




PEOPLE ANALYTICS: AS A STRATEGIC TOOL FOR DECISION-MAKING IN HUMAN RESOURCES

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Vana Sabina Fiorini

ABSTRACT

The use of People Analytics has been transforming the way organizations manage and develop their human capital, providing more assertive decisions aligned with strategic objectives. It is a methodology based on the collection, analysis, and interpretation of data related to employees' behavior, performance, and potential, enabling Human Resources areas to develop more targeted and effective actions. The application of this approach favors the identification of patterns, the anticipation of needs, and the proposal of customized solutions, increasing competitiveness and innovation within companies. The use of technological tools and statistical models enhances predictive and diagnostic capacity, contributing to the creation of more engaged teams aligned with organizational culture. This transformation is not limited to large corporations, as companies of different sizes and sectors can benefit from data-based analysis to optimize processes and improve employee experience. The integration of People Analytics with strategic management allows for a deeper understanding of organizational demands and the impact of people management actions on corporate results. By linking performance metrics with business indicators, decisions become evidence-based, reducing risks and increasing the effectiveness of implemented strategies. This perspective reinforces HR's role as a strategic area, capable of directly influencing business growth and sustainability. Thus, People Analytics stands out as an essential tool for the future of people management, enhancing decision-making and strengthening the alignment between talent and organizational purpose.

Keywords: People analytics. Human resources. Decision-making. Strategic management. Data analysis.



1 INTRODUCTION

The advancement of data analysis technologies has profoundly transformed the way organizations manage their human capital, driving a shift from the intuitive model to a process based on measurable evidence, capable of generating greater predictability and assertiveness in people management decisions, and in this context, *People Analytics* emerges as a methodology that integrates statistics, data science, and organizational behavior to guide leaders and managers in the formulation of strategies aligned with institutional objectives, allowing not only the observation of past indicators, but also the construction of predictive models capable of anticipating trends and future needs of the workforce (Llausas *et al.*, 2019).

Considering that human capital is a strategic asset, the application of *People Analytics* enables Human Resources departments to go beyond operational functions, starting to act as business partners, influencing decisions that directly impact the overall performance of the organization, through the integrated analysis of data from various sources, such as performance evaluations, turnover, engagement, and productivity rates, making it feasible to identify determining factors for talent retention, performance improvement, and cost reduction related to personnel management (Godinho *et al.*, 2022).

The ability to extract valuable information from large volumes of data requires not only technological infrastructure, but also the development of analytical skills on the part of HR professionals, since the interpretation of data must be accurate, contextualized, and oriented to the solution of organizational problems, which requires continuous training and alignment with other strategic areas. so that the analyses generated are not restricted to descriptive reports, but effectively contribute to impact decisions (Salomão *et al.*, 2021).

In this sense, the role of leadership is fundamental, as the successful implementation of *People Analytics* requires leaders capable of translating the findings from the analyses into concrete actions, fostering a data-driven organizational culture and ensuring that the insights obtained are applied in practice, aligning them with corporate goals and strengthening the performance of teams and individuals. which expands the organization's capacity for innovation and adaptability in the face of changes in the market (Irigaray; Stocker, 2019).



The use of this methodology also contributes to objectivity in decision-making processes, minimizing cognitive biases and subjectivities that traditionally influence choices in the field of people management, enabling decisions about hiring, promotions, training, and allocations to be based on robust evidence, reinforcing the transparency and credibility of Human Resources practices before employees and stakeholders (Santos, 2018).

With the growing business competitiveness, the ability to identify hidden patterns in HR data and correlate them with business results becomes a differential, as it allows anticipating training demands, detecting risks of dismissals and optimizing recruitment processes, generating strategic advantages and contributing to the construction of teams more aligned with organizational objectives, in addition to favoring cost reduction and increased operational efficiency (Soares *et al.*, 2022).

People Analytics is also relevant for long-term planning, because through historical analysis and predictive modeling, it is possible to project future scenarios and prepare the organization for structural changes, such as expansions, mergers, or changes in the consumption profile, ensuring that the workforce is sized and qualified to meet the new demands of the market and the corporate strategy itself (Simões *et al.*, 2022).

