statista, 2024). This proves the significance of technological integration in gaining effective data related to employee challenges that further enables HR personnel to attain effective decision making. However, issues such as *high initial investment in gathering technical tools of data analytics* and *lack of technical knowledge among HR personnel* have resulted in severe technical failures and wrong HRM decisions. The latter further has degraded the quality and satisfaction level among primary stakeholders of the retail brands in the UK. Hence, the researcher has focused on providing viable solutions for the successful integration of data driven technologies in HRM practices for regulating the practice of data driven insights in day to day HRM functions.

1.3 Rationale
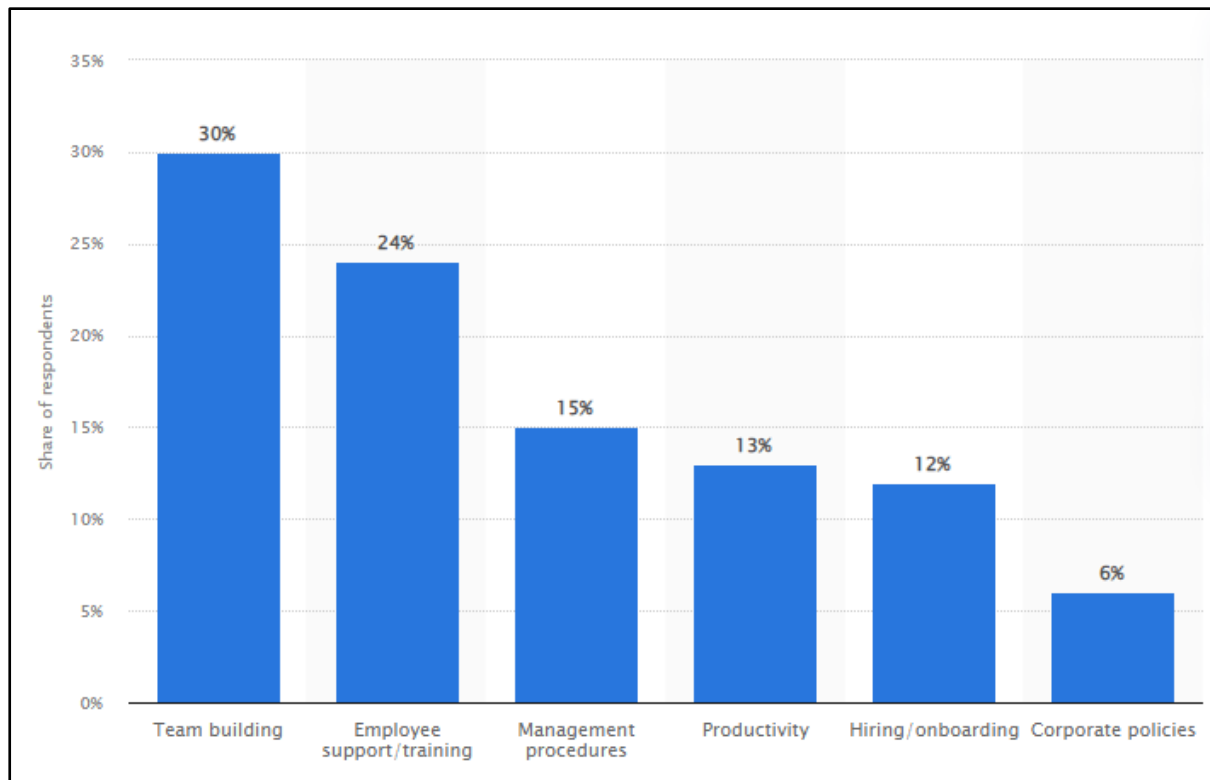
Figure 1.3: HR and company culture challenges in global business environment

(Source: Statista, 2024)

HR management complexity in retail sectors are the primary cause of ***staff turnover and poor people management*** in the business environment. Around 12% of hybrid work environments and HR management have faced the challenges regarding poor decision making in retaining employee productivity and efficiency (Statista, 2024). The rationale of this research highlights AI powered data driven software as a strategic option for deeper insight about HR decision-making and business operations. For instance, retail companies like Aldi and Lidl's HR management and operation have faced the threat of ***high work pressure and staff turnover issues*** due to inflation that creates complexity in decision-making in HR functions (Mintel, 2024). Therefore, it has been reviewed that this research explores new concepts and ideas toward data-driven decisions in HR management and operations.

1.4 Influential theories or frameworks

Resource Based Theory

The theory in this research has been implemented through using ***"Resource Based Theory"*** for explaining the role of data driven insights on the human resource functions with retail organisations in the UK. As commented by Ployhart (2021) resource based theory includes factors such as ***resources, development, capabilities, history and evidence*** for analysing the work of data insights in the retail industry on human resource functions. Resources have focused on services such as ***tangible*** and ***intangible*** for identifying which strategies need to be implemented in the human resource function based on different services in the retail industry in the UK. On the contrary, Pereira et al, (2021) has commented that resource based theory is not an absolute source of data as values may change with time and situation. The other factors such as evidence and history are related to analysis of the previous and recent capabilities of various companies in terms of using human resource functions in the retail industry in the UK.

Stakeholder Theory

The research has also implemented the "***Stakeholder Theory"*** for analysing the effectiveness of data driven insights in the management of stakeholders by HR personnel. In the opinion of Attanasio et al, (2022), the Stakeholder Theory tends to highlight the importance of the business values and impact of decision making in gaining effective stakeholder engagement and involvement in business scenarios. Data driven insights in HRM decision making can be helpful in addressing key issues and challenges that stakeholders such as employees and dealers face. However, Valentinov et al, (2021) have argued that the Stakeholder Theory fails to justify the human limitations and employment diversity due to a descriptive approach. Hence, the Stakeholder theory has developed effective perspectives regarding the impact of data driven HR practices on engagement from stakeholders such as Employees in the retail sector of the UK.

1.5 Aim and Objectives

The report aims to represent the significance of the data driven insights behind the organisational success by analysing the potential strategies to eliminate the challenges of the HR managements with the retail sectors of the UK.

Objectives

- To discuss the possible outcomes that come through the implementation of data driven strategies in the human resource management system with the retail organisations in UK
- To critically evaluate the positive and negative consequences of data driven insights while performing the HR activities in the retailer organisations of UK
- To analyse the challenges imposed on the human resources management of retail organisations in the UK regarding data driven insights
- To discuss potential strategies to eliminate the challenges of using data driven insights in case of HR managements in the retail organisations

1.1　Research Questions

RQ1: What are the potential consequences of implementing data driven strategies in the "human resource management" system with the retail organisations in the UK market?

RQ2: Which are the positive and negative impacts of data driven insights while performing the HR activities in the retail companies based in the UK?

RQ3: What challenges can be faced by the UK based retail organisations during the human resources management practices aligned with data driven insights?

RQ4: Which alternative strategies can be implemented to remove the identified challenges of using data driven insights in terms of HR management practices in the UK based retail organisations?

