Human Resource Dynamics Journal
Vol. 1, Issue 1, 2026

Vol. 1, Issue 1, pp. 49-60, 2026

HR Analytics and Performance Management: Data-Driven Approaches to Talent Retention in Cameroon

Eric Fotso*^1

^1 Graduate, University of Buea
*Corresponding author: journals@isrnjournals.org

Abstract

HR analytics has turned into an effective strategic instrument to boost workforce arranging, performance management, representative engagement, and worker maintenance. Data-driven HRM can enhance the quality of HR decisions while enhancing employee experience in Cameroon where organizations operate in an evolving digital economy, changing job market expectations and locally embedded employment cultures. This article explores how HR analytics and performance management can aid in the retention of talent in Cameroon. The article is constructed as a desk-based systematic literature review based on literature from HR analytics, evidence-based management, strategic human resource management, performance management, employee turnover and African human resource practice. The review defines HR analytics as more than descriptive reporting and shows how it can be used to make predictive, diagnostic and prescriptive decisions to enhance talent retention, including decisions on turnover risk, employee performance trends, employee engagement, career development, reward equity, training needs, and leadership effectiveness. Its success, however, relies on data quality, HR capacity, ethical management, employee buy-in, leadership and adaptation to the Cameroonian institutional and cultural context. The article recommends that organizations be able to retain their staff by incorporating analytics into performance management systems, leveraging evidence to proactively detect potential retention issues, aligning job and learning opportunities to talent needs, and using people data responsibly. HR analytics should, therefore, be deployed as a human centred decision support system, not as a surveillance tool.

Key words: *HR analytics; performance management; talent retention; employee turnover; Cameroon; data-driven HRM*

PDF Download | Cite This | Share

Article History

Received: 19 June 2026 | Revised: 28 July 2026 | Accepted: 14 August 2026

1. Introduction

Retaining talent is a HR management issue as organizations now rely more than ever on skilled, committed and adaptable employees to maintain productivity, innovation, service quality and competitiveness. Given the digitalisation, mobility and mismatch of skills and employee expectations in today's labour markets, reactive replacement, seniority and intuition are not the only ways to manage retention. There is a need for organizations to have timely information about which employees are at risk for turnover, where retention

challenges are likely to arise, the impact of performance management systems on employee engagement and motivation, and which human resource management strategies foster employee retention. HR analytics addresses this need by turning workforce data into insights to inform evidence-based decisions around recruitment, performance management, engagement, career development, compensation, and retention (Angrave et al., 2016; Marler & Boudreau, 2017).

HR analytics, the systematic gathering, combination, analysis, and interpretation of workforce data to enhance human resource decision making and organizational results. It comprises of descriptive analytics that provide a summary of workforce trends, diagnostic analytics that explain patterns in performance or turnover, predictive analytics that estimate future risks, and prescriptive analytics that provide suggestions for targeted interventions. HR analytics in performance management can assist in recognizing patterns in productivity, absenteeism, attainment of objectives, skill development, manager effectiveness, employee engagement and fairness of rewards. These insights can be combined with retention decisions, allowing organizations to shift from one-size-fits-all retention strategies to more targeted, evidence-based retention strategies that are tailored to the needs of various employee segments (Huselid, 2018; Minbaeva, 2018).

This is a particularly relevant topic in the context of Cameroon. As the biggest economy of the Central African Economic and Monetary Community, Cameroon remains committed to create more employment, provide inclusive services, develop the private sector and digital transformation on its development path. The World Bank's Cameroon Country Partnership Framework for FY2025-2029 prioritizes more and better jobs, and effective service delivery institutions, while the 2024 Enterprise Survey offers a recent snapshot of the state of business conditions in the country (World Bank Group, 2025; World Bank Group, 2024). These priorities provide robust motivation to explore the possibilities of HR analytics in enhancing the performance of the workforce and retention in Cameroon.

The problem of talent retention in Cameroon is influenced by several dimensions such as compensation, career advancement, communication, work environment, performance management, training and development, supervision and management, and attitude towards fairness. The available Cameroon HRM studies show that integrated HRM practices are of great significance in the retention of staff when it comes to the integrated use of recruitment, communication, appraisal, training and career management practices throughout the workforce. Furthermore, research in work and employment in Cameroon indicates that the understanding and application of HRM practices are influenced by local cultural norms, relational obligations, institutional constraints, and ownership structures of organizations (Nyiawung et al., 2025; Tchankam et al., 2019).