The integration of internal data with external information, such as market trends and socioeconomic indicators, expands the potential of *People Analytics* by allowing decisions not to be limited to the company's internal context, but to consider external variables that can directly influence organizational performance, resulting in more adaptable and sustainable strategies in the long term (Moraes; Damian, 2021).

Another relevant aspect is the possibility of measuring the return on investment in people management programs, as the use of metrics and comparative analysis facilitates the demonstration of the impact of HR actions on financial and operational results, strengthening the argument for continuous investments in initiatives aimed at human development and the improvement of the organizational climate (Llausas *et al.*, 2019).

The use of *People Analytics* also contributes to the personalization of people management strategies, allowing the segmentation of the workforce according to characteristics, skills, and behaviors, which enables the design of more effective training, development, and engagement programs, enhancing individual and collective performance and strengthening organizational culture (Godinho *et al.*, 2022).



In a scenario where digital transformation continuously redefines work processes, the adoption of *People Analytics* becomes a natural path for organizations seeking agility, innovation, and resilience, as the use of data strategically allows for quick adjustments in HR policies and practices, keeping the company competitive and prepared to face complex challenges (Salomão et al., 2021).

Thus, by positioning *People Analytics* as a strategic tool for decision-making in Human Resources, organizations strengthen their ability to manage people more efficiently, basing their choices on solid evidence and aligning their practices with corporate objectives, which results in greater assertiveness, risk reduction, and sustainable value generation for all involved (Irigaray; Stocker, 2019).

2 THEORETICAL FRAMEWORK

2.1 CONCEPT AND EVOLUTION OF *PEOPLE ANALYTICS*

People Analytics, also called *Human Resource Analytics* or *HR Analytics* in some studies, is an approach that integrates statistics, data science, and people management to generate strategic information that helps in decision-making, using data collected from various internal and external sources, which transforms processes previously based on subjective perceptions into evidence-driven practices measurable, allowing organizations to identify patterns, anticipate trends, and act proactively in the face of human capital management challenges, being recognized as a significant advance in the professionalization and effectiveness of Human Resources functions (Llausas et al., 2019).

The evolution of this practice is linked to technological development and the growing availability of data, which have expanded the analysis capacity and allowed HR to act more strategically, getting closer to other areas of the business and influencing decisions with a direct impact on corporate results, so that the use of *People Analytics* becomes not only a competitive differential, but a necessity for organizations that want to remain relevant in an environment of constant transformation (Godinho et al., 2022).

Historically, people management has been marked by decisions based on intuition, experience, and punctual observations, but the advancement of analysis tools and the cheapening of the processing of large volumes of data have enabled a structural change, making it feasible to apply predictive models and prescriptive analytics that allow the precise identification of factors that affect performance. employee satisfaction and



retention, raising the level of assertiveness of organizational actions and policies (Salomão et al., 2021).

The concept of *People Analytics* goes beyond simple data collection, as it involves the integration of information from different systems, such as performance evaluations, feedback, turnover rates, training results, and even data from corporate networks and internal communication platforms, forming an ecosystem of information that, when properly analyzed, generates strategic insights capable of directing organizational changes in a way that sustainable (Irigaray; Stocker, 2019).

The literature shows that its application promotes greater clarity in the understanding of organizational behavior, allowing the mapping of critical competencies, the identification of development gaps and the optimization of the allocation of human resources, so that promotion, training and recruitment decisions are based on objective metrics and aligned with the organization's strategic objectives, strengthening transparency and trust in internal processes (Santos, 2018).

In addition to optimizing existing processes, *People Analytics* makes room for innovations in management practices, such as the customization of development programs and the implementation of engagement policies tailored to different employee profiles, which enhances the positive impact of HR actions on productivity and organizational climate, reducing risks of dissatisfaction and unwanted dismissals (Soares et al., 2022).

In the contemporary context, marked by digital transformation and high competitiveness, the adoption of an analytical approach in HR provides companies with greater agility to respond to changes in the market and internal demands, enabling quick and effective adjustments in people management strategies, based on updated and accurate information about the workforce (Simões et al., 2022).

The growth in the use of *People Analytics* is directly related to the valorization of human capital as a strategic asset, and the ability to analyze and interpret employee data allows for the establishment of clear relationships between management practices and business results, evidencing the return on investments in HR initiatives and reinforcing the importance of the area as a strategic partner of the other corporate units (Moraes; Damian, 2021).

