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Human Resource Analytics and Organizational Renewal: Learning, Knowledge Sharing, and Analytical Culture

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Abstract

Research Originality: This study develops an integrated developmental-capability model that explains how Human Resource (HR) analytics drives organizational renewal through learning mechanisms and an analytical culture.

Research Objectives: It examines the effects of HR Analytics Capability and Insight-Driven Performance Management on Knowledge Sharing and Learning Orientation, while assessing Analytical Culture as a direct predictor and moderator.

Research Method: A cross-sectional survey of 320 managers from Indonesian tourism and creative economy organizations was analyzed using PLS-SEM.

Empirical Results: Knowledge Sharing emerged as the strongest predictor of Organizational Renewal, while HR Analytics Capability most strongly enhanced Learning Orientation. Analytical Culture strengthened the links between analytics-related capabilities and both developmental mechanisms. Knowledge Sharing and Learning Orientation also significantly transmitted the effects of HR Analytics Capability and Insight-Driven Performance Management into Organizational Renewal.

Implications: Organizations should institutionalize knowledge sharing, embed analytics in managerial reflection, strengthen continuous learning, and promote evidence-based decision norms.

Keywords:

dynamic capabilities; evidence-based management; performance intelligence; adaptive capability; tourism and creative economy

How to Cite:

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INTRODUCTION

Tourism and creative economy organizations operate in environments marked by digital disruption, volatile demand, shifting customer expectations, and growing pressure to adapt service models quickly. In these settings, organizational survival depends not only on operational efficiency but also on the ability to identify emerging capability gaps, learn from performance information, and renew routines, structures, and services. Digital technologies have expanded organizational access to workforce and performance data, yet greater data availability does not automatically produce adaptive change. The central challenge is therefore not merely whether organizations adopt analytics, but whether they can convert analytical insights into collective learning, knowledge exchange, and coordinated organizational renewal (Groves & Feyerherm, 2022; Song & Gu, 2024; Thanh & Tran, 2023).

Human Resource Analytics Capability refers to an organization's ability to mobilize workforce data, analytical competence, technological infrastructure, and strategic interpretation to support people-related decisions and capability development. Prior studies associate HR analytics with improved decision quality, workforce planning, strategic alignment, and organizational capability development (Donnelly & Hughes, 2022; Men & Jia, 2021; Shet, 2025). Technology-driven organizational change also produces stronger outcomes when supported by employee and innovation capabilities (Govindarajo et al., 2021). However, the literature remains divided over whether HR analytics independently generates organizational renewal. One perspective treats analytics as a strategic capability that strengthens organizational sensing and evidence-based decision-making. A contrasting perspective suggests that analytics may remain confined to reporting, monitoring, and managerial control when organizations lack the social and developmental mechanisms required to interpret and apply analytical information (Deng et al., 2022; Jain, 2022; Zainab et al., 2021).

This debate highlights a fundamental distinction between possessing analytical resources and realizing their organizational value. Data visibility may identify performance gaps, but it does not automatically change routines, stimulate experimentation, or coordinate adaptive responses. From a Dynamic Capabilities perspective, analytics can contribute to renewal only when organizations can sense relevant changes, seize opportunities through learning, and reconfigure established practices (Apascaritei & Elvira, 2022; Jiang et al., 2021; Mashhady et al., 2022). Accordingly, HR analytics should be understood not simply as a technological resource, but as a developmental capability whose value depends on organizational learning and knowledge processes.

A related debate concerns Insight-Driven Performance Management. Performance information can encourage reflection, experimentation, and adaptive decision-making when managers use it to diagnose problems and develop capabilities. Conversely, dashboards and performance indicators may reinforce short-term accountability and compliance when managers use them primarily as control instruments. Existing studies have often examined HR analytics, performance management, organizational learning,

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and knowledge sharing separately, making it difficult to explain why some organizations translate data into renewal while others merely improve information visibility (Good et al., 2022; Yalenios & d'Armagnac, 2022). The unresolved issue is therefore whether analytics-related capabilities directly generate renewal or whether their effects depend on intermediate developmental mechanisms.

