



**Original Article**

# People Analytics and Predictive HR: Transforming Talent Acquisition, Retention & Succession in Emerging Markets

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## Abstract

**Manuscript ID:**  
RIGJAAR-2025-021207

**ISSN:** 2998-4459  
Volume 2  
Issue 12  
Pp. 41-43  
December 2025

**Submitted:** 05 Nov. 2025  
**Revised:** 10 Nov. 2025  
**Accepted:** 08 Dec. 2025  
**Published:** 31 Dec. 2025

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Quick Response Code:



Web. <https://rlgjaar.com>



DOI: [10.5281/zenodo.18129650](https://doi.org/10.5281/zenodo.18129650)

DOI Link:  
<https://doi.org/10.5281/zenodo.18129650>



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*People analytics and predictive HR have become transformational tools for strengthening human resource capabilities in emerging markets. Rapid technological change, increasing competition, and demographic shifts have forced organisations to rethink traditional HR strategies. People analytics enables the use of data-driven insights to improve decision-making, while predictive HR applies statistical modelling and machine learning techniques to forecast workforce trends. This paper examines how these technologies reshape talent acquisition, retention, and succession planning in emerging economies. Through a descriptive research design and quantitative analysis, the study explores how data-driven HR practices enhance workforce planning, minimise skill mismatches, reduce attrition, and support the development of future leaders. Findings indicate that organisations using people analytics report improved hiring accuracy, reduced turnover, and better strategic alignment of talent pipelines. The paper concludes with recommendations for integrating predictive HR into long-term HR strategies and highlights the need for digital readiness, ethical governance, and data literacy within emerging-market organisations.*

**Keywords-** People Analytics, Predictive HR, Talent Acquisition, Retention Strategies, Succession Planning, Emerging Markets, Workforce Analytics, HR Technology, Data-Driven Decision Making, Predictive Modelling.

## Introduction

Organisations in emerging markets are facing unprecedented disruptions driven by digitalisation, global competition, and changing workforce expectations. Traditional HR models are no longer sufficient to manage talent complexity, skills shortages, and high employee mobility. People analytics, which uses data insights to interpret employee behaviour and organisational performance, has emerged as a strategic enabler for evidence-based HR decisions. Predictive HR extends this capability by forecasting patterns related to hiring needs, turnover risks, and leadership potential. Together, these technologies help organisations optimise talent processes and prepare their workforce for future challenges.

Talent acquisition in emerging markets is often affected by skill shortages, high competition for qualified candidates, and resource constraints. People analytics improves recruitment efficiency by identifying the right profiles, predicting candidate success, and assessing cultural fit using structured datasets. Similarly, retention is a critical challenge in fast-growing industries, where employee turnover disrupts productivity and increases costs. Predictive models are increasingly used to detect early signs of disengagement and turnover intention. Succession planning, traditionally dependent on subjective evaluations, becomes more reliable when supported by analytics-based assessments that evaluate leadership readiness and competency growth. This paper investigates the combined impact of analytics and predictive HR on talent management effectiveness in emerging markets.

**Review Of Literature:** People analytics has been widely studied as an approach to using HR data for real-time insights and strategic workforce decisions.

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## How to cite this article:

B, S., & Kumar, G. A. (2025). People Analytics and Predictive HR: Transforming Talent Acquisition, Retention & Succession in Emerging Markets. Royal International Global Journal of Advance and Applied Research, 2(12), 41–43. <https://doi.org/10.5281/zenodo.18129650>



According to Davenport, Harris, and Shapiro (2010), analytics provides organisations with the capability to identify workforce trends and make informed decisions that enhance performance. Bassi (2011) emphasises that analytics supports evidence-based HR, improving workforce productivity and organisational competitiveness.

Predictive HR is grounded in predictive modelling, which applies algorithms to historical data to estimate future outcomes. Fogel (2017) highlights its use in anticipating turnover, identifying high-potential talent, and optimising recruitment strategies. Research by Rasmussen and Ulrich (2015) suggests that predictive HR strengthens leadership pipelines by identifying capability gaps early.

Studies in emerging markets reveal unique challenges such as informal labour structures, rapid economic fluctuations, and talent scarcity. Sharma and Bhatnagar (2017) argue that analytics can bridge gaps by providing insights into workforce behaviour patterns in developing economies. According to Levenson (2018), predictive HR enables improved talent acquisition by analysing candidate success indicators beyond traditional CV-based screening. Retention strategies benefit from analytics tools that measure engagement, performance, and risk factors.

Succession planning has also undergone a transformation with analytics. Groysberg and Kelly (2013) note that data-driven evaluations remove biases and improve decision accuracy. Organisations using advanced analytics demonstrate greater stability in leadership transitions, particularly important in volatile emerging markets.

Overall, literature consistently supports the integration of analytics and predictive HR for strategic talent management, especially in environments experiencing rapid change.

## Objectives Of Study

### Primary Objective:

To analyse the impact of people analytics and predictive HR on transforming talent acquisition, retention, and succession planning in emerging markets.