1.7 Method of Analysis

The Research has used a "*secondary qualitative research strategy*" for conducting the research and the researcher has further selected *12 relevant peer reviewed journal articles* for analysing

the validity of the research topic. As commented by Bayramova et al, (2023), selection of secondary research strategy provides effective insights regarding expert's opinion and theoretical bases for developing a critical outlook regarding the research outcomes. In this regard, the research has focused on analysing the research topic under the methods and views of the "*resource based view aspect*" along with the "*Stakeholder perspective*". In this regard, the researcher has used an "*Interpretivism philosophy*" along with a "*descriptive research design*" for analysing the data findings through a "*Thematic Analysis*Therefore, the selected method for analysing the data has provided the research a clear idea regarding the research topic.

The use of "*secondary research method*" for analysing the "*12 peer-reviewed journal articles*" stands justified as the same considers expert's opinion and other secondary research for developing in-depth insights of the research topic. Additionally, for maintaining data anonymity and relevance, the secondary data collection method has been effective in the collection of data resources from authentic databases and websites such as "Google Scholar", "discover","Wiley", "ScienceDirect" and so on. As per the views of Krotov and Johnson (2023), considering authentic websites helps in gathering relevant information that relates to current day practices of organisations and concerns. Hence, it can be stated that the selected "data analysis methods" have provided the researcher to expand the scope and relevance of the research work and based on this topic.

1.8 Summary

Data driven insights significantly impacts on the Human Resource function in the retail organisations in the UK and the entire report critically evaluates the negative and positive effects of the insights. Hence, it has been reviewed throughout the report that data driven insights are significant in enhancing the quality of human resource management practices in the retail organisations of the UK.

Chapter 2: Literature Review

2.1 Chapter introduction

The chapter evaluates the diverse impacts of the data driven insights on the human resource management practices by reviewing different literary sources. The data driven insights not only enable the HR leaders to find out the challenges that obstruct the practices of the HR management system but also help in finding the solutions. Human resource practices need upgradation in order to enhance the quality of the overall management system that brings success to the organisations and its business operations in the market.

2.2 Conceptual Framework

ASSESSING THE ROLE OF DATA-DRIVEN INSIGHTS ON THE HR FUNCTION WITH RETAIL ORGANISATIONS IN THE UK

Elaborate the possible outcome comes through implementing data driven strategies in the human resource management system with the retail organisations

Critically analyse both the positive and negative impacts of data-driven insights while performing HR activities for better handle human resource management system in retail organisations

Identifying the Challenges faced by the human resources management of retail industry in the UK regarding use of data driven insights

Discuss the potential strategies to mitigate challenges of using data-driven insights at the human resource management at retail sector

Theoretical Underpinning

Improve informed decision-making and enhance HR operations

Effectively analysis large amounts of data and identify patterns for decision-making

High Initial Investment in integration of technical tools of data analysis and insights

Lack of technical knowledge among HRM personnels

Lack of Effective Trainers

Resource based theory

Stakeholder Theory

Human capital theory

Positive impact of data-driven insights while performing HR activities

Negative impact of data-driven insights while performing HR activities

Training session for improving trainer efficiency

Installation of updated technologies and hiring technology experts

Expanding funding opportunities

Figure 2.1: Conceptual Framework

(Source: Developed by Author)

2.3 Elaborate the possible outcome comes through implementing data driven insight in the human resource management system with the retail organisations

Improve informed decision-making and enhance HR operations

The possible outcome of data-driven decision making in the retail sector contributes toward *informed decision-making* in HR management toward *the right recruitment process, retain talent management.* Based on the view of Gad-Elrab (2021), a business organisation with AI powered data driven software automating routine tasks and providing data-driven insights in business operations can enhance better business agility. The integration of data-driven insight helps HR management to make predictive and systematic operations regarding staff selection and automated employee training. On the other hand, Xu et al, (2020) have commented that data driven insights are the combination of data collection, analysis and predictive analysis in business operations. For instance, the strategic initiatives of data driven insight toward HR operation help retail companies to maintain talent management and reduce the threat of staff turnover issues in business operations in the market. Moreover, Chukwuka and Dibie (2024) have said that data driven insights through using AI and machine learning algorithms help to eliminate human bias and errors in recruitment and performance management. Therefore, data-driven insight tactics help business sectors like retail to make informed decisions in their HR operation and its business operations in the market.

Effectively analysis large amounts of data and identify patterns for decision-making

The application of statistical and machine learning techniques including AI powered software drives retail sectors to make informed decisions and insight in HR functions. As per the view of Saks (2022), poor people management is the primary cause of high staff turnover and lack of employee engagement toward business operation and management in the work environment. Organisations often adopt advanced technologies such as Artificial intelligence, machine learning and other advanced technologies in terms of analysing large amounts of data and

making decisions. On the other hand, Malik et al, (2023) have claimed that fostering a data driven work culture helps employees and HR management to effectively operate its work environment. Employee training and development plans toward fostering data driven insight in the business environment and HR operation help to retain its employees. Therefore, it has been reviewed that machine learning algorithms help business sectors like retail companies to make strategic decisions and insight about HR function and management operations.

2.4 Critically analyse both the positive and negative impacts of data-driven insights while performing HR activities for better handle human resource management system in retail organisations

Positive impact of data-driven insights while performing HR activities

Data driven insights in business bring a critical impact over business operations like HR management. According to the view of Tanasescu et al, (2024), data informed recruitment helps businesses to hire skilled candidates, predict recruitment and optimistic employee performance in the work environment. Predictive analysis in retail helps to identify the primary challenge that is faced by employees in the work environment to avoid the threat of employee turnover issues. These are the primary positive impacts over retail sectors after integrating data-driven insight and software in HR management. However, as per the view of Shet et al, (2021), data driven insight in HR operations help to boost productivity and encourage employees toward higher performance. Evidence-based practices along with data driven insight about employee performance and growth, supports the retail sector to make effective decisions in their business operations. Moreover, Ravesangar and Narayanan (2024) have said that data-driven insights in HR activities has a positive impact through making predictive analytics for talent management and better employee engagement in the workplace. Hence, it has been reviewed that the HR process automation and auto-task performance contribute to business organisations to enhance their business operation and retain productivity in the work environment

Negative impact of data-driven insights while performing HR activities

The integration of data-driven insight has a threat of technical failure in business operations toward maintaining HR operations. Akter et al, (2021) have commented that data driven insight has raised the possible threat of biases and errors in decision-making in business management. This article has reviewed that technical integration for data driven insight has increased the threat of data breach and cyber threat issues like malware and ransomware threat over retail business operations. Saks (2022) has argued that the technical failure in retail companies reduces its brand position and reputation that reduces consumer engagement very intensively. Therefore, it has been reviewed that the integration of data driven insight-based software or tools in business operations has changed the way of HR operations and management. On the other hand, Papanagnou et al, (2022) have argued that the integration of advanced software related to data driven insight requires a maintenance cost for auto-update and enhances privacy and security concerns. In that case, overreliance on data and employee mistrust can negatively impact HR management in the form of high staff turnover and employee conflict in the business environment. Moreover, Ravesangar and Narayanan (2024) have commented that the development of emerging technologies like AI bring an opportunity for business to strengthen its marketing, business and HR management. In that case, the data driven insight in HR management has changed the way of business operations and people management in retail companies. Therefore, it has been reviewed that the integration of data driven insight has a critical impact over business operations and HR management.

