



**Navigating the Evolving Role of the Business Analyst:
Management and HR Challenges in a Dynamic
Organizational Landscape**

Module: Visions for the Future: Theoretical Perspectives on Management

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Executive Summary

This study looks at how the role of the business analyst is changing in modern organizations. It also discusses the challenges that managers and HR face because of this change. Nowadays as organizations need to deal with more complex and fast-changing environments, business analysts have to take on tasks different with their traditional roles. They may be asked to help boost innovation and make data-related decisions. These challenges brought by new responsibilities for managers and HR, who must align the role of business analysts with company goals while making sure BA's growth and satisfaction.

The study uses two theories to deal with these challenges: the resource-based view (RBV) and contingency theory. RBV focuses on the unique skills business analysts have as valuable resources for organizations. Contingency theory stress the need to adapt management and HR practices to fit the specific organization and its environment.

Through a review of past research, the paper identifies key challenges. These include unclear role boundaries, resource allocation, performance evaluation, hiring, skill development, and managing workloads. The study uses these theories to analyze the challenges and came up some suggestions that organizations can use to handle the dilemma. RBV emphasis the importance of recognizing and optimizing the unique value of business analysts, like how to fit a puzzle into a whole picture. while contingency theory offers ideas for adjusting practices to meet specific changing needs.

The findings provide practical advice for managers and HR. These include aligning business analysts' work with company goals, offering training and development to build their skills, and creating supportive work environments to improve their performance and well-being. This research helps organizations understand how to better use business analysts in their strategies and offers useful insights for both professionals and

researchers.

Key words: Business Analyst; Management Challenges; HR Challenges; Resource-Based View Theory; Contingency Theory

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1. Introduction

1.1 The Challenge

Over the past few decades, the role of a Business Analyst (BA) has evolved considerably, influenced by advancements in technology, shifts in business models, and changes in organizational structures⁴⁹ (Paul, D., 2018). Historically, BAs primarily focused on facilitating communication between IT and business units, translating business needs into technical specifications³⁸⁶⁷ (Vashist, R., McKay, J., & Marshall, P., 2010). In the current dynamic organizational landscape, however, their responsibilities have broadened, offering new opportunities while also posing challenges for management and human resources (HR)³⁸ (Mashhood, A., & Senapathi, M., 2021).

This expanded role now encompasses a broader range of strategic contributions, reflecting the increasing complexity and adaptability required in modern organizations. As a result, managers and HR professionals must adapt their practices to effectively utilize the evolving skills of the BAs, ensuring they are aligned with organizational goals and promoting their professional development.

Originally, the BA was seen as a documenter of business processes and requirements. Their primary tools were word processors and simple diagramming tools³³ (Kosarenko, Y. 2019). With the rise of IT in the 1990s and 2000s, BAs became crucial in software development projects, often involved in the entire software development life cycle²⁵ (Hossain, Q., Yasmin, F., Biswas, T. R., & Asha, N. B. , 2024). The introduction of Agile methodologies, particularly after the release of the Agile Manifesto in 2001, reshaped the BA role. Agile processes demanded BAs to be more collaborative, working in sprints with development teams to deliver value incrementally²⁷ (Ibeh, C. V., Awonuga, K. F., Okoli, U. I., Ike, C. U., Ndubuisi, N. L., & Obaigbena, A., 2024).

Nowadays, the role of the BA has expanded further. BAs have shifted from merely documenting requirements to being strategic partners in business transformation, focusing on business process improvement, data analysis, and user experience³² (Khan, A., Talukder, M. S., Islam, Q. T., & Islam, A. N., 2024). With the digital transformation, BAs are increasingly involved with data analytics, AI, and machine learning, providing insights that drive business decisions.

As the role of the Business Analyst (BA) evolves, Management and Human Resources (HR) departments confront several significant challenges⁵⁸ (Robert, A., & Potter, K., 2024). For management, one of the main issues is role definition. As BAs transform from traditional analysts to strategic business partners, managers need to redefine job descriptions, expectations, and performance metrics¹⁷ (Elhajjar, S., 2024). This shift often blurs the line between the BA role and the project manager or product owner role, leading to potential role overlap or confusion. Managers must deal with this ambiguity and ensure that BAs are effectively integrated into agile teams while still maintaining clear accountability and aligning with business objectives⁶¹ (Shastri, Y., Hoda, R., & Amor, R., 2021). In human resources, the evolving BA role requires a realignment of recruitment strategies. HR departments now seek individuals with a broader skill set, including not only analytical skills but also proficiency in data science, user experience design, and even project management elements³⁰ (Joyce, p.r., Selvaraj et al., 2024). The expansion of the required competencies complicates the hiring process, as HR departments must screen a wider range of candidates to find people who can fit into such multifaceted roles¹³ (Blomquist, T., & Müller, R., 2006). In addition, human resources also face retention challenges²¹ (Ghani, B., Zada, M et al., 2022); As BAs become more specialized and valuable, the risk of turnover increases, prompting HR departments to develop sophisticated career development models and ongoing learning opportunities to keep these key players engaged and committed⁴⁹ (Paul, D., 2018).