Learning Orientation and Knowledge Sharing provide two plausible mechanisms. Learning Orientation encourages organizations to question established assumptions, experiment with alternative practices, and continuously improve their capabilities. Knowledge Sharing enables organizational members to exchange tacit and explicit knowledge, interpret analytical evidence collectively, and coordinate adaptive action (Liu et al., 2022; Prayag et al., 2023). Although both mechanisms are central to organizational adaptation, prior studies have rarely examined them simultaneously as parallel pathways linking HR Analytics Capability and Insight-Driven Performance Management to Organizational Renewal. This leaves uncertainty about how analytics-related capabilities translate into organizational change and which developmental mechanism contributes most strongly to renewal.

Analytical Culture may further determine whether analytical capabilities produce developmental outcomes. It reflects shared norms that legitimize evidence-based reasoning, experimentation, open dialogue, and the constructive use of data. Prior research indicates that supportive cultural conditions facilitate learning and knowledge exchange (Kim & Park, 2020; Rabenu & Baruch, 2024). However, Analytical Culture has commonly been treated as a general organizational condition or direct predictor rather than as a boundary condition that strengthens the translation of analytics into learning and knowledge-sharing processes. This issue is particularly important in tourism and creative economy organizations, where adaptation depends heavily on human expertise, tacit knowledge, service responsiveness, and cross-functional collaboration.

Four interrelated gaps therefore motivate this study. First, a theoretical gap remains because HR analytics has not been sufficiently integrated into Dynamic Capabilities Theory as a developmental pathway to Organizational Renewal. Second, a mechanism gap persists because Learning Orientation and Knowledge Sharing have rarely been examined simultaneously as parallel transmission mechanisms. Third, a boundary-condition gap remains because the moderating role of Analytical Culture in strengthening analytics-related developmental processes is still underexplored. Fourth, a contextual gap persists because evidence from tourism and creative economy organizations in emerging economies remains limited. Accordingly, this study examines how HR Analytics Capability and Insight-Driven Performance Management influence Organizational Renewal through Learning Orientation and Knowledge Sharing, while assessing Analytical Culture as both a direct enabler and a moderating condition. Specifically, the study evaluates the direct effects of analytics-related capabilities on the two developmental mechanisms, the effects of Knowledge Sharing and Learning Orientation on Organizational Renewal, and the extent to which Analytical Culture strengthens these relationships and their indirect effects.

This study's novelty lies in integrating analytics capabilities, two parallel developmental mechanisms, and cultural reinforcement within a single Dynamic Capabilities framework. The study contributes theoretically by clarifying how sensing-related analytical capabilities are translated into seizing and reconfiguration processes; empirically by examining direct, indirect, moderating, and conditional indirect relationships; methodologically by combining formative and reflective measurement in PLS-SEM; and practically by identifying the organizational capabilities that should be prioritized to achieve analytics-driven renewal (Harris, 2024; Jiang et al., 2021; Mehralian et al., 2021).

METHODS

This study employed a quantitative explanatory design using a cross-sectional survey conducted from August to October 2025. The model positions HR Analytics Capability and Insight-Driven Performance Management as antecedent capabilities, Knowledge Sharing and Learning Orientation as developmental mechanisms, Analytical Culture as a direct and moderating condition, and Organizational Renewal as the outcome. The empirical context comprised Indonesian tourism and creative economy organizations, including hospitality businesses, travel and tour operators, creative enterprises, and MICE organizations, where competitiveness depends strongly on human expertise, knowledge exchange, service responsiveness, and continuous adaptation (Jiang et al., 2021; Jooss et al., 2023). PLS-SEM was applied because the model combines reflective and formative constructs, indirect relationships, moderation effects, and predictive assessment (Hair et al., 2024; Xing et al., 2020).

The target population comprised middle- and senior-level managers in Indonesian tourism and creative economy organizations. Respondents were eligible if they held managerial responsibilities in human resources, operations, performance management, strategy, organizational development, or general management and possessed sufficient knowledge of organizational analytics, learning, and renewal practices. The study used purposive sampling to identify knowledgeable informants across relevant subsectors (Jooss et al., 2023). Of 350 questionnaires distributed online through professional networks, industry associations, and organizational contacts, 320 were complete and usable. An a priori G*Power analysis using five predictors, $\alpha = 0.05$, power = 0.80, and $f^2 = 0.15$ indicated a minimum sample of 92, confirming the adequacy of the final sample (Hair et al., 2024). Participation was voluntary and anonymous, and participants provided informed consent before completing the questionnaire (Hair et al., 2024).

