

OPTIMIZATION OF HUMAN RESOURCE ANALYTICS TO SUPPORT STRATEGIC DECISION MAKING IN MODERN TALENT MANAGEMENT

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ABSTRACT

This study examines the optimization of human resource analytics in supporting strategic decision making within modern talent management. The research employs a library research approach by reviewing books, scientific journals, research articles, reports, and other relevant literature related to HR analytics, talent management, and strategic decisions. Data were collected through literature review techniques and analyzed using content analysis to identify patterns, relationships, and significant findings. The results indicate that HR analytics plays a strategic role in improving recruitment effectiveness, performance management, employee retention, workforce planning, leadership development, and organizational performance. Furthermore, the study finds that the successful implementation of HR analytics depends on data quality, technological capabilities, analytical competencies, leadership support, and strategic integration. The findings suggest that organizations can enhance decision quality and achieve sustainable competitive advantages by optimizing the use of workforce data. Therefore, HR analytics should be considered a strategic organizational capability that supports evidence-based talent management and long-term business success.

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INTRODUCTIONS

The rapid digital transformation of organizations has fundamentally altered the way human resources are managed, evaluated, and developed, creating unprecedented challenges for decision makers responsible for workforce planning and talent management. Modern organizations generate vast amounts of employee-related data through recruitment systems, performance management platforms, learning management systems, employee engagement surveys, and workforce

monitoring technologies. Despite the abundance of available information, many organizations continue to rely on intuition, experience-based judgment, or fragmented reports when making strategic talent decisions. This situation often leads to inconsistencies in workforce planning, ineffective employee development programs, higher turnover rates, and suboptimal allocation of human capital resources. Furthermore, the increasing complexity of workforce dynamics, including remote work arrangements, changing employee expectations, skills shortages, and global competition for talent, has intensified the need for more accurate and evidence-based decision-making processes. While organizations invest significantly in digital human resource systems, the strategic value of the generated data frequently remains underutilized due to limited analytical capabilities, poor integration of information sources, and insufficient alignment between analytics outputs and organizational objectives. As a result, many organizations struggle to transform workforce data into actionable insights that support sustainable competitive advantage. Therefore, the growing gap between data availability and strategic utilization has emerged as a critical challenge that necessitates further investigation into the optimization of human resource analytics within modern talent management practices (Noor et al., 2025).

Existing literature has extensively emphasized the importance of human resource analytics as a mechanism for improving organizational effectiveness and enhancing talent management outcomes. Scholars have argued that HR analytics enables organizations to identify workforce trends, predict employee behavior, evaluate talent-related risks, and support strategic workforce planning through data-driven insights. Numerous studies have demonstrated positive relationships between analytics adoption and organizational performance, employee retention, recruitment effectiveness, and leadership development. However, despite these theoretical and empirical contributions, significant limitations remain in explaining how organizations can optimize HR analytics to support strategic decision-making processes comprehensively. Much of the existing research focuses primarily on technical aspects of analytics implementation, such as data collection, predictive modeling, and performance measurement, while providing limited attention to the integration of analytical outputs into strategic talent management decisions. Furthermore, previous studies often examine HR analytics and talent management as separate constructs rather than exploring their interconnected role within organizational decision-making frameworks. As a consequence, many theoretical models remain insufficient in addressing the practical challenges faced by organizations when attempting to convert analytical information into strategic actions. This unresolved gap between theoretical understanding and practical application suggests that further investigation is required to develop a more comprehensive perspective on the optimization of HR analytics for strategic talent management purposes (Abdelrahman, 2023).

This study aims to examine and explain the optimization of human resource analytics as a strategic tool for supporting decision-making processes within modern talent management systems. Specifically, the research seeks to explore how organizations can leverage analytical capabilities to improve the quality, accuracy, and effectiveness of decisions related to talent acquisition, employee development, performance management, succession planning, and workforce retention. In addition, the study intends to identify the critical factors that influence the successful integration of HR analytics into organizational decision-making frameworks and to evaluate the extent to which data-driven approaches contribute to strategic talent outcomes. By investigating the relationship between HR analytics utilization and strategic decision-making effectiveness, the research aims to provide a deeper understanding of how organizations can maximize the value of workforce data in increasingly competitive and dynamic business environments. The study also seeks to contribute to the development of a more integrated conceptual perspective that connects analytical processes with broader talent management objectives. Through this approach, the research expects to generate valuable theoretical insights and practical recommendations that can assist organizations in strengthening their human capital strategies and improving long-term organizational performance. Consequently, the study is designed to address existing knowledge gaps while offering meaningful contributions to both academic scholarship and managerial practice (Dlamini, 2023).