In addition, the training and development landscape has changed. Management needs to allocate resources for ongoing education to keep business analysts up to date with

the latest methods and technologies, such as artificial intelligence and agile practices⁴ (Aguinis, H., Beltran, J. R., & Cope, A., 2024). This is a strategic investment to ensure business analysts can continue to deliver value in an environment where business needs are rapidly evolving. HR departments, in turn, must design and implement training programs that are not only relevant but flexible enough to meet personalized career paths, which can be costly and time-consuming²⁴ (Halland, H., Noel, M., Tordo, S., & Kloper-Owens, P. J. J., 2016). The dual challenges of managing BA's expectations, roles, and growth paths are critical for organizations aiming to remain competitive in a dynamic marketplace⁴³ (Ortqvist, D., Drnovsek, M., & Wincent, J., 2007).

This study aims to explore the implications of these changes for management practices, particularly in terms of role clarity, performance evaluation and leadership in agile and dynamic teams. For HR departments, the focus will be on strategies to recruit the next generation of business analysts, retention strategies in a competitive talent market, and developing training programs that meet the needs of current and future roles. By examining these challenges through the dual perspectives of management and human resources, this study aims to provide insights into how organisations can better support, develop and strategically position BAs to maximise their contribution to business success in an era of rapid technological advancement and market change.

1.2 The purpose of this research

The purpose of this study is to examine the evolving role of the business analyst (BA) in contemporary organizations and its implications for management and Human resources (HR). Specifically, this study aims to:

- **Understand Role Evolution:** Analyze the transformation of the business analyst role from traditional requirements documentation tasks to strategic functions, such as business transformation, data analytics, and user experience optimization.
- **Addressing Management challenges:** The evolution of the business analyst role

challenges managers to align their contributions with organizational strategy, while guiding role blurring and expanding responsibilities.

- Research HR Strategies: Research approaches to HR recruitment, retention, and development of a new generation of senior managers with multifaceted skills, including analytical, technical, and strategic competencies.
- Contribute to organizational success: Provide actionable insights. How organizations can strategically position BA's to maximize their contributions, enhance organizational agility, and remain competitive in a rapidly changing business environment.

1.3 The structure of this report

The report begins with an introduction highlighting the purpose and significance of the study. It explains the importance of understanding the evolving role of business analysts and the challenges organizations face in effectively managing and supporting these roles. The introduction also Outlines the research objectives and sets the context for the discussion.

The literature review examines the existing roles of research business analysts, their impact on organizations, and the challenges they encounter. It also discusses trends such as digital transformation and agile methods, showing how these developments impact the work of business analysts. This section identifies the existing knowledge gaps that this report seeks to address.

The theoretical framework explains the resource-based view and contingency theory, which are the basis of this study. RBV focuses on how organizations can leverage the unique skills and resources of business analysts to gain a competitive advantage. Contingency theory emphasizes the need for flexibility and shows how management and human resource strategies should adapt to changing environments and specific organizational needs.

The "Using Theory to Solve Challenges" section applies these theories to solve challenges in management and human resources. RBV is used to provide strategies to align the role of business analysts with organizational goals and optimize their contributions. Contingency theory provides solutions to human resource problems such as recruitment, skills development, workload management, and promoting team diversity. Together, these theories provide a practical framework for addressing identified challenges.

The study concludes with a "Discussion and Implications" section that summarizes the findings and explores their practical application to managers and HR professionals. Finally, the conclusion emphasizes the contribution of this study and makes suggestions for future research and organizational practice.

2. Literature Review

2.1 Overview of Literature

The role of the Business Analyst (BA) has evolved considerably over the past few decades, driven by the rapidly changing technological landscape and shifting business needs ⁴⁹(Paul, D., 2018). This literature review synthesizes key studies and frameworks that provide insight into the BA's role, its evolution, and the challenges it faces in a modern organizational context.

2.11 Business Analysis in the Context of Digital Transformation

The growing use of digital transformation (DX) across industries has greatly changed the role of BAs⁶⁸ (Vial, G., 2021). As businesses work on DX projects, the need for skilled BAs who can connect strategic goals with execution is increasing²⁶ (Henriette, E., Feki, M., & Boughzala, I., 2016). Business analysts play a key role in shaping

strategies, finding business opportunities, and ensuring technology solutions match organizational goals ⁶⁶(Tran, M.T., 2025). A study by Makarenko, E. N., et al. ³⁷(2023) shows how BAs contribute to DX projects from planning to execution. It also highlights the need for BAs to develop new skills, keep learning, and adapt to new technologies in these complex projects.

2.12 Collaboration Between Business and IT Units

As low-code and no-code citizen development programs become more widespread, the connection between business and IT units has gained greater attention ⁷⁰(Wasiuk, T., & Lim, F. P. C., 2021). These initiatives aim to improve digital literacy and empower non-technical business users to create technology solutions ⁵⁹(Rokis, K., & Kirikova, M., 2022). However, they also require fresh approaches to how business and IT teams work together. A multicase study of 18 companies examined collaboration in citizen development programs and identified five key mechanisms: self-empowerment, idea generation, coordinated scaling, project execution, and professional catalysts ¹¹(Binzer, B., Fürstenau, D., & Winkler, T. J., 2025). These mechanisms are essential for helping BAs align business and IT needs effectively, highlighting the changing role of BAs in promoting teamwork and driving innovation⁴² (Njanka, S. Q., Sandula, G., & Colomo-Palacios, R., 2021).