The study examined six constructs summarized in Table 1. All measures were adapted from validated prior studies and rated on a five-point Likert scale. HR Analytics Capability was modeled formatively, while the remaining constructs were reflective. Analytical Culture was adapted from Rabenu & Baruch (2024); Knowledge Sharing and Learning Orientation from Ali et al. (2020) and Yasin et al. (2024); and Organizational Renewal from Jung et al. (2024). The questionnaire was reviewed and pre-tested for readability, contextual relevance, and content adequacy.

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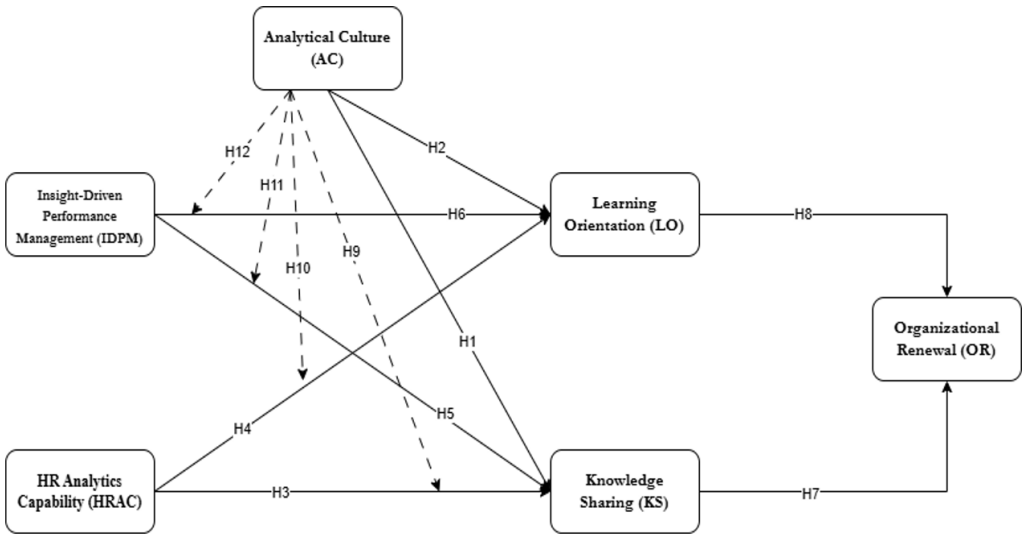
Data were analyzed using SmartPLS. We assessed reflective constructs using outer loadings, Cronbach's alpha, rho_A, composite reliability, AVE, and discriminant validity through the Fornell–Larcker criterion and HTMT. The formative HR Analytics Capability construct was assessed using outer VIF, outer weights, significance, and outer loadings. Structural assessment included inner VIF, standardized path coefficients, f^2, R^2, adjusted R^2, and Q^2. Bootstrapping with 5,000 subsamples was used to estimate direct, indirect, moderating, and conditional indirect effects. We estimated interaction terms using a two-stage approach and used blindfolding and IPMA to evaluate predictive relevance and managerial importance (Hair et al., 2024).

Table 1. Research Variables and Measurement

Variable	Role in Model	Operational Definition	Measurement
HR Analytics Capability (HRAC)	Antecedent	Capability to integrate workforce data, analytical expertise, technology, and strategic application	Formative; 6 items
Insight-Driven Performance Management (IDPM)	Antecedent	Use of performance information for reflection, capability development, and adaptive decisions	Reflective; 6 items
Analytical Culture (AC)	Predictor/ Moderator	Shared norms supporting evidence-based reasoning, experimentation, and constructive data use	Reflective; 5 items
Knowledge Sharing (KS)	Mediating mechanism	Exchange and application of work-related knowledge across organizational members	Reflective; 5 items
Learning Orientation (LO)	Mediating mechanism	Commitment to continuous learning, questioning assumptions, and improvement	Reflective; 5 items
Organizational Renewal (OR)	Outcome	Ability to revise routines, processes, services, and strategic practices	Reflective; 5 items

Source: Authors' own work

Figure 1. Conceptual Framework



Procedural remedies included anonymity, neutral wording, separation of questionnaire sections, and clear instructions to reduce evaluation apprehension. Collinearity diagnostics indicated no critical estimation concerns. Ethical approval was obtained before data collection, participation was voluntary, and results were reported in aggregate form (Jordan & Troth, 2019; Podsakoff et al., 2024).