2.5 Identifying the Challenges faced by the human resources management of retail industry in the UK regarding use of data driven insights

The challenges are *lack of effective trainers, lack of technical knowledge and high initial investment* faced by the human resource management in the retail industry in the UK regarding use of data driven insights.

High Initial Investment in integration of technical tools of data analysis and insights

Development of data-driven insights requires the integration of modern tools such as Big Data and AI that acts positively in analysing complex data in order to simplify the outcomes and

understanding of people. According to Gravili et al, (2023), integration of high end data analytics technologies can pose significant issues in developing data oriented approaches in HRM practices. For instance, small concerns in the retail sector of the UK faces significant issues in arranging funds for technology integration that hinders them from attaining effective data driven HRM insights. However, Rubel et al, (2023) have added that high investment in technology can often be problematic for HR personnel due to lack of technical knowledge. Moreover, lack of employee expertise regarding using technical tools and data-driven software has raised the threat of cyber attacks like malware and ransomware in business management of retail companies. Hence, it has been reviewed that the investment requirements in data analytics technologies needs to be aligned with staff technical knowledge of the staff for gaining effective results of data driven HRM practices.

Lack of technical knowledge among HRM personnel

The lack of technical knowledge among HRM personnel is a serious challenge that has hindered retail sector companies in the UK in attaining data oriented HRM practices. As commented by Berg et al, (2023), lack of technical exposure to staff reduces their ability to effectively adapt to new technologies and complex data analytics tools. For instance, employees having less knowledge about data readings can face significant issues in understanding the data insights derived from the data analytics tools that can lead to improper HRM decisions. However Patel et al, (2023) have stated that companies face significant issues in enhancing technical knowledge of employees due to absence of effective trainers. Moreover, lack of technical expertise along with poor integration of cyber security software have raised the threat in implementing data-driven insight and software in people management of retail companies. Hence, the research reviews that lack of technical knowledge is a significant challenge that needs to be addressed for successful implementation of the data driven insights in retail HRM functions.

2.6 Discuss the potential strategies to mitigate challenges of using data-driven insights in the human resource management at retail sector

Installation of updated technologies and hiring technology experts

The significance of implementing the updated technologies is an excellent practice of human resource management. Sony et al. (2023) have opined that an organisation can flourish and beat the competitive companies when it upgrades its technological side. However, small companies are unable to implement technologies within the organisation due to lack of budget and experts. Along with that, lack of technological development leads to hindrance in the way of achieving productivity and profitability. On the other hand, Sun et al. (2021) have said that improved technology needs efficient technological experts to operate the updated tech-versions. For example, upgradation of technology may not work if it does not have efficient operators to produce a fruitful outcome. Therefore, it has been reviewed that implementation of upgraded technology can be productive for an organisation only when it has enough technological experts to handle such intricate technologies.

Training session for improving trainer efficiency

Shortage of enough trained and skilled employees has been found as a major challenge for organisational growth. Hasan et al. (2023) have opined that an organisation grows when it has employees with updated and improved skill sets to increase productivity. For example, employees can work with more efficiency in a company when they get proper training to improve their skills that add value to the organisational strategies. However, implementation of effective training sessions can lead mentors to understand the areas of improvement and improve efficiency. On the contrary, Martin et al. (2020) have suggested that the employees can grow professionally when they get skilled trainers as well. For example, trainer's need proper training that help to cooperate the employees and workers to gain and learn updated skills. Therefore, it has been reviewed that the employees require skilful and efficient trainers who can show the paths of enhancing skill and talents to flourish.

Expanding funding opportunities

The elaborate discussion on the challenges imposed on the execution of HR practices at the retailer organisational sectors includes the issue of initial investments. Hutahayan(2020) has said that investments have been considered as the fuel behind the organisational success and lack of enough monetary support can ruin the growth. For example, investors play a crucial role behind the journey of an organisation in case of employee satisfaction, updated technology, and resources. On the other hand, Kölbel et al. (2020) has recommended that communicating with the investors can be fruitful for organisational growth. Organisations need to find suitable investors throughout the market to get proper investment and funding. Contrarily, investors have the demands of high return on investment when investing in a business. In that context, creating funding opportunities by developing strategic marketing and operations is also essential. Hence, it has been reviewed that raising funds and communication with the investors can eliminate the financial challenges and enhance the business growth.

2.7 Theoretical underpinning

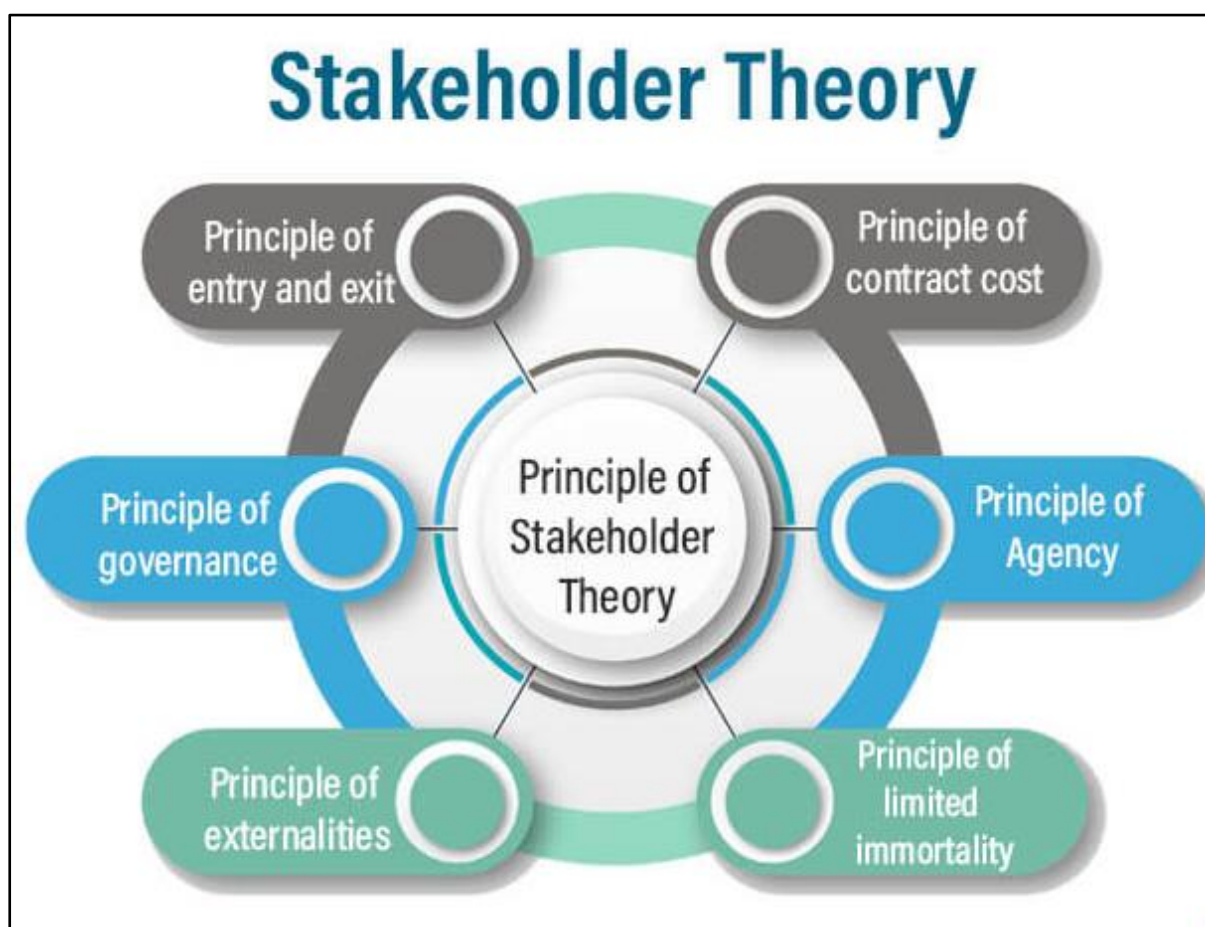***Resource based theory***

Figure 2.7.1: Resource Based Theory

(Source: Inspired by Sevcenko et al, 2022)