2.13 Challenges in the Business Analyst Role

The evolving nature of the BA role is not without its challenges ⁴¹(Mukozho, D., & Seymour, L. F., 2020). One significant issue is the **ambiguity of the BA job title and role description**, which often leads to misunderstandings about the scope and responsibilities of the position ⁵⁵(Purnomo, K. S. H., Lustono, L., & Tatik, Y., 2021). This lack of clarity is reflected in the experiences of BAs who frequently encounter situations where their role is misinterpreted or undervalued by stakeholders ⁵⁰(Paul, D., & Tan, Y. L., 2015). These misunderstandings can hinder effective collaboration and

reduce the overall impact of business analysis efforts. As organizations adapt to changing technological environments, clearer definitions and expectations for the BA role are needed to ensure its success (Mukozho, D., & Seymour, L. F., 2020).

The skills required for business analysts (BAs) are varied and complex ³⁵(Kumar, M., 2019). BAs need strong analytical skills, effective communication abilities, and the capacity to interact with stakeholders across all levels of an organization ¹⁵(Božič, K., & Dimovski, V., 2019). They must also excel at translating business needs into technical specifications, serving as a vital link between business and IT teams ⁵⁷(Radovilsky, Z. et al., 2018). A study using the Context, Content, Process, and Outcomes framework³⁴ (Krajewska-Beentjes, M., Staszewska-Daca, I., Borodako, K., & Sedlak, P., 2019) highlighted critical business analysis activities, such as requirements gathering, stakeholder engagement, and problem-solving, which significantly contribute to the success of Information Systems (IS) projects¹⁸ (Edgar-Nevill, V. M. A., 2025). The research also emphasized the importance of organizational attitudes, noting that a supportive culture and structure enable BAs to perform effectively and make meaningful contributions to projects¹⁰ (Ban, N. C. et al., 2018).

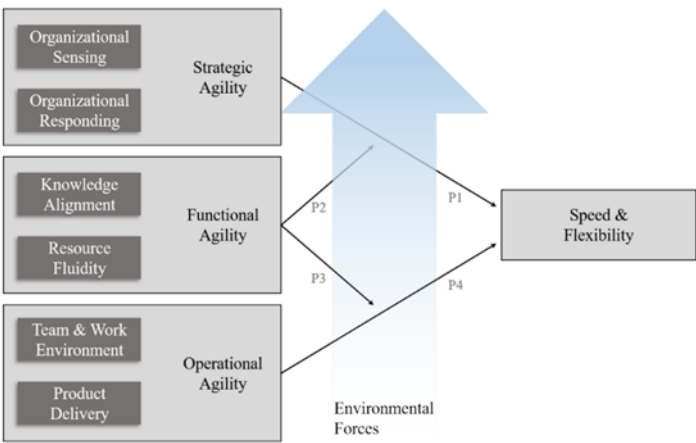
2.14 The Business Analyst as a Boundary Spanner

An important topic in the literature is the role of business analysts (BAs) as connectors between business users and IT staff ²⁸(Lundberg, H., 2013). Research conducted at a large public-sector university revealed that BAs often act as intermediaries, helping each side understand the other's needs and perspectives ²⁸(Lundberg, H., 2013). They play a critical role in negotiating between user requirements and technical feasibility, finding a balance between the push for innovation and the constraints of current technology⁶⁹ (Wever, A., & Maiden, N., 2011). To succeed in this role, BAs need to be well-versed in both business and IT cultures, using specialized tools and techniques to navigate the often complex social and political dynamics of these environments ⁷(Amin, S. M., 2022). As the role continues to evolve, BAs are expected to be not only technical

experts but also skilled communicators and negotiators who can bridge gaps between diverse stakeholder groups ²(Adaga, E. M et al., 2024).

2.15 Barriers to agile Requirements Work

Agility in organizations is no longer limited to software development or project management; it has evolved into a broader philosophy that influences corporate culture, leadership, and organizational design ²²(Greineder, M., & Leicht, N., 2020). At its core, being agile means being adaptable, responsive, and focused on continuous improvement. In recent years, various theories on agile leadership have emerged in both academia and practice ⁴⁸(Parker, D. W., Holesgrove, M., & Pathak, R., 2015). Agile values and principles are often woven into well-known leadership theories like transformational, authentic, and servant leadership ⁶(Attar, M., & Abdul-Kareem, A., 2020). Some training companies have also proposed their own ideas of agile leadership. However, there is no formal definition of agile leadership theory based on specific traits drawn from real data. As a result, employees and teams often lack the necessary agile leadership skills ^{错误!未找到引用源。} (Silva-Martinez, J., 2024). Greineder, M., & Leicht,



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(Greineder, M., & Leicht, 2020)

agile leadership as a way of thinking and attitude, as role and characteristics of the agile leader, as leadership of agile teams, or as leadership practices and processes ⁶²(Silva-Martinez, J., 2024).