Figure 1 illustrates the conceptual framework linking HR Analytics Capability and Insight-Driven Performance Management to Knowledge Sharing and Learning Orientation, with Analytical Culture acting as a direct predictor and moderator, and both developmental mechanisms leading to Organizational Renewal.

RESULTS AND DISCUSSION

The results show that HR Analytics Capability, Insight-Driven Performance Management, and Analytical Culture significantly strengthen Knowledge Sharing and Learning Orientation. Knowledge Sharing emerges as the strongest predictor of Organizational Renewal, while HR Analytics Capability most strongly enhances Learning Orientation. Analytical Culture reinforces the relationships between analytics-related capabilities and both developmental mechanisms, confirming that organizational renewal depends on collective learning and knowledge exchange rather than data availability alone.

Table 2. Respondent Profile

Respondent Characteristics	Category	Frequency	Percentage (%)
Gender	Male	182	56.9
	Female	138	43.1
Age	Under 30 years	48	15.0
	30–39 years	126	39.4
	40–49 years	94	29.4
	50 years and above	52	16.2
Education level	Diploma	24	7.5
	Bachelor's degree	196	61.3
	Master's degree or higher	100	31.2
Managerial position	HR/People Manager	94	29.4
	Operations Manager	76	23.8
	Strategy/Performance Manager	68	21.3
	General/Unit Manager	82	25.5
Industry subsector	Hospitality—hotels and resorts	108	33.8
	Travel and tour operators	64	20.0
	Creative enterprises—design, media, and digital arts	86	26.9
	MICE and event management	62	19.3
Work experience	Less than 5 years	48	15.0
	5–10 years	112	35.0
	11–15 years	92	28.8
	More than 15 years	68	21.2

Source: Authors' calculations.

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Table 2 summarizes the profiles of 320 participating managers. Most respondents were male (56.9%), aged 30–49 years, and held at least a bachelor's degree. They represented managerial roles in human resources, operations, strategy, performance, and general management across hospitality, travel, creative enterprises, and MICE. In addition, 85.0% had at least five years of work experience. These characteristics indicate that the respondents were sufficiently experienced and knowledgeable to assess organizational practices related to HR analytics, learning orientation, knowledge sharing, and organizational renewal.

Table 3 confirms satisfactory measurement quality. The reflective constructs demonstrate adequate indicator reliability, internal consistency, convergent validity, and acceptable collinearity. For the formative HR Analytics Capability construct, some indicators show significant outer weights, while the remaining indicators were retained because their outer loadings were substantial, collinearity was acceptable, and their inclusion preserved content validity.

Table 3. Reflective and Formative Measurement Model Assessment

Panel A. Reflective Measurement Model

Construct	Loading Range	Cronbach's Alpha	rho_A	CR	AVE
Analytical Culture (AC)	0.787–0.874	0.900	0.908	0.926	0.714
Insight-Driven Performance Management (IDPM)	0.800–0.866	0.907	0.911	0.928	0.683
Knowledge Sharing (KS)	0.833–0.902	0.912	0.914	0.934	0.740
Learning Orientation (LO)	0.844–0.872	0.908	0.909	0.932	0.732
Organizational Renewal (OR)	0.795–0.890	0.909	0.918	0.932	0.732

Panel B. Formative Measurement Model

Indicator	Outer Weight	t-value	p-value	Outer Loading	VIF
HRAC1	0.468	2.879	0.004	0.928	3.009
HRAC2	0.424	2.953	0.003	0.905	2.445
HRAC3	0.103	0.643	0.520	0.809***	2.686
HRAC4	0.024	0.184	0.854	0.713***	2.150
HRAC5	0.046	0.341	0.733	0.745***	2.250
HRAC6	0.063	0.399	0.690	0.749***	2.301

Note: CR = composite reliability; AVE = average variance extracted; VIF = variance inflation factor; ***p < .001 for outer loadings.
Source: Authors' calculations.

Table 4 demonstrates satisfactory discriminant validity. The Fornell–Larcker criterion confirms that each reflective construct is empirically distinct from the others, while the HTMT results further support discriminant validity.