The importance of conducting this research is grounded in the argument that the optimization of human resource analytics represents a crucial determinant of effective strategic decision making in contemporary talent management environments. The realities observed in modern organizations indicate that workforce-related decisions are becoming increasingly complex due to evolving labor market conditions, technological advancements, and changing organizational priorities. At the same time, the literature reveals that although HR analytics has been recognized as a valuable strategic resource, existing theoretical explanations remain insufficient in clarifying how analytical capabilities can be optimized to generate meaningful strategic outcomes. Based on these considerations, this study proposes that organizations capable of effectively integrating HR analytics into talent management processes are more likely to achieve superior decision quality, stronger workforce alignment, and enhanced organizational competitiveness (Abdelhay, 2024). The research

further assumes that optimization involves not only technological improvements but also organizational readiness, analytical competencies, leadership support, and strategic integration mechanisms. By examining these dimensions comprehensively, the study can provide a more holistic understanding of the relationship between analytics and strategic talent management. Therefore, the research is both theoretically significant and practically relevant because it addresses an important contemporary challenge while contributing to the advancement of evidence-based human resource management practices in modern organizations (Paul & Khan, 2024).

METHOD

Research Object

The object of this research focuses on the phenomenon of optimizing human resource analytics to support strategic decision making in modern talent management. This phenomenon has emerged as a significant issue in contemporary organizations due to the increasing availability of workforce data and the growing demand for evidence-based managerial decisions. Organizations are continuously challenged to identify, attract, develop, and retain talented employees while simultaneously maintaining organizational competitiveness in dynamic business environments (El Garem, 2026). Although substantial amounts of employee-related data are generated through digital human resource systems, many organizations still encounter difficulties in transforming these data into meaningful strategic insights. As a result, talent-related decisions are often influenced by subjective judgments, fragmented information, or incomplete analytical processes. The phenomenon becomes increasingly relevant as organizations seek to align workforce capabilities with long-term strategic objectives while responding to rapid technological change and evolving labor market conditions. Furthermore, the integration of analytics into talent management practices remains inconsistent across organizations, creating varying levels of effectiveness in decision-making outcomes. Therefore, the research object encompasses the challenges, opportunities, and strategic implications associated with the utilization and optimization of HR analytics in modern talent management systems. Understanding this phenomenon is essential for developing a comprehensive perspective on how data-driven approaches can improve organizational decision-making processes and human capital management effectiveness (Widyawati et al., 2026).

Research Type and Data Sources

This study employs a library research approach as the primary research design to investigate the optimization of human resource analytics in supporting strategic decision making within modern talent management. Library research is considered appropriate because the study aims to develop conceptual understanding and theoretical insights through systematic examination of existing knowledge rather than through direct field observations. The primary data used in this research consist of relevant literature that specifically discusses the phenomenon, challenges, implementation, and optimization of human resource analytics in organizational settings. These sources provide foundational information regarding the identified research problem and offer various perspectives on the role of analytics in human resource management practices (Lu et al., 2023). In addition, the study utilizes secondary data derived from broader literature related to the research keywords, namely HR Analytics, Talent Management, and Strategic Decisions. Secondary sources include academic books, peer-reviewed journal articles, conference proceedings, scientific reports, and previous research studies that contribute to understanding the theoretical and practical dimensions of the topic. Through the integration of primary and secondary data sources, the research seeks to obtain comprehensive information concerning existing concepts, models, frameworks, and empirical findings. Consequently, the utilization of diverse and credible literature sources supports the development of a thorough and reliable analysis of the research problem (Khan & Rizwan, 2025).