A study examining the barriers to effective **requirements analysis** found that many BAs struggle to apply their formal training and education to real-world requirements gathering in business-oriented projects (Richards, D., & Marrone, M., 2014). Despite significant education and training, many BAs face challenges in effectively translating business needs into actionable requirements due to mismatches between academic learning and practical application¹² (Brink, T., 2017). This gap in practice often results in poor requirements work, which can hinder the success of business analysis initiatives³ (Albright, S. C., & Winston, W. L., 2020). The study's findings suggest that organizations should focus on aligning educational programs with the needs of the industry and provide BAs with the practical resources and tools they need to perform their roles effectively.

2.16 Strategic Value of Business Analysts

Business analysts are increasingly seen as valuable strategic assets within organizations⁶⁰ (Richards, D., & Marrone, M., 2014). Their role has expanded beyond just technical analysis and gathering requirements to include driving operational efficiency, improving decision-making, and encouraging collaboration across different teams⁹ (Babar, A., Wong, B., & Abedin, B., 2014). Through detailed business process analysis, identifying inefficiencies, and recommending appropriate technology solutions, BAs play a crucial role in improving overall performance³³ (Kosarenko, Y., 2019). By contributing to strategic decision-making and overseeing project delivery, BAs help ensure that technology initiatives align with broader business goals, delivering tangible value to the organization. In Agile environments, where communication and teamwork are key, BAs are essential in keeping business and IT teams aligned, making sure that projects meet the needs and expectations of stakeholders³⁹ (Manolopoulos, D., Salavou, H., Papadopoulos, A., & Xenakis, M., 2024).

2.17 Conclusion

The role of the Business Analyst has evolved in response to changing business needs, technological advances, and organizational dynamics. As BAs become more involved in strategic decision-making, their responsibilities have expanded from traditional requirements gathering to broader roles as facilitators, boundary spanners, and change agents⁵¹ (Palakurti, N. R., 2024). However, challenges such as role ambiguity, skills mismatches, and barriers to effective requirements analysis remain prevalent. To address these challenges, organizations must invest in clearer role definitions, provide ongoing training, and foster environments that support collaboration between business and IT teams ⁴²(Njanka, S. Q et al., 2021). By recognizing the strategic value of BAs and equipping them with the necessary skills and resources, organizations can ensure that business analysis remains a key driver of success in today's rapidly evolving business landscape.

2.2 Management and HR Challenges in Role Evolution

The role of business analysts is evolving quickly due to new technologies, shifts in the market, and changes in how organizations operate. This review explores the impact of these developments on people management and human resources.

2.21 Adapting to Agile Methodologies

The shift to Agile methodologies is a key factor in transforming the role of business analysts, as highlighted in our initial study. Agile demands that BAs go beyond merely gathering requirements—they must become active team members, engaged in ongoing collaboration and leadership ³⁵(Kumar, M., 2019). This change calls for HR to update training programs to focus on skills such as facilitation, team-building, and adaptive leadership. Management also needs to foster a culture that allows BAs to lead and

innovate, which involves rethinking performance metrics and career development paths.

2.22 Navigating Complex Decision-Making

Kumar, R. (2025) explores how complex decision tools, especially those involving multi-criteria decision analysis (MCDM) and machine learning, drive business analysts to upgrade their analytical skills²⁹ (Iyelolu, T. V., & Paul, P. O., 2024). For HR departments, this means focusing on hiring people with data science skills and providing them with ongoing training in AI and decision tools⁴ (Alabi, K. O et al., 2024). At the same time, management needs to ensure that these tools are part of a larger decision-making improvement strategy that finds a balance between technology application and human judgment⁴⁰ (Majumdar, P., & Mitra, S., 2024).

2.23 Managing Automation and Workforce Dynamics

The integration of automation has had a profound impact on HR strategy, especially in industries where business analysts need to interact with automated systems³⁶ (Kumar, R., 2025). HR departments need to address the skills gap by fostering a learning culture, ensuring that business analysts are fully trained in both technical and soft skills to be able to effectively manage mixed teams. Management should support policies that promote the ethical use of technology, data privacy protection, and employee well-being, especially in the context of automation¹⁰ (Ban, N. C. et al., 2018).

2.24 Cultural Competence in a Global Market

Globalization adds another layer of complexity where BAs must navigate multicultural work environments⁵³ (Praba, K., Vijay, B., Abuya, J. O. O., Poreddy, D., Mulakala, S., & Manoharan, S., 2025). The challenge for HR is to build cultural resilience through diversity training and inclusion initiatives, ensuring that business analysts can lead and communicate effectively across cultural barriers. Management must embrace diversity

and inclusion as core values that drive the success of the organization. The logistics and transportation industry presents unique human resource challenges due to its dynamic nature ¹⁹(Gerakoudi, K., Kokosalakis, G., & Stavroulakis, P. J., 2024). In this industry, business analysts face problems such as high staff turnover and strict compliance requirements. Human resources departments need to develop targeted recruitment, retention, and training strategies, while management needs to create an environment in which business analysts can thrive even under industry-specific challenges²⁹ (Iyelolu, T. V., & Paul, P. O., 2024).

2.25 Collaborative Frameworks for Rule Management

Research by Groenewald, C. A. et al. (2024) explores the importance of collaboration in business rules management systems (BRMS)²³. For business analysts, this means working closely with various stakeholders to effectively manage and adapt business rules. Human resources and management should focus on improving the communication and coordination skills of business analysts to ensure that they can play an active role in collaborative decision-making⁶⁴ (Smit, K., & Zoet, M., 2016).