This section has elaborated the theories in a wider section for understanding the use of data driven insights in implementing human resources functions in the organisations in the retail industry in the UK. ***Resource based theory*** in this context has helped in gathering information

through analysing inputs from various organisations in a specific industry in the UK. As commented by Sevcenko et al, (2022) resource based theory explains the overall seniority such as market value, popularity, employee engagement and revenue of different companies while conducting research on a specific ground. For example resource based theory explained the strategic approach and overall performance of the company while using data driven insights in the human resource functions in the retail industry in the UK. As suggested by Akbari et al, (2021) market positioning of a company helps in analysing the services quality of the company provided through the employees towards the consumers. For example, poor handling of employees through ineffective human management functionaries often resulted in lower market positioning of the company while providing services. Hence, it can be stated that resource based theory has helped in gathering information of organisations regarding their performance while using data driven insights in the human resources functions in the retail industry in the UK.

Stakeholder Theory

Figure 2.7.2: Stakeholder Theory

(Source: Inspired by Dmytriyev et al, 2021)

Another part of this chapter has explained the use of ***stakeholder theory*** for explaining the use of data driven insights in human resource functions in the retail industry in the UK. As recommended by Dmytriyev et al, (2021) stakeholder theory provides the information about the relation of the company with consumers, suppliers, shareholders and employees with the company in terms of ethical and moral practices in the management. For example, the moral and ethical values of a company portray the internal organisational mechanism and their effectiveness in human resource management through using data driven insights. On the contrary Pfajfar et al, (2022) has commented that the relation of consumers and other stakeholders may vary depending on various perspectives. For example, conflict resolution, employee management, and training of employees are the primary policies which are

conducted by the human resources management system in the companies through utilising data driven insights. On the contrary note of de Almeida et al, (2021), resolving conflicts needs implementation of strict rules and regulations which are not always monitored properly. Using stakeholder theory can help in gathering information about the relation of the company with its consumers, employees. Therefore, the chapter focuses on and evaluates the effectiveness of the data driven insights that improves the human resource strategies by mitigating the obstacles in the entire system.

2.8 Literature gap

The chapter emphasises on the implementation of data driven insights on the human resource strategies, positive and negative effects of using this and also figures out the possible challenges of data driven insights by critically analysing the potential strategies to erase those. Although gaps have been found in the literary discussions as the exact causes of the challenges of retail organisations are not found in the articles.

2.9 Chapter summary

The positive and negative effects of the data driven insights on performing the HR practices have also been included. However, possible challenges like financial shortage, poor skilled employee recruitment, and technological barriers have been found and the solutions are also sought to mitigate the issues. Hence, the chapter presents HR strategies to enhance the success of retailer organisations by erasing the issues in their business operations.

Chapter 3: Research Methodology

3.1 Chapter Introduction

The main purpose of methodology is to provide a quality framework to the research team with the help of research Onion to identify the appropriate approach, design and strategic methods. PRISMA flow charts will be used to optimise the data collection process.
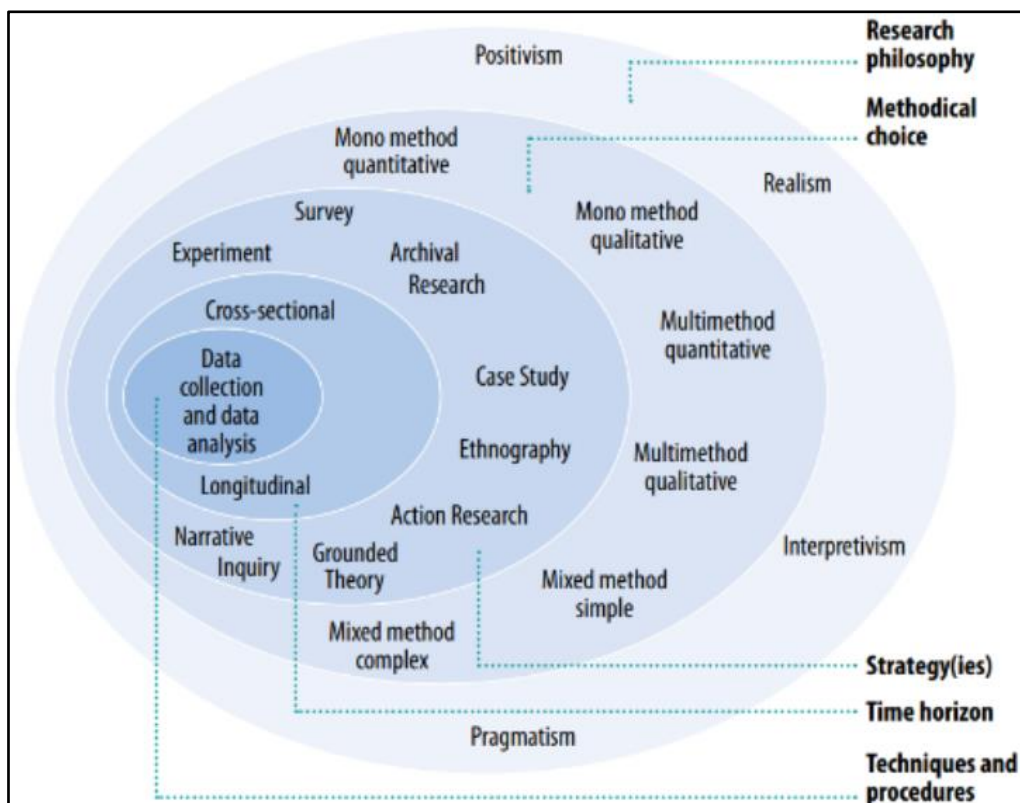
3.2 Research Onion

Figure 3.1: Research Onion

(Source: Saunders *et al.,* 2019)

3.3 Research Philosophy

In this research, philosophy plays an effective role in improving and guiding the research quality and information gathered based on the topic. ***Interpretivism philosophy*** has been chosen for this study as it will help to depict the issues faced by the organisation and align with the research objectives (Joshi et al., 2023). This philosophy will be effective to analyse the

internal and external factors associated with significance of data driven insights to eliminate the issues of the HR system within the retail sector. Therefore, interpretivism philosophy is appreciated for this research as it helps to examine the issues and challenges faced by the industry and mitigate those issues.