The maturity of the application of *People Analytics* varies according to the level of data integration and the organization's analysis capacity, going through stages ranging



from basic descriptive reports to complex models that use artificial intelligence to predict behaviors and suggest specific actions, which requires both investments in technology and in the qualification of the teams responsible for analyzing and interpreting the data (Llausas *et al.*, 2019).

This methodological evolution reinforces that *People Analytics* is not just a trend, but a pillar of modern people management, capable of guiding more assertive decisions, reducing costs, increasing operational efficiency, and strengthening the alignment between HR actions and the organization's strategic objectives, expanding its impact on generating value for all stakeholders (Godinho *et al.*, 2022).

Recent research indicates that organizations that adopt advanced *People Analytics* practices are able to significantly reduce turnover rates, improve individual and collective performance, and increase employee satisfaction levels, results that are directly reflected in the competitiveness and sustainability of the business, making evident the added value of this tool when well implemented (Salomão *et al.*, 2021).

In addition to the internal impact, the use of this approach contributes to the strengthening of the employer brand, as it demonstrates to the market and potential talents that the organization values modern, data-based practices aimed at developing people, which attracts qualified professionals aligned with the company's culture, increasing the quality of hiring and talent retention (Irigaray; Stocker, 2019).

People Analytics also plays an important role in promoting equity and diversity in organizations, since data analysis allows the identification of patterns of inequality and discrimination, enabling the implementation of policies and programs that correct these distortions and promote a more inclusive and fair work environment, strengthening engagement and innovation (Santos, 2018).

By providing an integrated and detailed view of human capital, *People Analytics* enables managers to make informed decisions and develop strategies that enhance the existing competencies and skills in the organization, while identifying opportunities for improvement and development, ensuring greater alignment between people and corporate objectives (Soares *et al.*, 2022).

Thus, understanding the concept and evolution of *People Analytics* is essential to understand its practical application and its potential for transformation in human resource management, serving as a basis to explore, in the next subchapters, its main applications,



challenges, and strategic benefits for organizations that adopt it in a structured and evidence-driven way (Simões *et al.*, 2022).

2.2 APPLICATIONS OF *PEOPLE ANALYTICS* IN STRATEGIC PEOPLE MANAGEMENT

People Analytics has become a central resource to transform people management into an evidence-based process, allowing decisions previously based on individual perceptions to be supported by objective and multidimensional analysis, which expands the ability of organizations to align human resources policies with their strategic objectives and to respond with agility to internal and external changes that impact human capital (Llausas *et al.*, 2019).

Among the most recurrent applications is the improvement of recruitment and selection processes, in which the use of data on performance, skills, professional history, and cultural adequacy makes it possible to identify candidates with greater potential for success in the role, reducing costs and hiring time, while raising the quality of admissions and strengthening the alignment between the employee's profile and the organization's expectations (Godinho *et al.*, 2022).

Another relevant field of application is the continuous monitoring of individual and collective performance, allowing managers to identify in advance drops in productivity, training needs and opportunities for talent reallocation, so that corrective or incentive actions can be implemented at the right time, avoiding prolonged negative impacts on the overall performance of the team (Salomão *et al.*, 2021).

The use of *People Analytics* has also stood out in the planning of development and training programs, as the analysis of skills gaps and comparison with the company's strategic demands facilitate the construction of personalized learning paths, optimizing investment in training and increasing effectiveness in the acquisition of critical skills for the business (Irigaray; Stocker, 2019).

In addition, this approach makes it possible to map and understand employee engagement more accurately, since it integrates information from climate surveys, project participation indicators, training frequency, and feedback, allowing the identification of factors that stimulate or reduce motivation and, thus, direct specific actions to strengthen the connection between the team and the organization (Santos, 2018).



Another strategic application is in succession management and leadership development, since the analysis of performance history, adaptability, positive influence on colleagues and delivered results helps to recognize professionals with the potential to assume key positions, allowing to prepare successors in advance and ensuring continuity in results and organizational culture (Soares *et al.*, 2022).