### Secondary Objectives:

1. To identify the key applications of people analytics in improving recruitment efficiency.
2. To examine how predictive HR models support employee retention and reduce turnover risks.
3. To study the effectiveness of analytics-driven succession planning.
4. To evaluate organisational readiness for adopting people analytics in emerging markets.
5. To propose recommendations for strengthening predictive HR implementation.

## Research Methodology

This study adopts a descriptive research methodology supported by both primary and secondary data. Primary data were collected through a structured questionnaire distributed to HR professionals working in emerging-market industries such as IT, retail, banking, manufacturing, and telecommunications. Responses were measured using a five-point Likert scale evaluating

perceptions of analytics maturity, predictive HR effectiveness, and talent-related outcomes.

Secondary data sources included peer-reviewed journals, HR analytics reports, industry whitepapers, and academic books on workforce analytics. Quantitative analysis techniques were used to interpret survey results and draw conclusions on the influence of people analytics on key HR processes.

## Research Design and Sampling Size

A cross-sectional research design was used, as data were collected at a single point in time. The study measured HR professionals' experiences with analytics and predictive tools in their organisations. Analytical tools such as descriptive statistics, correlation analysis, and regression modelling were applied to assess the relationship between analytics adoption and talent outcomes. The design supports understanding how predictive HR is currently applied and its measurable impact.

A sample of 150 HR professionals was selected using convenience sampling. After screening for completeness, 136 valid responses were analysed. Participants represented diverse functional roles such as HR analysts, recruitment leads, learning and development managers, and HR business partners. Respondents were drawn from organisations with varying degrees of digital maturity, offering a realistic representation of emerging-market HR practices.

## Data Analysis

Descriptive findings showed that 71% of respondents reported using some form of people analytics in their recruitment processes. Predictive modelling was used by 52% of organisations to estimate attrition risks, while 46% applied analytics to succession planning.

Correlation analysis indicated a strong positive relationship between analytics adoption and recruitment accuracy ( $r = 0.63$ ). Predictive HR also demonstrated a significant negative relationship with turnover rates ( $r = -0.57$ ), suggesting that organisations using predictive models experience lower attrition.

Regression results revealed that analytics-driven recruitment explained 38% of the variance in talent acquisition outcomes. Predictive models accounted for 42% of the variance in retention performance. Succession planning effectiveness increased significantly when analytics-based assessments were utilised ( $p < 0.05$ ). Overall, the analysis supports that predictive HR and analytics improve talent acquisition precision, enhance employee retention, and enable more reliable succession pipelines.

## Findings

1. People analytics improves recruitment accuracy by identifying talent-fit indicators not visible through traditional screening.
2. Predictive HR strengthens retention strategies by highlighting early warning signs of disengagement and turnover.
3. Succession planning becomes more objective and future-oriented when supported by analytics-based assessments.



4. Emerging-market organisations still face challenges such as limited data literacy, budget constraints, and inconsistent data quality.
5. HR professionals note that analytics adoption requires cross-functional alignment between HR, IT, and business leaders.
6. Organisations using analytics report reduced hiring costs, lower turnover, and better leadership pipeline visibility.
7. Ethical use of employee data remains a growing concern, requiring clear governance frameworks.

## Suggestions

1. Enhance data literacy among HR teams through structured training and certification programmes.
2. Invest in high-quality HR information systems (HRIS) to improve data accuracy and integration.
3. Adopt predictive modelling tools to identify attrition risks, skill gaps, and leadership readiness.
4. Strengthen ethical guidelines on data use to maintain transparency and employee trust.
5. Integrate analytics into all talent lifecycle activities, including sourcing, onboarding, development, and succession.
6. Promote cross-departmental analytics collaboration to ensure consistent interpretation of workforce insights.
7. Develop long-term analytics strategies aligned with organisational goals and digital transformation initiatives.

## Conclusion

People analytics and predictive HR represent transformative forces shaping the future of HR in emerging markets. By leveraging data-driven insights, organisations can enhance recruitment precision, build stronger retention strategies, and develop reliable succession pipelines. The study demonstrates that analytics significantly improves decision-making, reduces human biases, and positions HR as a strategic contributor to organisational growth. However, successful adoption requires investment in technology, data governance, and analytics skills. Organisations that integrate predictive HR into their long-term strategy will be better positioned to navigate workforce challenges, strengthen leadership capabilities, and achieve sustainable competitive advantage in fast-evolving emerging markets.

## Acknowledgment

The authors express their sincere gratitude to the Department of Management Studies, School of Commerce and Management, Bharath Institute of Higher Education and Research (BIHER), Selaiyur, Chennai, for providing the academic environment and institutional support necessary to carry out this research work. We are deeply thankful to the faculty members and research committee for their constructive guidance, encouragement, and valuable suggestions throughout the study.

We would like to extend our heartfelt appreciation to all HR professionals and industry respondents who generously shared their time, experiences, and insights by participating

in the survey. Their cooperation and honest responses were instrumental in achieving the objectives of this research.

The authors also acknowledge the contributions of researchers and scholars whose published works formed the foundation of the literature review and helped shape the conceptual framework of this study. Special thanks are due to colleagues and peers for their continuous motivation, intellectual discussions, and support during the course of this research.

## Financial support and sponsorship

Nil.

## Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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