3.4 Research Design

This research had used *systematic literature review* design which had helped the researchers to analyse the relevant information published in the articles associated with the research topic. In addition, a systematic review approach has been used which will help to describe and summarise the whole interpretation gained through the articles (Carter et al., 2023). In addition, systematic review holds a great importance in analysing the data collection and it helps the audience to understand the selection and analysing methods employed by the research team while conducting the research.

3.5 Research Approach

Research approach is categorised as a crucial process employed by the research team in order to interpret and gain relevant assumptions based on the challenges mentioned on the topic. In this study an *inductive research* approach had been followed in order to gain relevant information using the secondary data collection process. As commented by Al-Ababneh (2020), a deductive approach has been used for conducting the hypothesis test; it will help to gather relevant data using the systematic alliteration review. However, an inductive approach had not been chosen as it might not help the research team to gain relevant outcomes and it is a complex method (Proudfoot, 2023). Thus, this is the reason behind the selection of deductive approaches for completing the research.

3.6 Research Choice

Research choice is categorised as an effective procedure followed by the research team in order to accomplish the target within the provided deadline. According to Younas and Durante (2023), the research choices are categorised under two main blocks namely mono method and mixed methods. Similarly, it can be stated that researchers had used the *mono-methods* which enabled the team to gain more information and relevant data to gather answers to the research

questions. In addition, mono-methods are profitable for the research teams as they help them acquire quality and valuable data and foster positive growth within the workplace.

3.7 Data Collection

In this research study, secondary data collection had been identified while gathering and collecting valuable insights and information required for the study. In addition, collection of data in this research used the systematic process which further helped to answer the research objectives as well as research questions as it offers high optimisation and improves quality of research. In this study, PRISMA flowchart had been chosen during the screening procedures to obtain relevant and authentic data.

3.7.1 Search Strategy

Boolean Operator

[Refer to Appendix 1]

Using Boolean operators such as or, and along with different keywords regarding this research have been used in this study in terms of collecting data from different research articles.

3.7.2 Inclusion and Exclusion Criteria/Sampling Method

The inclusion and exclusion criteria are two significant criteria are which help the research to choose or reject or avoid a particular literature or articles. The articles which are published after 2019 on the Google Scholar have been used for the topic and themes are constructed based on the research objectives and questions. The articles associated with the interview methods are excluded from this research and kept under exclusion criteria. *[Refer to Appendix 2]*

3.8 Ethical Consideration

This research had been followed by suitable ethical considerations in order to raise the dependability along with reliability of the study. The "UK Data Protection Act" under section 12 had been used while doing this research as it will help to maintain fairness and eliminate the change of data leakage (GOV, 2024). Therefore, ethical consideration has been employed by the research teams in order to prevent the risks of data breaches and data leakage.

3.9 Quality assessment

Questions	Oswald et al. (2020)	Chowdhury et al. (2023)	Awan et al. (2023)	Verma et al. (2021)	Khan et al. (2024)	McCartney and Fu, (2022)	Manoharan (2024)	Garcia-Arroyo and Osca (2021)	Kuhn et al. (2021)	Joel and Oguanobi (2024)	Shet et al. (2021)	Votto et al. (2021)
Did the study address a clearly focused issue?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Did the authors use an appropriate method to answer their questions?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Was the data collected from a clear and suitable source?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Were the controls selected in an acceptable way?	Y	N	N	?	?	Y	Y	?	?	N	Y	Y

Did the authors dedicate a means to avoid bias?	?	?	?	Y	Y	Y	N	N	Y	Y	Y	Y
Have the authors taken account of the potential confounding factors in the design and/or in their analysis?	Y	Y	Y	?	?	?	N	Y	Y	N	N	N
Are the results clear to the reader?	Y	Y	Y	Y	Y	Y	?	?	Y	Y	Y	Y
Are the results precise?	N	N	?	?	?	Y	Y	Y	Y	N	Y	Y
Is the model validated?	?	N	?	Y	Y	N	N	Y	Y	?	Y	?
Is the model applicable to a general population?	N	N	N	?	Y	Y	Y	Y	Y	Y	Y	Y
Do the results fit with other available evidence?	Y	Y	Y	Y	Y	Y	N	N	?	?	Y	Y
Score out of 11	7	6	6	7	8	9	6	7	9	6	10	9

Table 3.9: Casp Tool

(Source: Developed by author)

3.10 Summary of selected articles

Themes	Author name	Methodology	Article name	Description
Theme 1: The possible outcomes that come through the implementation of data driven strategies has a major role in human resource management system with the retail organisations	Oswald et al. (2020)	Secondary methodology	"Big data in industrial-organisational psychology and human resource management: Forward progress for organisational research and practice".	Big data technology in HR functions helps to make better decisions in employee training.
	Chowdhury et al. (2023)	A qualitative research	"Unlocking the value of artificial intelligence in human resource management through an AI capability framework".	Importance of AI technology in data driven insight for HR operations to make effective decisions.
	Awan et al. (2023)	primary quantitative	"When and how the implementation of green human resource management and data-driven culture to improve the firm sustainable environmental development?"	Data driven insights helps business organisations to strengthen a sustainable working operations.

Theme 2: Data driven insights have a critical impact over performing the HR activities in the retailer organisations	Verma et al. (2021)	Secondary qualitative	"Do big data-driven HR practices improve HR service quality and innovation competency of SMEs"	The concept of organisational learning theory explains the key parameters of culture, learning process and accountability.
	Khan et al. (2024)	Primary quantitative	"Green human resources management, green innovation and circular economy performance: the role of big data analytics and data-driven culture"	Big data analytics and data driven insights help business organisations to implement green HR, innovation.

	McCartney and Fu, (2022)	Primary quantitative	"Bridging the gap: why, how and when HR analytics can impact organisational performance."	The application of data and analytics management contributes toward higher work performance.
Theme 3: Human resources management of retail organisations have faced challenges regarding data driven insights	Manoharan (2024)	Secondary qualitative	"A Review on Cybersecurity in HR Systems: Protecting Employee Data in the Age of AI"	Big data analytics in business management has faced the potential issues of security and privacy concerns.
	Garcia-Arroyo and Osca (2021)	Secondary qualitative	"Big data contributions to human resource management: a systematic review"	Data management errors due to poor expertise of employees have raised the challenges.

	Kuhn et al. (2021)	A secondary qualitative	"Human resource management and the gig economy: Challenges and opportunities at the intersection between organizational HR decision-makers and digital labour platforms."	Poor HR management has raised the challenges of integrating data driven insights in business management
Theme 4: Alternative strategies helps to enhance data driven strategies to strengthen human resources operations	Joel and Oguanobi (2024)	Secondary data collection	"Data-driven strategies for business expansion: Utilizing predictive analytics for enhanced profitability and opportunity identification"	The concept of predictive model through using AI technology in business helps to make effective decisions.