Theoretical Foundation

The theoretical foundation of this study is primarily based on the Resource-Based View (RBV) theory introduced by Jay Barney in 1991, which serves as the principal framework for understanding the strategic importance of human resource analytics in organizational performance. According to Barney's Resource-Based View, organizations achieve sustainable competitive advantage through valuable, rare, inimitable, and non-substitutable resources that competitors cannot easily replicate. Within this perspective, human resources are considered strategic assets capable of generating long-term organizational value when effectively managed and developed. The theory further suggests that organizational capabilities, including analytical competencies and knowledge management practices, contribute significantly to strategic success. In the context of this research, HR analytics is viewed as an organizational capability that enables firms to leverage workforce-related information as a strategic resource for decision making. Through analytical processes, organizations can identify workforce trends, predict talent-related outcomes, and align human capital strategies with

organizational objectives. The Resource-Based View provides a theoretical basis for explaining why the optimization of HR analytics can enhance talent management effectiveness and support superior strategic decisions. Therefore, the theory serves as an important source of assumptions and conceptual guidance in analyzing the relationship between analytical capabilities, talent management practices, and organizational performance outcomes(Mishra et al., 2024).

Research Process and Data Collection Technique

The research process in this study consists of several systematic stages designed to ensure the comprehensive collection and examination of relevant information. The first stage involves identifying the research problem and determining the conceptual boundaries associated with human resource analytics, strategic decision making, and talent management. Following this stage, relevant literature sources are selected based on their relevance, credibility, and contribution to the research objectives. Data collection is conducted through a literature review technique, which involves gathering information from written sources related to the research topic. These sources include academic books, previous research studies, scientific journals, conference papers, scholarly articles, organizational reports, and professional publications discussing human resource analytics and talent management(Raman et al., 2024). The collected materials are then reviewed and categorized according to their thematic relevance to facilitate systematic analysis. Throughout the process, particular attention is given to identifying key concepts, theoretical perspectives, implementation practices, and research findings associated with the optimization of HR analytics. The collected information is subsequently organized into a coherent structure that supports the development of comprehensive discussions regarding the research problem. Consequently, the literature-based data collection technique provides a rich foundation for understanding the phenomenon under investigation and contributes to the overall reliability of the study(Okon et al., 2024).

Data Analysis Technique

This study utilizes content analysis as the primary data analysis technique to examine and interpret information obtained from various literature sources. Content analysis is considered appropriate because it enables researchers to systematically investigate textual materials and identify meaningful patterns, relationships, themes, and insights relevant to the research objectives. The analytical process begins with the careful reading and examination of collected literature to gain a comprehensive understanding of the subject matter. Subsequently, relevant information is categorized based on recurring concepts associated with HR analytics, talent management, and strategic decision making(Ramachandran et al., 2024). Through this categorization process, similarities and differences among theoretical perspectives, empirical findings, and practical recommendations can be identified and evaluated. The analysis further involves interpreting relationships between key variables and examining how existing literature explains the role of HR analytics in enhancing organizational decision-making processes. In addition, content analysis allows the researcher to synthesize findings from multiple sources and develop a comprehensive narrative regarding the optimization of analytical capabilities within talent management frameworks. By systematically processing and interpreting textual data, the study aims to generate meaningful conclusions that reflect the current state of knowledge concerning the research topic. Therefore, content analysis serves as an effective methodological approach for producing valid and insightful findings from literature-based research(Nowicka et al., 2024).

RESULT & DISCUSSION

RESULTS

Table 1. Synthesis of Literature Findings on HR Analytics Optimization and Strategic Talent Management

No	Research Theme	Main Findings	Strategic Implications
1	HR Analytics Adoption	Organizations increasingly adopt data-driven HR practices	Improves workforce visibility and planning
2	Talent Acquisition	Analytics improves candidate selection accuracy	Reduces recruitment costs and turnover risk
3	Employee Performance	Analytics identifies performance trends	Supports objective performance evaluation
4	Employee Retention	Predictive analytics detects turnover risk	Improves retention strategies
5	Learning and Development	Analytics evaluates training effectiveness	Enhances employee competency development
6	Succession Planning	Workforce data assists leadership identification	Strengthens organizational continuity

7	Strategic Planning	Workforce	Analytics predicts future workforce needs	Supports long-term organizational goals
8	Organizational Performance		Data-driven decisions improve business outcomes	Increases competitive advantage
9	HR Transformation	Digital	Technology integration expands analytics capabilities	Strengthens strategic decision-making processes

Table 1 presents a synthesis of literature findings concerning the optimization of HR analytics within talent management practices. The findings indicate that HR analytics contributes significantly to various HR functions and serves as a strategic mechanism for improving organizational decision quality (Ud Din et al., 2025).