In the field of talent retention, *People Analytics* enables the identification of factors that contribute to the voluntary dismissal of employees, such as dissatisfaction with benefits, lack of growth opportunities, or misalignment between expectations and the reality of the position, enabling the creation of retention policies aimed at different profiles and reducing turnover in critical areas (Simões *et al.*, 2022).

There is also a significant impact on the management of compensation and benefits, as the analysis of data on productivity, performance, costs and market competitiveness helps to define attractive and sustainable packages, balancing the appreciation of the employee with the financial health of the company, in addition to contributing to fairer and more transparent practices (Moraes; Damian, 2021).

The evaluation of the effectiveness of internal policies is another point in which *People Analytics* proves to be valuable, as it allows measuring the return on investments in initiatives such as diversity programs, well-being projects, and flexibility actions at work, identifying which measures generate better results and which need to be adjusted to fulfill their purpose (Llausas *et al.*, 2019).

The monitoring of behavior patterns is also favored by this methodology, allowing the detection of signs of overload, conflicts, drop in engagement, or demotivation before they become serious problems, creating conditions for preventive interventions that preserve productivity and balance in the work environment (Godinho *et al.*, 2022).

In the management of organizational changes, such as mergers, acquisitions, or restructuring, *People Analytics* contributes to understanding the impact of these transitions on employees, mapping areas of greater resistance or vulnerability and helping to define more effective communication and integration strategies, capable of reducing risks and accelerating adaptation (Salomão *et al.*, 2021).

In highly competitive environments, the use of this tool for internal and external benchmarking makes it possible to compare HR indicators with market standards and with areas of excellence within the company itself, allowing the identification of good



practices and opportunities for improvement, in addition to supporting decisions on investments and changes in people management policies (Irigaray; Stocker, 2019).

People Analytics also enables greater predictability in personnel demands, through the use of predictive models that project hiring, relocation, or training needs based on factors such as seasonality, technological evolution, and growth strategies, ensuring that the organization is prepared to respond quickly to different scenarios (Santos, 2018).

By integrating multiple data sources, from performance management systems to communication and feedback platforms, this approach allows for a holistic view of the employee and their role in the organizational ecosystem, making it possible to create strategies that reconcile individual and collective interests and maximize each person's contribution to the achievement of corporate objectives (Soares *et al.*, 2022).

These applications demonstrate that *People Analytics*, when used consistently and aligned with the company's strategic needs, expands the potential of HR as an agent of organizational transformation, providing accurate and relevant information for decisions that directly affect the organization's competitiveness, sustainability, and long-term growth (Simões *et al.*, 2022).

2.3 BENEFITS AND CHALLENGES IN IMPLEMENTING *PEOPLE ANALYTICS*

The adoption of *People Analytics* brings benefits ranging from improved operational efficiency to increasing the strategic role of the Human Resources area, as the use of data to support decisions strengthens the credibility of actions, eliminates assumptions and brings people management policies closer to business objectives, creating a continuous cycle of analysis, intervention and measurement that contributes to more consistent and sustainable results (Llausas *et al.*, 2019).

One of the most significant gains is the possibility of predicting trends related to the workforce, such as the risk of dismissals, the need for specific training, and the projection of an increase or reduction in demand in certain areas, allowing the company to anticipate challenging scenarios and implement preventive actions with greater precision and lower cost (Godinho *et al.*, 2022).

The application of this methodology also provides gains in the employee experience, since the analysis of data on engagement, organizational climate, performance, and feedback allows the personalization of initiatives, resulting in more



satisfactory and productive work environments, in which professionals perceive that their needs and aspirations are being considered objectively and strategically (Salomão et al., 2021).

Another benefit is related to transparency and fairness in internal processes, as decisions are now supported by clear indicators and previously defined criteria, reducing perceptions of favoritism or arbitrariness and strengthening employees' trust in management, which has a direct impact on motivation and commitment to the organization's results (Irigaray; Stocker, 2019).

In the field of innovation, *People Analytics* contributes to the creation of customized solutions to complex people management problems, since the identification of patterns and correlations in large volumes of data opens space for the development of more efficient policies and programs, adapted to the context and strategic objectives of each organization (Santos, 2018).

The possibility of accurately measuring the return on investments in HR initiatives is another highlight point, as it enables the objective evaluation of the impact of development programs, engagement actions, and retention policies, allowing for the prioritization of those that effectively generate value and reallocate resources intelligently (Soares et al., 2022).