2.26 Conclusion

The evolution of the business analyst role has created a number of dynamic challenges for HR and management. Adapting to agile methods, managing complex decision tools, integrating automation, cultivating global cultural resilience, and developing industry-specific strategies are all key areas where HR and management must coordinate their efforts. The key lies in continuous learning, strategic human resource practices and a management approach that embraces change and innovation. Future research could focus on how these adaptations differ across organizational sizes or cultures, leading to more targeted programs to support business analysts in their changing roles.

3. Theoretical Framework

3.1 RBV Theory

The resource-based view (RBV) theory has become an important research topic in the field of strategic management and information systems (IS)⁶⁵ (Taher, M., 2012). In 1991, Barney explored how resources can help achieve sustainable competitive advantage (SCA). He identifies four resource characteristics that create sustainable competitive advantage: value, scarcity, imitability, and sustainability. According to RBV theory, organizations are composed of unique resources, and their success depends on how effectively they manage and integrate these resources to seize market opportunities³¹ (Kaufman, B. E., 2015). This ability plays a key role in improving organizational performance. With the passage of time, the theory has been perfected and continued to develop.

From an RBV perspective, business analysts (BAs) can be viewed as a valuable organizational resource⁵ (Arend, R. J., & Levesque, M., 2010). They are able to bridge the gap between business needs and technology solutions, making them a significant contributor to competitive advantage. By making the most of their expertise, organizations can create value, adapt to change, and seize market opportunities²⁰ (Gerhart, B., & Feng, J., 2021).

Key Characteristics of BAs as Resources

- **Value:** Business analysts create value by identifying business needs, optimizing processes, and ensuring project success. They are able to align information technology with business strategy to improve the efficiency and effectiveness of the organization.
- **Scarcity:** Business analysts with deep industry knowledge and cross-functional expertise are not common in the labor market, so they become a scarce and valuable resource.

- **Sustainability:** Through ongoing training and career development, organizations can ensure that the skills of business analysts are always up to date, thereby maintaining them as an important source of continued competitive advantage.
- **Imitability:** Business analysts possess a unique combination of technical skills, business insight, and interpersonal skills that are difficult to replicate, especially when tailored to a specific organizational context.

Hr teams should prioritize hiring business analysts with technical expertise, business insight, and interpersonal communication skills, while ensuring they are a good fit with the values and culture of the organization ¹⁴(Bromiley, P., & Rau, D., 2016). This ensures that business analysts not only excel in their roles, but also contribute to creating a cohesive and collaborative work environment. Management plays a vital role in ensuring that business analysts are used effectively as an organizational resource. Managers must ensure that BAs' tasks and responsibilities are directly linked to the organization's strategic goals. This alignment maximizes the impact of their work on business outcomes ⁵⁴(Popoola, O. A., Adama, H. E., Okeke, C. D., & Akinoso, A. E., 2024). Furthermore, Investing in training and professional development ensures that BAs stay up-to-date with industry trends, methodologies, and tools. This enhances their ability to tackle evolving challenges ⁴⁷(Pawłowski, M., & Walentek, D., 2023).

3.2 Contingency theory

Contingency theory is a major framework for designing effective organizations⁷¹ (Villoria, M., 2023). It suggests that there is no universal or one-size-fits-all approach to management. Instead, the best organizational structure and leadership style depend on the specific situation and circumstances¹ (Abedin, B., 2022). The theory emphasizes that what works in one context may not work in another. To be successful, organizations must design their structures and strategies based on a variety of factors, including:

- Internal Factors: These include the size of the company, the technology it uses, the leadership style, and how well the company adapts to strategic changes.
- External Factors: These involve elements like market conditions, competition, customer needs, and the overall economic environment.
- Flexibility and Adaptability: Organizations need to stay flexible and adjust their strategies as circumstances change to remain effective and competitive.

In essence, contingency theory emphasizes that there is no single "best" way to manage. The most effective approach depends on the unique characteristics of the organization and its environment.

The evolving role of the Business Analyst (BAs) reflects the principles of contingency theory, which states that there is no one size fits all solution for organizational design and management⁴⁵ (Obiuto, N. C.). Et al., 2024). As organizations face a variety of internal and external challenges, the responsibilities and expectations of business analysts must be tailored to these specific circumstances. This adaptability is essential for maintaining organizational efficiency and competitive advantage.

Internally, factors such as company size, technology, and leadership style have a significant impact on the design of the business analyst role. In large organizations, business analysts often need to focus on areas such as data analysis or process optimization due to complex systems⁴⁵(Obiuto, N. C.). Et al., 2024). In contrast, small organizations may need generalist business analysts who can handle A wider range of tasks, from stakeholder management to strategic planning, etc.⁶³ (Sallam, K., Mohamed, M., & Mohamed, A. W.,2023). In addition, the adoption of advanced technologies such as artificial intelligence and agile frameworks is also requiring a redefinition of the business analyst's responsibilities, and management needs to match the role to the technical capabilities.