	Shet et al. (2021)	Secondary qualitative	"Examining the determinants of successful adoption of data analytics in human resource management–A framework for implications"	The theory of planned behaviour helps business organisations to systematically implement data driven insights in business operations.
	Votto et al. (2021)	Secondary data	"Artificial intelligence in tactical human resource management: A systematic literature review."	The AI powered data analytic software in business helps to make effective decisions in their business management like HR operations.

Table 3.10: Finding table

(Source: Developed by author)

Identification of studies via databases and registers

Records identified from*:
Databases (n = 1)
Registers (n = 0)

Records removed *before screening*:
Duplicate records removed (n = 10)
Records removed for other reasons (n = 20)

Records screened (n = 40)

Records excluded** (n = 10)

Reports sought for retrieval (n = 30)

Reports not retrieved (n = 10)

Reports assessed for eligibility (n = 20)

Reports excluded:
Reason 1 [Low CASP Score]
N=8

Studies included in review
N=12

Figure 3.10: PRISMA

(Source: Created by author)

3.11 Thematic analysis of findings

Theme 1: The possible outcomes that come through the implementation of data driven strategies has a major role in human resource management system with the retail organisations

Business organisations have integrated data driven insights through implementing big data and AI technology for implementing recruitment and employee training management. Oswald et al. (2020) have commented that big data technology in HR functions helps to make better decisions in employee training, performance management and human resource planning. This strategic approach in data driven insights helps business organisations like retail to make strategic decisions in their HR management and operations. However, Chowdhury et al. (2023) have highlighted the importance of AI technology in data driven insight for HR operations to make effective decisions. Therefore, data driven insights have improved the operations of HR operations in the business environment.

Theme 2: Data driven insights have a critical impact over performing the HR activities in the retailer organisations

Data driven insights have a positive impact over retail sectors to meet the needs and expectations of employees like job satisfaction, work-life balance and employee motivation in the work environment. Verma et al. (2021) have said that the concept of organisational learning theory explains the key parameters of culture, learning process and accountability to increase organisational capacity to adopt new change operations. However, Khan et al. (2024) have commented that big data analytics and data driven insights help business organisations to implement green HR, innovation. This strategic approach helps to retain productive work culture and engage in circular economic growth. Moreover, McCartney and Fu (2022) have commented that the application of data and analytics management contributes toward higher work performance in the workplace. Hence, the initiatives of data driven insights have changed the way of business management and work environment.

Theme 3: Human resources management of retail organisations have faced challenges regarding data driven insights

Data driven insight in HR functions have faced the challenges of cyber threats like malware and data breach issues in business management. Manoharan (2024) has said that big data analytics in business management has faced the potential issues of security and privacy concerns in utilising advanced tech software. The threat of technical failure has disrupted the effectiveness of data driven insights on HR management and functions. However, Garcia-Arroyo and Osca (2021) have commented that data management errors due to poor expertise of employees has raised the challenges to effectively use data driven insights on HR

management. Hence, the challenges of privacy and poor HRM operation have disrupted the operation of data driven insights.

Theme 4: Alternative strategies help to enhance data driven strategies to strengthen human resources operations

Strategic application of AI tools and machine learning algorithms for predictive analysis helps businesses to develop a strong control in their HR management and operations like recruitment, HR plans and employee training. Joel and Oguanobi (2024) have commented that the concept of predictive model through using AI technology in business helps to make effective decisions in business management. The application of strategic practices has a major role to strengthen its HR operations and management. These strategic initiatives drive business organisations like retail to recruit and retain top talent in the workplace. However, Shet et al. (2021) have said that the theory of planned behaviour helps business organisations to systematically implement data driven insights in business operations. Hence, these strategic operations have improved the business management like HR functions.

3.12 Chapter Summary

This chapter has demonstrated the significance of selected approaches, designs and methods for gathering the data and information to accomplish the outcomes. The methodology chapter provided the justification for selecting a secondary qualitative method with relevant journal articles for this research study.

Chapter 4- Discussion, Conclusion and Recommendation

4.1 Introduction

Data driven insights in HRM has a major role in making strategic decisions regarding recruiting and employee performance management. Business organisations like retail companies primarily integrate AI data driven insights to make effective decisions in their HR and performance management. The aim of this chapter is to evaluate the finding and discussion of the literature and 12 peer reviewed journal articles to address data driven insights on HR functions. It also identifies the current challenges along with a strategic approach to overcome the challenges related to data driven insights. This chapter also focuses on theoretical concepts related to data insights on HR functions.

4.2 Discussion

The implementation of data driven strategies has significant role in human resource management system of the retail organisations

Implementation of data driven insights plays a crucial role in the human resource management system of the companies. Gad-Elrab (2021) has opined the application of the artificial intelligence helps in increasing the business agility. From the previous discussion it has been noted that data driven insights help in making effective decisions about the recruitment process and the talent retention. On the other hand, Oswald *et al.* (2020) have opined that the application of big data in the human resources changes the organisational behaviours. Big data helps in the research and analysis of human resource management. Integration of data driven insights in HR helps to fulfil the aspect of innovative work culture, enhance the learning process of employees and make effective decisions in HR management operations. These strategic initiatives like machine learning algorithms in business sectors help to avoid misleading and biases in data driven insight in HR operation and management.

Data driven insights help the retail organisations to retain the talented employees and improve their skill sets to generate a better organisational outcome. According to Xu et al. (2020), data driven insights are a combination of collected information and its predictive analysis that helps in succeeding business operations. This data driven insight helps the retail organisations to recognise the talent and reduce employee turnovers by conducting effective employee training. On the other hand, Chowdhury et al. (2023) have commented that the application of artificial intelligence in the human resource management practices adds extra value to it. Installation of AI helps the retail organisations in the UK to give a multidimensional effect to the HRM practices for a better growth. Awan et al. (2023) have commented that the implementation of the data driven insights in the human resource management practices, help the retail organisation to provide a better work culture for the employees. Data driven insights acquired through the application of advanced technologies like artificial intelligence and big data analytics, brings sustainability in the work environment of the retail companies. Addition of sustainability encourages the employees to improve their expertise and contribute to the firm's productivity. Therefore, it has been reviewed that the execution of data driven insights in the HR management strategies creates a sustainable work culture that leads to the development of the work quality.

The potential HR strategies are not appropriate to resolve the issues that give incomplete information about the context.

The initiative of Data driven insights have a impact over performing the HR operations of retail company

The application of statistical and machine learning algorithms have critical impacted over retail sectors to make data driven insights. Based on the literature of Saks (2022), skilled employees in operating data driven insights help to make informed-based decisions in their business operation and HR management. Multinational retail companies generally use the machine learning algorithms for analysing the huge amount of data and identifying patterns before any decision making. Such machine learning algorithms enable the HR managers to do HR practices by avoiding the biases and errors through the data driven insights. The application of the data-driven insights in the human resource management practices of the retail sectors in the UK improves the quality of work and also contributes to the retention of talented employees. The potential HR strategies are not appropriate to resolve the issues that give incomplete

information about the context. It has explained that implementing significant rules in the workplace can help in resolving conflict through taking necessary steps. The data driven decision making enables the HRM leaders to encourage the employees to develop their skill sets and nurture their talents to enhance the quality of work. Therefore, it has been reviewed that human resource management leaders can acquire the capability of retaining talented employees that leads to a better organisational outcome.