However, in order for these benefits to be achieved, it is necessary to overcome challenges related to organizational culture, data governance, and team qualification, since the mere availability of information does not guarantee relevant analysis or more assertive decisions, and it is essential to develop analytical skills and establish clear processes for collecting, processing, and interpreting data (Simões et al., 2022).

One of the most recurrent obstacles is the resistance to change on the part of managers and employees, as the transition from intuition-based management to a data-driven approach requires a review of practices, breaking paradigms, and adopting a mindset that values quantitative and qualitative evidence in the decision-making process (Moraes; Damian, 2021).

The challenge of integrating different systems and databases is also highlighted, since, in many organizations, information on employees is dispersed on different platforms and without standardization, which makes it difficult to consolidate and analyze the indicators necessary for *People Analytics broadly and reliably* (Llausas et al., 2019).



Data quality assurance is another sensitive point, as incomplete, outdated, or inconsistent information compromises the credibility of the analyses and can lead to mistaken conclusions, and it is essential to implement robust data governance and auditing practices to ensure the reliability of the information used (Godinho *et al.*, 2022).

Issues related to privacy and data protection also deserve attention, especially in the face of legislation such as the General Data Protection Law (LGPD), which impose limits and responsibilities on the processing of personal information, requiring that the use of *People Analytics* be aligned with ethical and legal principles that preserve the trust of employees (Salomão *et al.*, 2021).

The lack of qualified professionals to correctly interpret the results of the analyses and transform them into concrete actions is another relevant challenge, since the value of *People Analytics* is not only in the production of reports and dashboards, but in the ability to convert data into effective strategies to improve organizational performance (Irigaray; Stocker, 2019).

In addition, there is a risk of over-reliance on data, ignoring subjective and contextual aspects that also influence human behavior, which reinforces the importance of combining quantitative analysis with qualitative interpretations to obtain a complete and realistic view of the workforce (Santos, 2018).

The implementation of *People Analytics*, therefore, requires a balance between technology, organizational culture, and human skills, because only with the harmonious integration of these elements is it possible to transform data into applicable knowledge and, consequently, into effective and sustainable results for the organization (Soares *et al.*, 2022).

Finally, although the challenges are significant, the benefits obtained by companies that adopt *People Analytics* in a structured and strategic way demonstrate that the implementation effort is compensated by the ability to make more informed decisions, align human capital with corporate objectives, and create a more productive, innovative, and future-oriented work environment (Simões *et al.*, 2022).

3 METHODOLOGY

This study is characterized by a qualitative research, based on a literature review, with the objective of analyzing in depth the concept, applications, benefits and challenges of *People Analytics* as a strategic tool for decision making in Human Resources, adopting



an exploratory approach that seeks to understand and interpret phenomena through different theoretical and practical perspectives, favoring the construction of a critical and integrated view on the subject (Gil, 2019).

The choice for the literature review stems from the need to gather and examine relevant contributions already published, allowing the identification of fundamental concepts, applied methodologies and results obtained in different organizational contexts, as well as mapping knowledge gaps and opportunities for future investigations that can strengthen the practice and study of *People Analytics* (Marconi; Lakatos, 2017).

The time frame adopted comprises the period from 2015 to 2022, aiming to contemplate contemporary studies aligned with the advancement of data analysis technologies, as well as the context of digital transformation in organizations, ensuring that the information analyzed reflects the current reality and emerging trends in the field of strategic people management (Gil, 2019).

The research was conducted based on a systematic process of material selection, considering criteria of relevance, timeliness, and thematic relevance, covering academic publications, scientific articles, and technical papers that address *People Analytics* from the perspective of people management, data analysis, and evidence-based decision-making (Marconi; Lakatos, 2017).

The thematic categorization method was used to organize the information collected, classifying the contents into analytical axes such as concepts and evolution of *People Analytics*, practical applications in people management, benefits and challenges of implementation, as well as future perspectives and recommendations for its effective adoption, allowing a structured and coherent analysis of the different contributions (Gil, 2019).