Externally, market dynamics and industry-specific needs also influence the scope of the business analyst role. For example, industries such as healthcare and finance have stringent regulatory requirements that require business analysts to have industry-specific knowledge and ability to ensure compliance¹ (Abedin, B., 2022). In a rapidly changing market where customer needs are constantly changing, business analysts must focus on innovation and value delivery, quickly adapting to emerging trends²⁹ (Iyelolu, T. V., & Paul, P. O., 2024). Economic pressures have further exacerbated this change, forcing organizations to focus more on cost-effectiveness and operational effectiveness when utilizing business analysts.

Flexibility and adaptability in organizational design are central to contingency theory⁵⁶ (Gunaratne, N., & Lee, K. H., 2021). Effective management requires tailoring the role of the business analyst to internal and external factors, avoiding rigid structures that promote responsiveness. Human resources plays a key role in this adaptation process by developing recruitment strategies tailored to the needs of specific organizations, providing training in emerging skills, and developing performance metrics that reflect the strategic contributions of business analysts.

In essence, contingency theory emphasizes the need to redefine the role of the business analyst according to the specific context. By aligning responsibilities and expectations with an organization's unique environment, management and human resources can ensure that business analysts effectively contribute to achieving business objectives and navigating the complexities of the modern marketplace.

4. Applying Theoretical Insights to Address Organizational Challenges

4.1 The challenges organization face

The evolving role of business analysts presents significant management challenges, especially in allot their contributions with organizational strategies to maintain competitive advantage ⁶³(Sallam, K., Mohamed, M., & Mohamed, A. W., 2023). Managers must navigate role ambiguity as analysts transition from traditional functions like requirements gathering to more strategic roles, such as innovation enablers and decision-making partners ⁴⁰(Majumdar, P., & Mitra, S., 2024). Ensuring that these roles are effectively integrated into the organization's strategic framework is crucial, as misalignment can lead to inefficiencies and reduced value. Additionally, the dynamic nature of today's business environment demands flexibility and adaptability in leadership styles. Managers must tailor their approaches to support cross-functional teams while addressing the environmental uncertainties that impact project priorities, timelines, and resource allocation⁴⁹(Paul, D., 2018). Establishing effective performance measurement systems to evaluate the intangible contributions of business analysts, such as stakeholder engagement and strategic insights, further adds complexity to the management landscape.

From an HR perspective, organizations face challenges in attracting, developing, and retaining business analysts who possess the unique mix of skills required to thrive in their evolving roles¹⁶ (Costa, J., Pádua, M., & Moreira, A. C., 2023). The increasing demand for expertise in areas like data analytics, agile methodologies, and cross-functional collaboration makes identifying and hiring top talent a competitive endeavor⁴⁹ (Paul, D., 2018). Additionally, HR must address the need for continuous learning and professional development to close skills gaps and enable analysts to adapt to shifting organizational needs. Retention strategies also pose a challenge, as organizations must provide career growth opportunities and maintain job satisfaction to keep top performers engaged ²⁹(Iyelolu, T. V., & Paul, P. O., 2024). Balancing workload distribution, managing well-being, and mitigating burnout risks are equally critical, particularly in environments with fluctuating project demands. Lastly, fostering

diversity and inclusion within analytical teams not only enhances innovation but also helps organizations build a resilient and creative workforce capable of navigating complex challenges.

4.2 Resource-Based View (RBV) Theory for Business Analyst Management Challenges

Strategic Alignment: Managers must recognize business analysts as critical organizational resources whose unique skills and expertise directly impact strategic outcomes. Business analysts are often at the intersection of technology, business processes, and strategy ⁶⁵(Taher, M., 2012). Their ability to analyze data, understand business requirements, and foresee market trends can directly influence strategic decisions, helping to shape or pivot organizational strategy effectively¹⁶ (Costa, J., Pádua, M., & Moreira, A. C., 2023).

To maintain a competitive advantage, it is essential to align their contributions with the organization's strategic objectives ⁴⁰(Majumdar, P., & Mitra, S., 2024). This involves integrating business analysts into projects and decision-making processes where their work can enhance core competencies, drive innovation, and deliver measurable value³⁸ (Mashhood, A., & Senapathi, M., 2021). By involving business analysts early in the strategy formulation process, organizations can ensure that their core competencies are not only maintained but enhanced. Business analysts bring a structured approach to problem-solving which is essential for innovation ³⁵(Kumar, M., 2019). They can propose solutions that are not only technically feasible but also strategically sound ensuring that innovations are aligned with business goals ⁵⁶(Gunarathne, N., & Lee, K. H., 2021). Measurable Value Delivery is also crucial. The work of business analysts can lead to outcomes that are quantifiable, such as cost reduction, increased efficiency, or revenue growth. When their projects are aligned with strategic objectives, their success

can be measured in terms of how well they contribute to these goals.

By doing so, managers can ensure that the analytical insights and problem-solving capabilities of business analysts support the organization's broader goals, creating a stronger link between their roles and the company's success.

Performance Measurement: Traditional performance metrics often fail to capture the strategic contributions of business analysts, such as their role in driving innovation or enhancing decision-making processes ⁴⁰(Majumdar, P., & Mitra, S., 2024). To address this, management should design metrics that evaluate both tangible and intangible outcomes. These may include measures of how analysts' insights influence key business decisions, improve operational efficiency, or foster innovation.