In that case, data driven insights and software has a positive impact over HR operations through recruiting talents and systematically organised employee training and development plans. It helps business organisations like retail companies to ensure employee work life balance, job satisfaction and retain a productive work culture. However, the findings of Verma et al. (2021) have said that *organisational learning theory* explains the factors of culture, learning process and accountability to effectively implement data driven insights in business management. In that case, the application of this theoretical concept can help retail companies to effectively implement data driven technologies like AI and machine learning for effective decision-making in HR operations. Hence, it has been discussed that the application of data driven insights have a critical impact over the operation of HR function and management.

The strategic approach of data driven insights helps business organisations to effectively retain a productive work culture and motivate employees toward higher performance in work culture. Khan et al. (2024) have said that the integration of big data analytics and data driven insights help business organisations to implement innovation and creative work operations in the work environment. In that case, big data analytics in the retail sector helps to improve HR operations through ensuring job satisfaction and providing employee training.

Application of the advanced technologies like AI and big data analytics helps in the successful HRM operations but it has also negatively impacts on the retail organisations. In this context Papanagnou et al, (2022) have commented that the process of implementing the advanced software's regarding the data driven insights, require a high maintenance cost. Additionally, the inclination towards the technological changes inside the work environment decreases the trust on the employees that agitates them. This dependence on the data driven insights and mistrusting the employees lead to a high rate of employee turnover that negatively impacts on the firm's productivity. On the other hand, McCartney and Fu, (2022) have made a contrasting opinion that the advanced technologies especially the big data analytics helps in

providing a better work environment. Employees can improve their skill sets and their talents in a helpful work environment and this encourages their dedication towards the work. Therefore, it has been observed that the data driven insights enable the human resource management leaser to create a work environment that enhances firm productivity.

Data driven insights impacts both have positively and negatively on the human resource management practices in the retail companies in the UK. As per the views of Tanasescu et al. (2024), data driven recruitment processes help the organisational leaders to hire efficient and talented employees that increases productivity. It also helps in doing predictive analysis of the employee performances and the business operations which help the retail companies to detect possible challenges. On the other hand, Verma et al. (2021) have opined that the insights derived through the big data analysis helps to improve the quality of the HR practices. Big data analysis helps in increasing the quality of the services and also drives innovation to productivity.

Implementation of the Data driven insights sometimes imposes negative impacts on the HRM practices in the retail companies. Akter et al, (2021) have commented that the data driven insights creates difficulty in the fast decision making. In most of the cases data driven insights generate business and errors while making the decisions for organisational success. On the other hand, Khan et al. (2024) have stated that the application of big data analytics helps in implementing the green human resource management practices and the circular economy. Therefore, it has been reviewed that the organisational success depends upon the effective HRM strategies influenced by big data analytics.

Employees are the most important assets for organisations and effective human resource management helps the HRM department to get the best output. This not only helps for the long term sustainable growth for organisations but also for the wellbeing of organisations. Implementation of AI based cutting edge technology in the HRM management helps to enhance data security (Manoharan, 2024). This is important for HR managers to ensure data security of their employees so that they can keep their credibility on sharing important and confidential data within their employees. Employee data management is crucial for HR systems for effective handling of vast amounts of data. HR systems need to ensure the safety and security of the medical information, financial transaction and personal details that employees submit during the verification of the recruitment process.

Human resources management has faced challenges regarding implementing data driven insights in Retail Company

HR systems need to adopt advanced technology such as Artificial intelligence and varieties of tools related with data driven decision making. Hackers use malware to get unauthorised entry into the database management system (Garcia-Arroyo and Osca, 2021). Implication of AI based machine learning technologies help to reduce the possibilities of unauthorised entry into the database management system and keeps the confidentiality and credibility of the HRM management on the emerging data safety and security issues. Phishing attacks, ransomware, violation of regulatory compliances are some emerging challenges related within the data safety and security for the HRM managers in organisations. However, AI based automated threat detection systems, predictive risk management, and increased incident response are some major roles of artificial intelligence in the cyber security management in HR system (Sun et al., 2021). AU based algorithms help to enhance the capabilities to identify the anomalies and patterns and make those ideal to detect in the real time. Machine learning models in the human resource managerial activities can analyse the vast amounts of network and user activities that optimise threat detection and find out possible threats more effectively.

Big data analysis has become a valuable tool for HR managers in the retail industry in the UK. It is generating value for providing information in the decision making process (Joel and Oguanobi, 2024). Adoption of big data analysis in business development is involved in the process that must be followed by organisations managing databases of huge numbers of employees. Big data analysis helps in the Performance appraisal activities. AI based technological tools effectively analyse and compare productivity of employees. On the other hand, there are several technological challenges for the effective implication and application of big data analysis. Lack of training and development can negatively impact the effective implication of big data analysis tools in managing HRM activities. Lack of effective trainers, mentors, and initial high investments are some major challenges for retail companies to manage their human resources effectively.

Alternative tactics help to improve data-driven insights toward improve HR management and operations

The retail industry comes under one of the most competitive sectors in the UK. Predictive analytics tools are hugely applied in the HRM management activities. PA (Predictive analysis)

is a subset of advanced analytics on the uses of the techniques that can make predictions about the possible incidents in the future by analysing the current trend of the business (Shet et al., 2021). Predictive analysis tools can enhance profitability by forecasting possible future incidents. HR managers can analyse the future performance of newly appointed employees by analysing their productivity of a certain period. In that way the management can make decisions on recruitment and retention. Implementation of the predictive analysis in the HRM activities helps to identify high performing teams. Based on the opinion of research scholars this can be said that predictive analysis is a tool that helps to predict or forecast the possible future outcomes (Sony et al., 2023). Retail industry organisations face several challenges such as lack of competent and productive employees.

In the conventional way of marketing research such as case studies and others, it takes a huge time to analyse the future possible business operation. Uses of predictive analysis tools in the decision making process related with recruitment and retention is less time consuming. By the implication of predictive analysis, organisations can leverage predictive analysis to analyse data that further helps to take informed discussion. A successful business organisation is agile and can take decisions and respond to the changing environment quickly. Data driven strategies play a pivotal role in the business expansion by providing useful insights that helps to mitigate possible risks.

Data analytics is gaining importance in human resource management and this enhances the ability to provide insight based on data driven decision making. The HRA (Human resource analytics) is an innovative practice that is attracting interest in the human resource management practices for the retail industry organisations in the UK. Based on the opinion of research scholars of business studies this can be said that HRA is considered as a future value driver of human resource management. However, Resource Based Theory focuses on the strategic approach and performance of business organisations while implementing data driven insights in their HR management and operations. Sevcenko et al. (2022) have commented that Resource Based Theory ensures business organisations to maintain the credibility of resources toward investing in advanced technology and business management operations. Hence, it has been discussed that the initiatives of Resource Based Theory can suggest to organisations the importance of its internal and external resources over investing in advanced technology operations.