The qualitative approach is justified by the interpretative nature of the study, which seeks to understand the phenomenon from its complexity and multiple dimensions, valuing the depth of the analysis of the subjective and contextual aspects that influence the implementation and use of *People Analytics* in organizations (Marconi; Lakatos, 2017).

To ensure the credibility of the information, priority was given to sources recognized by the academic and scientific community, as well as authors who have consolidated experience in the areas of people management, data analysis, and



organizational transformation, reinforcing the robustness of the theoretical basis used (Gil, 2019).

The analysis of the selected contents followed a critical-comparative process, in which the information was interpreted in the light of different theoretical frameworks, allowing the identification of convergences and divergences between the approaches, in addition to evaluating the applicability of the practices reported in the current context of competitiveness and innovation in organizations (Marconi; Lakatos, 2017).

This methodological procedure made it possible to build a comprehensive analysis framework, in which the information was integrated in a logical and coherent way, ensuring the consistency of the study and its relevance both to the academic environment and to the professional practice of strategic people management (Gil, 2019).

Thus, the methodology adopted provides the necessary basis for an in-depth understanding of *People Analytics* and its contribution to decision-making in Human Resources, allowing the conclusions obtained to be supported by solid evidence and consistent analysis, favoring the development of applicable recommendations aligned with the contemporary needs of organizations (Marconi; Lakatos, 2017).

4 RESULTS AND DISCUSSION

The analysis of the publications examined reveals that *People Analytics* has evolved rapidly in recent years, no longer being seen as a tool restricted to the analysis of isolated indicators and starting to occupy a central space in people management strategies, as organizations have realized that the use of integrated and contextualized data expands the ability to align decisions with corporate objectives. making processes more transparent and efficient (Llausas *et al.*, 2019).

The results indicate that the application of *People Analytics* allows not only to understand individual and collective performance, but also to identify variables that influence engagement, satisfaction, and talent retention, essential elements to keep teams productive and aligned with organizational values, which is confirmed to the extent that companies that adopt this practice report significant reductions in turnover rates and improvements in the organizational climate (Godinho *et al.*, 2022).

The integration of data from multiple sources was identified as a determining factor for the effectiveness of *People Analytics*, since information from performance evaluations, training records, productivity indicators, and engagement data allow a holistic view of the



employee and the context in which he or she works, enabling more accurate diagnoses and personalized solutions to management challenges (Salomão et al., 2021).

Another relevant result concerns the direct relationship between the use of *People Analytics* and more agile and grounded decision-making, as predictive analytics offer predictions about trends and future scenarios, enabling the adoption of proactive measures that avoid problems and optimize resources, increasing competitive capacity and organizational resilience (Irigaray; Stocker, 2019).

The studies also show that the use of this approach strengthens HR's credibility with other areas of the company, since decisions no longer depend exclusively on subjective perceptions and are now supported by measurable evidence, which contributes to consolidating the area as a strategic partner in the definition of priorities and investments (Santos, 2018).

However, the comparative analysis of different cases demonstrates that the successful adoption of *People Analytics* is conditioned to the existence of an organizational culture that values data-based management, because, in contexts where informal or poorly structured practices still predominate, the benefits of the tool tend to be limited, and it is more difficult to transform analyses into concrete and sustainable actions (Soares et al., 2022).

The results also indicate that companies that use *People Analytics* to continuously monitor their human capital indicators are able to quickly identify critical points and act preventively, minimizing risks such as the loss of key professionals or a drop in engagement, factors that, if not controlled, can compromise the organization's overall performance (Simões et al., 2022).

Another aspect discussed is the relationship between *People Analytics* and innovation, as in-depth data analysis allows the creation of more efficient policies for the development and retention of talent, in addition to enabling controlled experimentation of new management practices, whose impacts can be measured and adjusted according to the results obtained, favoring continuous cycles of improvement (Moraes; Damian, 2021).

The findings also show that the personalization of people management strategies, made possible by *People Analytics*, raises the level of satisfaction and productivity, as training programs, benefits policies, and career plans are structured based on the real needs of groups and individuals, avoiding waste and optimizing investments (Llausas et al., 2019).



It was observed that organizations with greater maturity in the use of *People Analytics* are not limited to descriptive analyses, but move towards predictive and prescriptive models, which allow not only to predict behaviors and results, but also to indicate the most appropriate actions to achieve specific objectives, transforming people management into a more proactive and results-oriented process (Godinho *et al.*, 2022).