The literature review findings indicate that human resource analytics has evolved from a purely operational reporting tool into a strategic decision-support mechanism within modern organizations. The reviewed studies consistently demonstrate that organizations increasingly rely on workforce data to understand employee behavior, monitor performance outcomes, and align human capital strategies with business objectives. This transformation reflects a broader shift toward evidence-based management, where managerial decisions are supported by analytical insights rather than intuition alone (Rahman, 2025). The literature further reveals that organizations capable of effectively utilizing HR analytics tend to achieve better workforce planning outcomes and stronger organizational adaptability. Consequently, HR analytics has become a central component of modern talent management systems (Sarmiento Orna et al., 2026).

The findings reveal that one of the most significant applications of HR analytics is within talent acquisition processes. Numerous studies report that analytical tools assist organizations in identifying suitable candidates based on measurable competencies, behavioral indicators, and performance predictors. Through predictive modeling and recruitment analytics, organizations can reduce hiring errors and improve employee-job fit. Furthermore, analytical approaches enable recruiters to evaluate recruitment channel effectiveness and optimize selection procedures. As a result, talent acquisition becomes more efficient, objective, and aligned with organizational needs (Purwanggono et al., 2025).

Another major finding concerns the relationship between HR analytics and employee performance management. Literature sources consistently indicate that analytics facilitates the identification of performance trends, productivity patterns, and developmental requirements among employees. Data collected from performance management systems enables managers to conduct objective evaluations and formulate targeted improvement strategies. In addition, analytics assists organizations in recognizing high-performing employees and potential future leaders. Therefore, performance management becomes increasingly data-driven and strategically focused (Dlamini, 2023).

The reviewed literature also demonstrates the significant role of HR analytics in employee retention strategies. Organizations increasingly utilize predictive analytics to identify factors associated with employee turnover and disengagement. By analyzing employee satisfaction levels, career progression opportunities, compensation structures, and workplace experiences, organizations can proactively address retention risks. The findings suggest that predictive insights enable organizations to implement targeted interventions before turnover occurs. Consequently, HR analytics contributes substantially to workforce stability and talent preservation (Abdelrahman, 2023).

The findings further indicate that HR analytics strengthens learning and development initiatives. Organizations use analytical tools to evaluate training effectiveness, measure learning outcomes, and identify competency gaps across workforce segments (Bedekar et al., 2026). The literature highlights that data-driven training programs are more likely to generate measurable performance improvements than conventional approaches. Furthermore, analytics enables organizations to allocate training resources more efficiently and align development initiatives with strategic priorities. Therefore, employee development becomes more systematic and outcome-oriented.

Another important result concerns succession planning and leadership development. Literature findings show that HR analytics assists organizations in identifying high-potential employees through objective assessments of competencies, performance records, and leadership capabilities. These analytical insights support the creation of talent pipelines that ensure leadership continuity. Furthermore, organizations can better anticipate future leadership needs and prepare suitable candidates accordingly. As a result, succession planning becomes more strategic and less dependent on subjective managerial judgments.

The reviewed studies consistently reveal that strategic workforce planning benefits significantly from HR analytics optimization. Through forecasting models and workforce trend analysis, organizations can anticipate future labor demands, identify skill shortages, and allocate resources effectively. The literature suggests that predictive workforce

planning enhances organizational agility and preparedness in dynamic market environments. Consequently, organizations become better positioned to respond to changing business conditions and emerging talent requirements.

The findings also demonstrate that technological advancements have accelerated the effectiveness of HR analytics applications. Artificial intelligence, machine learning, cloud computing, and big data technologies have expanded the analytical capabilities available to HR professionals. These technologies facilitate the processing of large workforce datasets and enable real-time decision support. The literature indicates that technological integration enhances analytical accuracy and increases the strategic value of HR information. Therefore, digital transformation serves as an important enabler of HR analytics optimization (Jayakani et al., 2026).

Overall, the literature findings suggest that HR analytics optimization contributes positively to organizational performance through improved talent management practices and strategic decision-making quality. Organizations that effectively integrate analytics into HR functions demonstrate stronger workforce alignment, better employee outcomes, and greater competitive advantage. The findings collectively support the proposition that HR analytics represents a strategic organizational capability rather than merely a technological tool. Consequently, optimization efforts should focus on both technological infrastructure and managerial utilization of analytical insights.