For example, In order to know the decision influence, Organizations can measure how often analyst insights lead to decision changes or confirm strategic directions ⁵²(Piwowar-Sulej, K., & Iqbal, Q., 2023). This could be tracked through surveys or feedback from decision-makers post-decision. To know about the innovation contribution, Quantify the number of new ideas or innovations spearheaded or influenced by business analysts. This might include new product ideas, process improvements, or strategic pivots. For business analysts align with company's strategic goals, Assess how well the projects or analyses undertaken by business analysts align with key strategic objectives of the organization ²²(Greineder, M., & Leicht, N., 2020).

By aligning performance assessments with strategic objectives, organizations can better recognize and reward the value that business analysts bring, while also identifying areas for further development and growth.

Resource Development: Investing in the professional growth of business analysts is essential for sustaining their effectiveness and aligning their capabilities with organizational needs⁶⁵ (Taher, M., 2012). Management should foster an environment

that encourages continuous learning and skill enhancement. This includes providing opportunities for training in areas such as advanced data interpretation, strategic foresight, and stakeholder management ⁵⁶(Gunarathne, N., & Lee, K. H., 2021). By supporting the development of these critical competencies, organizations can ensure that business analysts remain adaptable, innovative, and equipped to address emerging challenges, ultimately strengthening their role as key contributors to organizational success.

4.3 Resource-Based View (RBV) Theory for Business Analyst HR Challenges

Talent Acquisition: HR must prioritize the recruitment of business analysts who possess both technical expertise and strategic acumen, recognizing them as rare and valuable resources ³³(Kosarenko, Y., 2019). In addition to skills such as data analysis and process optimization, the ideal candidate should have the ability to think strategically, align their work with organizational goals, and collaborate effectively across teams ³⁵(Kumar, M., 2019). By optimizing the hiring process and identifying people with this unique skill set, HR can ensure that business analysts contribute positively to an organization's competitive advantage and long-term success.

Retention Strategy: Retaining business analysts requires a strategic approach that recognizes their critical role in the organization's success. The HR department should develop a retention plan that provides a clear career path and meaningful professional development opportunities. By providing advanced training, certification, and cross-functional programs, organizations can keep business analysts engaged and motivated³³ (Kosarenko, Y., 2019). Recognize their contributions through performance incentives and create a supportive work environment that further ensures their long-term commitment, thereby enhancing the organization's ability to retain these important resources.

Upskilling: HR departments should prioritize the continued career development of business analysts to ensure that their skills always maintain the competitive advantage of the organization. This includes offering training courses, seminars and certifications in emerging fields such as advanced data analytics, agile methodologies and strategic planning²⁵ (Hossain, Q et al., 2024). Additionally, providing mentorship opportunities and the opportunity to attend industry events can help analysts stay up to date on the latest trends and best practices. By actively supporting upskilling, HR can ensure that business analysts are equipped to respond to changing challenges and continue to create value for the organization.

4.4 Contingency Theory for Business Analyst Management Challenges

Leadership style: Managers must adopt a flexible leadership style to adapt to the specific needs of the project, the level of experience of the team, and the strategic importance of the task⁵² (Piwowar-Sulej, K., & Iqbal, Q., 2023). This adaptive approach ensures that business analysts receive appropriate guidance, support, and autonomy as their role continues to evolve ²⁵(Hossain, Q, et al., 2024). For example, in high-risk projects, managers may need to provide close cooperation and clear direction, while in regular projects, analysts can be empowered to take initiative and demonstrate their expertise. By tailoring leadership styles, managers can foster a supportive environment that enables business analysts to thrive and effectively contribute to the success of the organization.

Role clarity: As the role of the business analyst continues to evolve, management must establish clear but flexible role definitions to meet the needs of different projects and organizational changes ⁴⁷(Pawlowski, M., & Walentek, D., 2023). Clear expectations help eliminate confusion about responsibilities while ensuring alignment with strategic objectives. At the same time, maintaining flexibility in these definitions allows business

analysts to tailor their contributions to each project's unique requirements or changing business priorities⁶⁰ (Richards, D., & Marrone, M., 2014). This balance ensures that analysts can effectively bridge the technical and strategic functions to maximize their impact in the organization.

Project-based assignment: Business analysts should be strategically assigned to projects based on the greatest value for their skills and expertise. This requires a dynamic approach to deployment that takes into account project priorities, organizational goals, and market conditions ⁵²(Piwowar-Sulej, K., & Iqbal, Q., 2023). By allot their involvement with high-value innovation projects, organizations can ensure that business analysts make meaningful contributions to innovation, decision making, and overall performance⁴⁷ (Pawlowski, M., & Walentek, D., 2023). Regular assessment of project needs and resource allocation allows organizations to maximize the value of business analysts in an ever-changing environment.

4.5 Contingency Theory for Business Analyst HR Challenges

Hiring Flexibility: In a rapidly changing business environment, hiring flexibility is especially important for business analysts. Recruitment efforts should be aligned with the current and future needs of the organization, emphasizing adaptability as a core quality³⁴ (Krajewska-Beentjes et al., 2019). By looking for candidates who have a diverse skill set and can transition seamlessly between roles or industries, HR departments can ensure that newly recruited employees are not only able to meet immediate needs, but also meet future challenges.