For talent retention, performance management is a core component as it influences employees' decision to stay in an organization – based on the way their effort is acknowledged, goals are established, feedback is given, promotion is handled, and they feel they are being repaid fairly. In many ways, traditional systems of performance appraisal are outdated, subjective, done rarely, and not well aligned to employee development. Some of these weaknesses can be overcome through data-driven performance management, which integrates performance evidence, feedback data, learning records, engagement data, career aspirations, and turnover indicators into a more ongoing and developmental process (Aguinis, 2019; DeNisi & Murphy, 2017).

This paper discusses HR analytics and performance management as data-driven talent holding methods in Cameroon. It suggests that HR analytics is most valuable when integrated into strategic HRM and applied to better quality employee decisions. This article emphasizes the conceptual bases of HR analytics, the links between HR analytics and retention, the Cameroon-specific factors influencing the adoption of HR analytics, and the practical approaches organizations can use to ethically and effectively leverage people data (Boudreau & Ramstad, 2007; McCartney & Fu, 2022).

2. Literature Review

HR analytics is an evolution from the previous practices of workforce reporting, personnel metrics and human capital measurement. The first HR metrics were limited to administrative measures like hiring costs, cost per hire, absenteeism, training hours, salary expenditure and headcount. Today's HR analytics takes the leap and connects workforce data to business results, and also helps articulate the impact of people-related decisions on performance, employee experience and strategic execution. This transformation has moved HR out of the “back office” and into a strategic partner role that can present evidence of the capability of the organization and the value of its employees (Boudreau & Ramstad, 2007; Rasmussen & Ulrich, 2015).

There is a difference between HR metrics and HR analytics, according to the literature. HR metrics provides the "what" and HR analytics offers the "why," "what" and "what should be done. For instance, a high turnover rate might indicate that highly successful individuals, new hires, key technical workers, or individuals in certain management groups are leaving. This is important because retention decisions cannot be made without going beyond measurement to interpretation and intervention (Edwards & Edwards, 2019; Marler & Boudreau, 2017).

The importance of HR analytics is further illustrated by the concept of evidence-based management. It is an argument that managers should take decisions based on the best research evidence, the evidence from their own organization, their own expertise and the concerns of their stakeholders. Evidence-based practice in retention management stops assumptions like the notion that everyone that leaves does so because of pay, or that everyone that's still performing needs the same incentives. Rather, organisations look at real-life trends and develop strategies to address these trends with sound evidence. In Cameroon, this orientation is significant as organizations might encounter intricate retention concerns relating to skills, geographic mobility, family commitments, competition among industries, wage disparities between public and private sectors, and anticipated job security (Barends & Rousseau, 2018; McCartney & Fu, 2022).

Another important concept in literature is Analytics maturity. Typically, organizations evolve from basic reporting into descriptive dashboards, diagnostics and then to prediction and prescriptive decision support. In the early stages, the HR team may just report the number of employees and turnover. When more advanced, they can articulate why turnover tends to be more prevalent in certain positions, predict who and/or where they see greater risk for turnover, and suggest what steps can be taken to help retain them. This evolution demonstrates that HR analytics is not just one technology but a capability that evolves in four steps: data quality, analytical skills, governance and business integration (Hamilton & Sodeman, 2020; Minbaeva, 2018).

The theory of strategic HRM is the underpinning theory for connecting HR analytics with business performance. Strategic HRM suggests that human resource practices are useful in enhancing performance if they build the capacity, motivation, opportunity, commitment and alignment of employees to the goals of the organisation. HR analytics makes this process even more robust in that it can help to determine which HR practices correlate with desired outcomes, where there are gaps and which interventions yield measurable improvements. This orientation based on evidence is crucial for talent retention as it is dependent on the combined effect of recruitment, performance management, reward, development, leadership and organizational culture (Becker & Huselid, 2006; Jiang et al., 2012).