Table 4. Discriminant Validity Assessment

Panel A. Fornell–Larcker Criterion					
Construct	**AC**	**IDPM**	**KS**	**LO**	**OR**
Analytical Culture (AC)	0.845				
Insight-Driven Performance Management (IDPM)	0.216	0.827			
Knowledge Sharing (KS)	0.485	0.350	0.861		
Learning Orientation (LO)	0.277	0.406	0.395	0.855	
Organizational Renewal (OR)	0.307	0.275	0.498	0.418	0.855
Panel B. Heterotrait–Monotrait Ratio					
Construct	**AC**	**IDPM**	**KS**	**LO**	**OR**
Analytical Culture (AC)	—				
Insight-Driven Performance Management (IDPM)	0.236	—			
Knowledge Sharing (KS)	0.532	0.385	—		
Learning Orientation (LO)	0.299	0.443	0.433	—	
Organizational Renewal (OR)	0.331	0.298	0.539	0.452	—

Source: Authors' calculations.

Table 5 indicates that the structural model is free from critical collinearity and demonstrates adequate explanatory and predictive capability for Knowledge Sharing, Learning Orientation, and Organizational Renewal. These results support the proposed structural model's suitability for evaluating the relationships among the study constructs.

Table 5. Structural Model Explanatory and Predictive Assessment

Endogenous Construct	Predictor	Inner VIF	f^2	R^2	Adjusted R^2	Q^2
Knowledge Sharing (KS)	Analytical Culture (AC)	1.097	0.227	0.397	0.387	0.283
	HR Analytics Capability (HRAC)	1.142	0.091			
	Insight-Driven Performance Management (IDPM)	1.122	0.062			
	HRAC × AC	1.098	0.030			
	IDPM × AC	1.098	0.028			
Learning Orientation (LO)	Analytical Culture (AC)	1.097	0.028	0.384	0.374	0.269
	HR Analytics Capability (HRAC)	1.142	0.178			
	Insight-Driven Performance Management (IDPM)	1.122	0.121			
	HRAC × AC	1.098	0.047			
	IDPM × AC	1.098	0.047			
Organizational Renewal (OR)	Knowledge Sharing (KS)	1.185	0.189	0.306	0.302	0.216
	Learning Orientation (LO)	1.185	0.084			

Source: Authors' calculations.

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Table 6 shows that all direct and moderating relationships are positive and significant. Analytical Culture exhibits the strongest influence on Knowledge Sharing, whereas HR Analytics Capability is the strongest predictor of Learning Orientation. Insight-Driven Performance Management also significantly enhances both developmental mechanisms. Knowledge Sharing exerts a stronger influence on Organizational Renewal than Learning Orientation.

Table 7 shows that Knowledge Sharing and Learning Orientation significantly mediate the effects of Analytical Culture, HR Analytics Capability, and Insight-Driven Performance Management on Organizational Renewal. Knowledge Sharing provides the strongest indirect pathway for Analytical Culture, while both mediators contribute relatively balanced indirect effects for HR Analytics Capability and Insight-Driven Performance Management. The conditional indirect effects further confirm that Analytical Culture strengthens these developmental pathways.

Table 6. Direct and Moderation Effects

Panel A. Direct Effects							
Hypothesis	**Structural Path**	**β**	**t-value**	**p-value**	**95% CI**	**f^2**	**Decision**
H1	Analytical Culture → Knowledge Sharing	0.388	8.663	<0.001	[0.296, 0.473]	0.227	Supported
H2	Analytical Culture → Learning Orientation	0.138	2.872	0.004	[0.041, 0.229]	0.028	Supported
H3	HR Analytics Capability → Knowledge Sharing	0.250	5.391	<0.001	[0.160, 0.343]	0.091	Supported
H4	HR Analytics Capability → Learning Orientation	0.354	7.846	<0.001	[0.268, 0.445]	0.178	Supported
H5	IDPM → Knowledge Sharing	0.206	4.404	<0.001	[0.111, 0.294]	0.062	Supported
H6	IDPM → Learning Orientation	0.290	6.065	<0.001	[0.196, 0.381]	0.121	Supported
H7	Knowledge Sharing → Organizational Renewal	0.394	8.548	<0.001	[0.302, 0.482]	0.189	Supported
H8	Learning Orientation → Organizational Renewal	0.263	5.273	<0.001	[0.167, 0.359]	0.084	Supported
Panel B. Moderation Effects							
Hypothesis	**Moderating Path**	**β**	**t-value**	**p-value**	**95% CI**	**f^2**	**Decision**
H9	HRAC × AC → Knowledge Sharing	0.146	3.464	0.001	[0.057, 0.222]	0.030	Supported
H10	HRAC × AC → Learning Orientation	0.183	4.104	<0.001	[0.090, 0.267]	0.047	Supported
H11	IDPM × AC → Knowledge Sharing	0.135	3.048	0.002	[0.045, 0.219]	0.028	Supported
H12	IDPM × AC → Learning Orientation	0.179	3.650	<0.001	[0.075, 0.270]	0.047	Supported

Source: Authors' calculations.