Lack of training and development and lack of effective implementation of change management negatively impacts opportunities for organisations related with fulfilling HRM activities (Hasan et al., 2023). New technology that is to be adopted will make both favourable and unfavourable simultaneously for business leaders. This data driven insight in business operation through using advanced technology helps to reduce the threat of errors and biases in decision-making. This technical integration like AI powered data analytics help business organisations like retail to strengthen its recruitment and employee performance management. Moreover, data-driven insights in business help to analyse large amounts of employee data and information regarding recruitment and training plans in retail companies. Data-driven decision-making in HR operations helps to effectively maintain talent and performance management in a business work environment.

It is the competence of the leadership management how they can manage negative factors from upcoming threats and limitations. Overall this can be said that HRA (Human resource analytics) helps to enhance the ability to provide an alternative way in strengthening human resource operations in the retail sector in the UK. However, the concept of Stakeholder theory explains the relationship with stakeholders toward investing over technical equipment and advanced technology like data driven in business operations. Dmytriyev et al. (2021) have commented that the morale and ethics of business portray have helped organisations toward retaining a strong stakeholder engagement. In that case, stakeholder engagement in retail companies can help to invest in advanced technology like AI-powered data-driven technologies in their business operation. Hence, it has been discussed that the concept of stakeholder theory can suggest business organisation toward maintaining goodwill of stakeholders toward making decisions in their technical operations.

4.3 Summary

This chapter has summarised the importance of data driven insights over HR functions of retail companies in the market. This chapter also identified the theoretical concepts and models along with strategic practices to overcome the challenges of poor data driven insights in HR functions. However, this chapter has reviewed 12 peer reviewed journal articles to develop an in-depth understanding on data driven insights on HR functions. Hence, the effective use of data insights helps to enhance business growth.

5. Conclusion

5.1 Conclusion

This dissertation demonstrates the role of data driven insights on the Human Resource function with the retail organisations in the United Kingdom. The first chapter includes the background of the research, rationale, theoretical framework, aims, objectives and the method of analysis as the beginning of the research. It has shown the application of updated technology like *AI* and *data analytics* plays a crucial role to influence the HRM practices in the retail sectors. *Resource based theory* and *Stakeholder's theory* have been applied for analysing the effectiveness of the data driven insights. *Secondary data collection methods* have been used in the research to gather information about the significance of the data driven insights. In the literature review section, research objectives such as the consequences of implementing data driven insights, positive and negative impacts of it, challenges in using data driven insights are evaluated. It also includes the potential strategies for mitigating the challenges along with the literature gap of the research.

The third chapter highlights the methodological part of the research which includes the research philosophy, design, approach, sampling method and inclusion-exclusion criteria and so on. It has also shown the application of the *interpretivism philosophy* helped to depict the issues aligned with the research objectives. Authentic journals and websites have been used here to derive information about the research topic to maintain accuracy. Therefore, the data driven insights are required to influence the HRM of the retail companies of the UK.

5.2 Linking with objectives

Objective 1: Objective 1 elaborated the possible outcomes by the implementation of the data driven insights to influence the HR activities in the retail companies. This objective has partially been met in the first section of the LR as it also analyses the implementation of the data driven insights and has fully been met in the Discussion chapter.

Objective 2: Objective 2 was to analyse the positive and negative impacts of the data driven insights in the HRM practices at the retail companies. This objective has partially been met in

the second section of the literature review that also evaluates the positive and negative impacts of data driven insights on human resource practices. The objective has fully been met in the Discussion chapter as it uses a theme to evaluate the impacts of data driven insights.

Objective 3: Objective 3 was to analyse the challenges of implementing data driven insights in the HRM practices. This objective has partially been met in the third section of the LR as it discusses the challenges faced by the retail companies while using the data driven insights. The objective has fully been met in the Discussion chapter.

Objective 4: This objective was about the effective strategies to mitigate the challenges of implementing data driven insights in HRM activities. It has partially been met in the fourth section of the LR and has fully been met in the Discussion chapter in which the effective strategies to use data driven insights in the HRM has been discussed.

6. Recommendation

Recommendation 1: Application of primary data collection method can be recommended for the research work to make it more effective for finding the outcomes after using the data driven insights for HRM. According to the opinions of Moult et al. (2023) primary data collection method includes interviews, surveys, observations and experiments that help the researchers to get the opinions of the participants. Acquiring knowledge about the perspectives and opinions of the participants becomes effective to have an in-depth idea about the research topic. In this case, interviews are conducted to know the direct opinions of the participants belonging to relevant fields whereas the surveys help to collect the thoughts of those participants. On the other hand, observation enables the researchers to have an idea about the impacts of data driven insights while it is being implemented in the HRM practices. It also helps to understand the required changes that can be made to improve the quality of the human resources management strategies. Therefore, the researchers can use primary data collection for having real life examples and experiences that will elevate the quality of the research.

Recommendation 2: Regular employee training in the retail companies to educate them about the advanced technologies and the use of data driven insights. Advanced technologies like artificial intelligence and the data analytics become effective in driving insights to the HRM practices. It has been observed that most of the employees are not capable enough to adopt the technological changes in the work environment. As per the views of Martins (2021) employee training is required to support the employees for improving their technical knowledge and skill sets to operate the technologies easily. Training is also needed for educating the employees to understand the changes in the work environment and the importance of the data driven insights. Not only the employees but the leaders also need training to increase expertise for educating the employees and to infuse data driven insights in the HRM strategies for a better outcome. Therefore, it has been recommended for the retail companies in the UK to conduct frequent training for the employees to improve technical knowledge for a successful HRM.

Recommendation 3: Application of advanced technologies can be recommended for the retail companies in the United Kingdom to make a successful execution of HRM using the data driven insights. Advanced technologies like artificial intelligence and data analytics help to

drive insights by analysing the collected information. As per the views of Pan and Froese (2023) advanced technologies adds extra value to the HRM practices and enables the leaders to observe the improvement of the employees' efficiency. On the other hand, advanced technologies need enough experts to operate those and the companies require hiring technical experts. Technical experts can use technologies like AI and big data to plan more effective HRM strategies that bring success to the organisation by improving the skillets of the employees. Therefore, the retailer companies can implement advanced technologies and hire technical experts to acquire business success.

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Appendices

Appendix 1: Boolean Operator

Keywords	Boolean operator "OR"	Boolean operator (and)	Outcomes
Data-driven insights and advanced technology related to HR management practices	Data-driven insights and advanced technology or inclusion of data driven insights for HR management practices	Data-driven insights and advanced technology and data driven decision making for HR practices	n=955
Artificial intelligence and big data analytics for improved human resource practices in the UK retailers	Artificial Intelligence and big data analysis *or* HR practices in the UK retailers	Artificial Intelligence *and* big data analytics and its impact on the HR practices in the UK retailers	n=130

Table 2: Search strategy using Boolean operators

(Source: Created by author)

Appendix 2: Inclusion exclusion criteria

Inclusion Criteria	Exclusion Criteria
● Articles that are published after 2019 and only in English language have been selected ● Authentic databases like Google Scholar have been used for collecting the data ● Articles that are available at the full PDF text format have been considered to maintain relevance , authenticity and accuracy	● Articles associated with the interview process have been excluded from the research work. ● Articles that are published in different languages other than English and published before 2019 have not been considered ● articles from inauthentic databases are not used in the research to maintain accuracy and relevance

Appendix 3: PRISMA FLOWCHART