Performance management is one of the fundamental HR functions used by organizations for defining performance expectations, tracking individual performances, offering feedback, assessing inputs, recognizing growth areas, and driving rewards and career opportunities. Performance management has shifted from annual appraisal to ongoing feedback, coaching, goal setting and coaching conversations. This transition is important for retention as employees are more likely to stay when the performance system is

seen as fair, developmental, transparent, and linked to career advancement (Aguinis, 2019; Pulakos et al., 2015).

Psychological and social exchange approaches also account for the relationship between performance management and retention. Staff assess if the organisation values their contribution and supports their development. If the appraisal systems are considered to be unfair, inconsistent, or punitive, employees can become unsatisfied and withdrawn. Performance management can help to increase commitment and reduce turnover intentions when it offers clarity of objectives, meaningful feedback, recognition and opportunities for growth. Data-driven performance management can help with this process by identifying gaps in fairness, feedback, stagnation and risk patterns before employees leave (Allen et al., 2010; Hom et al., 2017).

There are different reasons why employees stay in the company according to the literature. Some remain due to job satisfaction, job opportunity, supportive manager, meaningful work, fair reward, organizational commitment, embeddedness and limited alternatives. Others depart due to the absence of good leaders, burnout, inadequate salary, lack of promotion opportunities, lack of recognition, or lack of fairness. Retention strategies are therefore more effective if targeted and not generic. HR analytics helps to target retention by segmenting employees based on performance level, tenure, role criticality, engagement, career stage and turnover risk (Hausknecht et al., 2009; Kyndt et al., 2009).

Adoption capability is also a topic of importance in the people analytics literature. But the mere fact that organizations gather data or purchase software does not mean that they derive benefits from analytics. The data infrastructure, analytical abilities, HR-business partnership, management sponsorship, legal requirements, data governance and turning insights into action are essential elements in the effective adoption of the data. Workforce analytics adoption studies indicate that organizations often face the issues of scattered data, limited analytical capabilities, lack of ownership, poor change management, and lack of trust in the results of workforce analytics (Fernandez & Gallardo-Gallardo, 2021; Tursunbayeva et al., 2018).

Ethics is a key topic in HR analytics as people data may impact a job opportunity, promotion, surveillance, privacy, and organizational trust. Algorithmic tools can perpetuate bias, if trained on historical data that show unequal practices. Models for predictive attrition can also create stigma for employees when managers interpret risk scores as a sign of disloyalty, and not a signal for support. Thus, the use of HR analytics demands transparency, data minimization, fairness audits, human oversight, consent if applicable, and limits on data usage (Giermindl et al., 2022; Tambe et al., 2019).

It is necessary to make careful interpretation of the HRM context in Cameroon because HR practices are embedded in the local institutional, cultural and economic context. Research on HRM in Cameroon reveals that formal systems of structure and organization shape employment practices, as do endogenous characteristics including the community obligations, hierarchy, informality, authority, and relational networks. These contextual factors have an impact on the interpretation of performance feedback, data use, communication, promotion and retention incentives by employing staff members and managers (Nyiawung et al., 2025; Tchankam et al., 2019).

The feasibility of HR analytics in Cameroon is also influenced by the digital transformation. Digital tools enable electronic HR records, workforce dashboards, learning platforms, payroll integration, employee surveys, and performance tracking. But the adoption of digitization relies on infrastructure, skills, cyber security, data quality, readiness of the organisations, and leadership commitment. The current digital transformation journey and growing enterprise data landscape in Cameroon point to an increasing viability of HR analytics, which will differ based on sector, company size, ownership, and geography (DataReportal, 2026; World Bank Group, 2025).

3. Methodology

The review of literature used in this article is a desk based systematic literature review. The review combines academic and policy sources relating to HR analytics, Performance Management, talent retention, employee turnover, strategic HRM, evidence based management, digital HRM and HR practice in Cameroon. This article aimed to build a conceptual and practical appreciation of the role of data-driven HR practices in talent retention in the Cameroonian context, which justified the use of a review design. The article does not provide primary survey or interview data, and the results should be interpreted as a synthesis of existing knowledge, but not as original empirical results (Snyder, 2019; Tranfield et al., 2003).