DISCUSSION

Table 2. Discussion Matrix of HR Analytics Optimization and Strategic Decision-Making

Dimension	Discussion Findings	Strategic Significance
Data Quality	Accurate data improves analytical reliability	Better decision outcomes
Analytical Capability	Strong analytics skills improve interpretation	Supports strategic planning
Technology Integration	Digital platforms enhance analytics efficiency	Accelerates decision making
Leadership Support	Executive commitment drives implementation success	Increases organizational adoption
Talent Management Alignment	Analytics must align with HR objectives	Maximizes strategic value
Competitive Advantage	Data-driven organizations outperform competitors	Strengthens sustainability

Table Description: Table 2 summarizes the main dimensions identified in the discussion. The matrix demonstrates that successful HR analytics optimization requires organizational, technological, managerial, and strategic alignment.

The findings indicate that HR analytics should not be viewed merely as a technological innovation but rather as a strategic organizational capability. From the perspective of the Resource-Based View theory, analytical competencies represent valuable organizational resources that can generate sustainable competitive advantages. Organizations capable of transforming workforce data into actionable knowledge are better positioned to achieve strategic objectives. Therefore, the optimization of HR analytics extends beyond technology adoption and requires the development of organizational capabilities (Danilkova et al., 2024).

The results further suggest that data quality serves as a foundational element of successful HR analytics implementation. Inaccurate, incomplete, or inconsistent workforce data can undermine analytical reliability and reduce decision-making effectiveness. Consequently, organizations must establish robust data governance frameworks to ensure the accuracy and integrity of employee information. High-quality data enhances the credibility of analytical outputs and supports evidence-based management practices.

Another important discussion point concerns the role of analytical competencies among HR professionals. The literature indicates that technological systems alone cannot generate strategic value unless decision makers possess the ability to interpret and utilize analytical findings effectively. Therefore, organizations should invest in analytical skill development and data literacy initiatives among HR practitioners. Such investments strengthen the capacity to convert data into strategic insights and actionable recommendations.

The discussion also highlights the importance of leadership support in optimizing HR analytics initiatives. Executive commitment influences resource allocation, organizational priorities, and the integration of analytics into strategic planning processes. Without leadership endorsement, analytical initiatives may remain isolated within operational HR functions. Consequently, leadership engagement is essential for maximizing the strategic impact of HR analytics.

Furthermore, the findings demonstrate that HR analytics generates the greatest value when integrated directly with talent management objectives. Analytics should support recruitment, performance management, retention, succession

planning, and workforce development strategies in a coordinated manner. Such integration ensures that analytical insights contribute directly to organizational outcomes rather than remaining isolated data reports. Therefore, alignment between analytics and talent management strategies is a critical success factor.

Finally, the discussion confirms that organizations operating in increasingly competitive environments require data-driven approaches to human capital management. The optimization of HR analytics enhances organizational responsiveness, workforce agility, and strategic decision quality. In accordance with Resource-Based View theory, analytical capabilities function as strategic resources that contribute to long-term organizational performance. Therefore, organizations should continuously strengthen analytical infrastructures, competencies, and decision-making processes to fully realize the benefits of modern talent management.

CONCLUSION

The findings of this study demonstrate that the optimization of human resource analytics plays a crucial role in supporting strategic decision making within modern talent management practices. Through the systematic analysis of relevant literature, it was found that HR analytics contributes significantly to various talent management functions, including recruitment, performance management, employee retention, learning and development, succession planning, and workforce planning. The integration of analytical capabilities enables organizations to transform workforce data into valuable insights that improve decision quality, increase operational effectiveness, and strengthen alignment between human capital strategies and organizational objectives. Furthermore, the study confirms that HR analytics has evolved beyond a reporting function and has become an important strategic resource that supports evidence-based management and organizational competitiveness.

The study also concludes that the successful optimization of HR analytics depends on several interrelated factors, including data quality, technological infrastructure, analytical competencies, leadership support, and strategic alignment with talent management objectives. Organizations that effectively combine these elements are more likely to achieve sustainable competitive advantages through improved workforce management and strategic responsiveness. Therefore, organizations should continuously invest in analytical capabilities and data-driven decision-making processes to maximize the value of human capital and ensure long-term organizational success in increasingly dynamic business environments.

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