The comparison between companies that have already adopted this methodology and those that have not yet incorporated it in a structured way shows a significant difference in the quality and speed of decisions related to hiring, promotions, and investments in training, reinforcing that the absence of integrated data can result in less assertive decisions and waste of resources (Salomão *et al.*, 2021).

Another point discussed is that the adoption of this approach requires not only quality technology and data, but also teams prepared to interpret the information and transform it into effective strategies, as the absence of adequate analytical skills compromises the use of the potential of *People Analytics*, limiting its contribution to the organization's objectives (Irigaray; Stocker, 2019).

The results also demonstrate that the practice contributes to reducing biases and increasing equity in people management decisions, since objective indicators allow for the identification and correction of distortions related to gender, age, or other factors, favoring a fairer and more inclusive environment, which strengthens the company's reputation and its ability to attract diverse talent (Santos, 2018).

The integrated analysis of the sources consulted shows that *People Analytics*, when applied strategically and supported by a data-driven organizational culture, generates a direct impact on organizational performance, improving resource allocation, strengthening engagement, and maximizing results, essential factors for competitiveness in the current scenario (Soares *et al.*, 2022).

Finally, the discussion reinforces that the incorporation of this practice must be accompanied by continuous investments in technology, training and data governance, as this is the only way to ensure that *People Analytics* ceases to be a one-off resource and consolidates itself as a permanent and essential component of the organizational strategy, capable of sustaining competitive advantages and promoting sustainable growth in the long term (Simões *et al.*, 2022).



5 FINAL CONSIDERATIONS

The analysis developed throughout this study shows that the use of *People Analytics* transcends the role of a technological tool, configuring itself as a strategic resource capable of transforming people management into a more predictive and data-driven activity. By integrating information from different sources, this approach allows managers to identify patterns, anticipate problems, and develop more precise strategies to attract, retain, and develop talent, strengthening the alignment between human resources practices and organizational objectives.

The application of this methodology requires companies to cultivate an organizational culture focused on the intelligent use of data, overcoming resistance and training professionals to interpret information critically. Technology, by itself, does not guarantee better decisions; it is the combination of relevant data, analytical skills and strategic vision that sustains the competitive advantage provided by *People Analytics*.

Another point to be considered is that data-driven decision-making contributes to reducing subjective biases, promoting greater equity in people management processes. This characteristic strengthens the credibility of actions and increases trust between employees and leaders, creating a more transparent and meritocratic environment.

The advancement of analytics technologies, such as artificial intelligence and machine learning, further enhances the ability to identify correlations and predict scenarios, allowing organizations to act proactively in the face of changes in the labor market. However, this evolution requires continuous investments in infrastructure, updating systems, and training teams, so that the use of data remains relevant and reliable.

The integration of *People Analytics* into human resources practices also reinforces the importance of protecting and privacy employee data. Compliance with legislation such as the General Data Protection Law (LGPD) must be treated as a priority, ensuring that the collection and processing of information is carried out ethically and securely.

The evidence presented points out that, when implemented in a structured way, *People Analytics* is not limited to optimizing internal processes, but also positively influences organizational performance as a whole. More informed decision-making impacts everything from the organizational climate to productivity and talent retention indicators.



Adopting this approach requires clear strategic planning, aligning the metrics analyzed with the organization's long-term objectives. It is essential that the measurement of results goes beyond isolated numbers, contemplating qualitative analyses that allow understanding the context and nuances of the information.

Although implementation may require significant changes in processes and corporate mindset, the benefits obtained tend to outweigh the initial challenges. Organizations that invest in the strategic analysis of data about people demonstrate greater capacity for adaptation, innovation, and sustainability in highly competitive environments.

The construction of multidisciplinary teams, which involve specialists in data analysis, technology and people management, enhances the results achieved. This integration broadens the view of organizational challenges and contributes to the formulation of more comprehensive and effective solutions.

Finally, *People Analytics* is consolidated as an essential resource for companies that want to strengthen their people management through evidence-based decisions. Its continuous and improved application tends to transform not only the way organizations manage their human resources, but also the impact they have on individual and collective development within the corporate environment.



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