Table 8 identifies Knowledge Sharing as the most important determinant of Organizational Renewal, followed by Learning Orientation. The findings indicate that both constructs offer substantial potential for managerial improvement. HR Analytics Capability, Analytical Culture, and Insight-Driven Performance Management also contribute to renewal, but their value depends on how effectively analytical insights are transformed into collective knowledge and adaptive action.

Table 7. Indirect and Conditional Indirect Effects

Panel A. Specific Indirect Effects					
Indirect Path	**Effect**	**t-value**	**p-value**	**95% CI**	**Interpretation**
Analytical Culture → Knowledge Sharing → Organizational Renewal	0.153	5.970	<0.001	[0.105, 0.205]	Significant indirect effect
Analytical Culture → Learning Orientation → Organizational Renewal	0.036	2.523	0.012	[0.010, 0.066]	Significant indirect effect
HR Analytics Capability → Knowledge Sharing → Organizational Renewal	0.098	4.629	<0.001	[0.061, 0.144]	Significant indirect effect
HR Analytics Capability → Learning Orientation → Organizational Renewal	0.093	4.145	<0.001	[0.054, 0.140]	Significant indirect effect
Insight-Driven Performance Management → Knowledge Sharing → Organizational Renewal	0.081	3.747	<0.001	[0.042, 0.125]	Significant indirect effect
Insight-Driven Performance Management → Learning Orientation → Organizational Renewal	0.076	3.772	<0.001	[0.042, 0.122]	Significant indirect effect
Panel B. Conditional Indirect Effects					
Conditional Indirect Path	Effect	t-value	p-value	95% CI	Interpretation
HRAC × Analytical Culture → Knowledge Sharing → Organizational Renewal	0.057	3.259	0.001	[0.022, 0.091]	Significant moderated mediation
HRAC × Analytical Culture → Learning Orientation → Organizational Renewal	0.048	3.262	0.001	[0.021, 0.080]	Significant moderated mediation
IDPM × Analytical Culture → Knowledge Sharing → Organizational Renewal	0.053	2.798	0.005	[0.017, 0.091]	Significant moderated mediation
IDPM × Analytical Culture → Learning Orientation → Organizational Renewal	0.047	2.889	0.004	[0.020, 0.086]	Significant moderated mediation

Source: Authors' calculations.

The findings show that organizational renewal depends not only on the availability of HR analytics but also on how analytical insights translate into learning and knowledge processes. HR Analytics Capability significantly strengthens both Knowledge Sharing and Learning Orientation, with a stronger influence on Learning Orientation. Consistent with Apascaritei & Elvira (2022), this finding confirms that human resource capabilities support organizational adaptation. Extending Shet (2025), however, the present study demonstrates that HR analytics creates value not only through analytical architecture and technological capability, but also by stimulating learning and knowledge exchange. Unlike perspectives that emphasize analytics infrastructure itself, these results indicate that analytical capability requires complementary developmental mechanisms to generate renewal.

Insight-Driven Performance Management also positively influences Knowledge Sharing and Learning Orientation. This finding aligns with Yalenios & d'Armagnac (2022), who associate performance systems with organizational transformation, and complements

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Groves & Feyerherm (2022), who highlight their developmental role in capability building. However, the present results differ from perspectives that treat performance systems primarily as monitoring and control mechanisms. They show that performance information becomes more strategically valuable when managers use it to support reflection, dialogue, learning, and knowledge exchange.

Knowledge Sharing emerges as the strongest predictor of Organizational Renewal, followed by Learning Orientation. This result is consistent with Good et al. (2022), who link organizational interaction to knowledge-management behaviors, and with Prayag et al. (2023), who identify shared knowledge and employee capabilities as foundations of organizational resilience. It also extends Song & Gu (2024) by showing that learning orientation contributes most effectively to renewal when accompanied by active knowledge circulation. The stronger role of Knowledge Sharing suggests that organizational learning alone is insufficient unless insights are exchanged, collectively interpreted, and translated into coordinated action.