Candidates can be screened by assessing their ability to learn quickly and adapt to new situations or technologies⁶⁵ (Taher, M., 2012). This ability can be assessed through a behavioral interview, discussing the candidate's past experiences with adaptation, or examined through a practical assessment that requires the candidate to quickly learn

new tools or concepts. Job advertisements should not be overly specific, but should highlight adaptability and generic capabilities, in addition to technical requirements⁴⁵ (Obiuto, N. C., et al., 2024). This practice can broaden the pool of applicants and attract those who may not meet traditional resume requirements, but can bring unique value²⁹ (Iyelolu, T. V., & Paul, P. O., 2024).

Flexible hiring practices, such as prioritizing transferable skills over narrow specializations, can help organizations build a team of business analysts who can thrive in a dynamic and changing environment.

Diversity in innovation: Human resources should prioritize promoting diversity in the recruitment of business analysts, as diverse perspectives, backgrounds, and experiences inspire creativity and innovation⁴⁶ (Ozdemir, S, et al., 2023). Studies like McKinsey's have shown that companies with diverse workforces tend to be more innovative. The diversity of different backgrounds leads to a richer pool of ideas, which is particularly important for roles such as business analytics, where innovative thinking can help develop better business strategies⁵² (Piwowar-Sulej, K., & Iqbal, Q., 2023). In a dynamic and complex environment, diverse teams are able to tackle problems from multiple perspectives, generate unique insights, and develop more comprehensive strategies.

Ensuring diversity in hiring is not just about chasing quotas; Unconscious bias in the hiring process also needs to be overcome²⁹ (Iyelolu, T. V., & Paul, P. O., 2024). Hr departments need to train and provide tools to ensure fair and inclusive hiring practices. Organizations must commit to ongoing education and sensitivity training to prevent diversity from becoming merely a checkbox to get things done. This includes understanding cultural differences and fostering an inclusive environment where everyone's voice can be heard.

By cultivating a diverse workforce, organizations can enhance their ability to adapt to

change, improve decision-making processes, and drive innovation, ultimately gaining a competitive advantage in the marketplace.

Workload Management: HR should develop policies to deal with workload fluctuations faced by business analysts and ensure a balance between productivity and employee well-being ⁶⁴(Smit, K., & Zoet, M., 2016). This includes creating flexible work practices to accommodate peak periods or intense project phases, while providing support during lighter hours. For example, providing remote work options that allow employees to work from home or elsewhere can reduce commuting stress and provide a more conducive environment for increased productivity and creativity³⁴ (Krajewska-Beentjes et al., 2019). By regularly evaluating workload allocations and providing resources such as time management tools, task prioritization, and stress management support, HR can help prevent job burnout and ensure that business analysts remain engaged and productive throughout the project lifecycle.

By focusing specifically on business analysts from these perspectives, management and human resources can effectively address the unique challenges that come with their changing roles within the organization.

5.1 Summary and Conclusion

5.1 Summary

This study takes an in-depth look at the changing role of the business analyst in modern organizations and analyzes the management and human resources challenges this presents. As companies navigate an increasingly complex environment, the business analyst's role shifts from a traditional job responsibility to a strategic role driving

innovation and data-driven decision making. This shift creates new challenges for management and human resources on how to align these roles with organizational goals while fostering analyst growth and job satisfaction.

This research provides a framework for addressing these challenges, based on a resource-based perspective (RBV) and contingency theory. A resource-based perspective emphasizes the strategic value of the unique skills of business analysts, while contingency theory advocates flexible adaptation of management and human resource practices to specific contexts.

Through a comprehensive literature review, the research points out key issues such as role ambiguity, resource alignment, performance evaluation, talent recruitment, skill development, and workload management. Using a resource-based perspective, the study emphasizes the need to identify and leverage the unique capabilities of business analysts as a competitive advantage. At the same time, contingency theory is used to propose flexible strategies to respond to dynamic changes in business needs.

The study also suggests practical solutions for managers and HR professionals, including aligning the work of business analysts with strategic goals, providing ongoing adaptive training, and creating a work environment that promotes performance and employee well-being. The study contributes to our understanding of how to effectively integrate business analysts into modern business strategies and provides valuable insights for practitioners and academics alike.

5.2 Conclusion

In conclusion, as the role of the business analyst continues to evolve, managers and human resources departments need to constantly adjust in response to these changes.

The resource-based perspective (RBV) tells us to treat business analysts as valuable assets, watch their growth, and truly understand their impact on company strategy.

Contingency theory teaches that different situations require different responses. Management and human resources practices need to be flexible and adaptable to each project or changing business environment. This means that leaders should adapt their leadership to the needs of the project or team, and HR departments need to adapt to the skills needed and the well-being of the analysts.

The study emphasizes that the role of the business analyst should be aligned with company goals while creating an environment can supports innovation and growth. By applying these theories, managers and human resources departments are better able to deal with the challenges of managing business analysts, so that they can enhance the competitiveness in the organization. Future research could study how these strategies affect analyst retention over time. It could also look at how quickly companies adapt to changes and how well these strategies work in different markets or company sizes. Researchers could also explore how factors like industry type or culture influence these results.

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