Figure 2. Bootstrapping Results

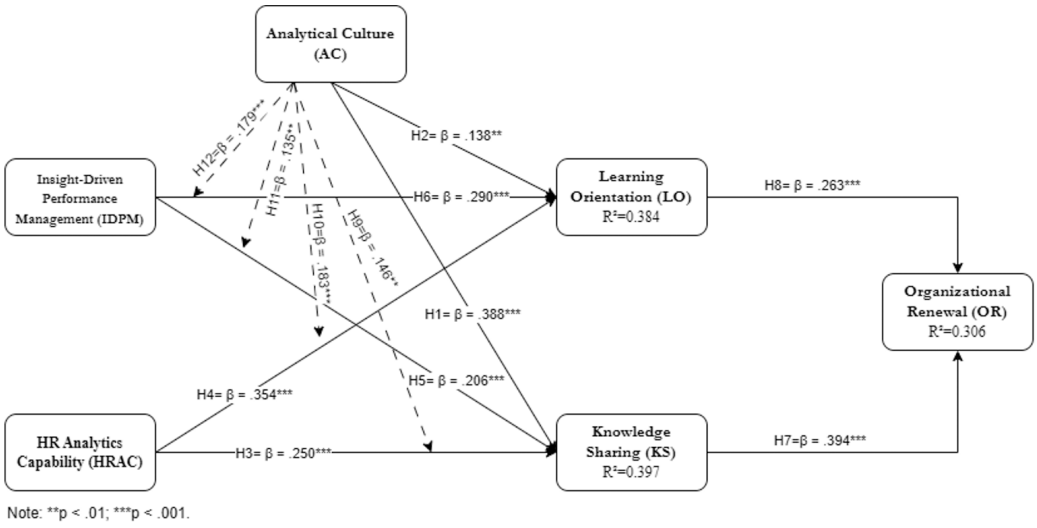


Table 8. Importance–Performance Map Analysis for Organizational Renewal

Construct	Importance	Performance (%)	Priority
Knowledge Sharing	0.394	50.22	1
Learning Orientation	0.263	50.06	2
HR Analytics Capability	0.191	51.01	3
Analytical Culture	0.189	51.04	4
Insight-Driven Performance Management	0.157	51.05	5

Source: Authors' calculations.

Analytical Culture strengthens both developmental mechanisms and moderates the relationships linking HR Analytics Capability and Insight-Driven Performance Management with Knowledge Sharing and Learning Orientation. This finding supports Kim & Park (2020), who show that supportive climates facilitate learning and knowledge exchange,

while extending Rabenu & Baruch (2024) by positioning Analytical Culture as an active boundary condition rather than merely an organizational background factor. From a Dynamic Capabilities perspective, HR analytics and performance management support sensing; knowledge sharing and Learning Orientation facilitate seizing; and Organizational Renewal represents reconfiguration. Consistent with Jiang et al. (2021), Mashhady et al. (2022), and Mehralian et al. (2025), these findings reinforce the importance of adaptive capabilities and further show that analytics-driven renewal requires integrating analytical resources, developmental processes, and cultural reinforcement rather than data visibility alone.

CONCLUSION

This study concludes that organizational renewal depends on how organizations interpret, share, and translate analytical insights into adaptive action. HR Analytics Capability and Insight-Driven Performance Management strengthen Knowledge Sharing and Learning Orientation, while Analytical Culture reinforces these developmental processes. Knowledge Sharing emerges as the stronger mechanism, indicating that analytical insights create greater organizational value when they circulate across members and support coordinated action. From a Dynamic Capabilities perspective, the findings extend existing understanding by positioning analytics-related capabilities as sensing mechanisms, Knowledge Sharing and Learning Orientation as seizing mechanisms, and Organizational Renewal as reconfiguration.

Managerially, HR managers should institutionalize knowledge-sharing routines, use analytics dashboards for reflection and learning rather than solely for monitoring, and incorporate analytical evidence into regular performance and capability-review meetings. Organizations should also foster a culture of experimentation, open dialogue, and evidence-based decision-making, while complementing analytics investments with learning infrastructure and collaborative forums. The study is limited by its cross-sectional design, sector-specific context, and reliance on managerial perceptions. Future research should employ longitudinal, multilevel, and cross-country designs to examine the durability and generalizability of these relationships.

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