Four inclusion criteria were used to guide the review. First, sources had to be related to HR analytics, people analytics, workforce analytics, performance management, employee retention, employee turnover, talent management, strategic HRM or Cameroon-specific HRM and labour market conditions. Second, preference was given to peer-reviewed journal articles, academic books and credible institutional reports. Third, recent literature from 2017 to 2026 was highlighted and older foundational literature was used where it was found to have established theoretical underpinning. Fourth, sources were included if they provided clear implications for HR decision-making, retention strategy, performance systems, data governance or organizational capability (Marler & Boudreau, 2017; Tursunbayeva et al., 2018).

The literature was arranged in thematic order. The first theme was on meaning and evolution of HR analytics. The second looked at performance management as a retention tool. The third one was about talent retention drivers and turnover risk. The fourth one focused on challenges to HR analytics adoption, such as data quality, HR capabilities, ethics and leadership. The fifth focused on institutional and cultural conditions in Cameroon. Thematic synthesis facilitated the comparison of the findings in this study with the evidence in the literature on HR analytics from around the world and from the context of Cameroon and sub-Saharan Africa (McCartney & Fu, 2022; Nyiawung et al., 2025).

The review process took the form of a logical analysis and not a complete meta-analysis. Conceptual papers, systematic reviews, empirical papers, books and institutional reports were present in the literature and were not pooled because of the different designs and measures. These were instead identified in the review as recurring patterns, areas of agreement, gaps of context and practice implications. It is appropriate for management and HRM issues where evidence is multi-disciplinary and to create a practice-oriented framework for organizations (Snyder, 2019; Tranfield et al., 2003).

Limits of the methodology. The article relies on secondary literature, and the retention trends in the various sectors of the economy, including banking, telecoms, education, health, public administration, manufacturing, and small businesses, are not necessarily captured. It also doesn't evaluate an HR analytics model against organizational data. Empirical studies should gather primary data from the Cameroonian organizations to critically investigate the link between HR analytics maturity, performance management quality, employee engagement, and turnover intention and actual retention results according to World Bank Group (2025) and Tchankam et al. (2019).

4. Findings and Discussion

The review finds that HR analytics can help on the talent retention side by enhancing the visibility of workforce risks. While HR reporting can tell you your turnover numbers after employees have walked out the door, HR analytics can help you identify indicators earlier. Decreased engagement scores, absenteeism rates, lack of feedback from managers, lack of promotion opportunities, lack of training participation, lack of productivity, lack of internal mobility, and salary inequity are just some of the indicators that may alert to a risk of turnover. Early identification of potential retention risks is all the more important in countries like Cameroon, where skilled labour replacement can be expensive, and where some technical and managerial skills are challenging to find (Hom et al., 2017 and World Bank Group, 2024).

Another benefit of HR analytics is that it enhances performance management by making evidence of performance more continuous and multidimensional. Organizations can review goal achievement, customer perceptions, team results, training completion, attendance, project complete, behavioural skills, and manager-employee interaction. This expanded evidence base can enhance the performance conversation and minimize reliance on subjective judgment. But, as stated, analytics must not override management judgment, as performance is still in part context-specific, relationship-specific, and qualitative (Aguinis, 2019; DeNisi & Murphy, 2017).

When performance management is based on data, it can help keep employees from leaving if it detects that they are performing well but their engagement or career satisfaction is dropping. To some degree, the stronger external opportunities that high performers have, the more mobile they tend to be. Some organizations only measure the poor performance and end up missing out on the high-performing employees who are quietly disengaging. HR analytics can be used to detect such employees and direct targeted interventions, as stretch roles, mentoring, feedback review, etc. or leadership exposure, or internal mobility (Hausknecht et al., 2009; McCartney & Fu, 2022).

The review also indicates that HR analytics can help to reinforce equity in performance and compensation. One of the reasons for turnover in many organizations is perceptions of unfair appraisal, unequal promotion, and inconsistent reward decisions. By analyzing systematic differences in performance ratings across departments, managers, genders, ages, years of experience, geography, and job type, it could be possible to determine if there are any differences. It can also be used to help organizations detect pay compression, pay inequity, and promotion stagnation. In Cameroon where employment culture may be relational or hierarchical, transparent analytics can be used responsibly to enhance the procedural fairness of employment decisions (Bishu & Alkadry, 2017; Nyiawung et al., 2025).

Retention pathways of learning and career development became important. Workers are more inclined to stay if they believe they have a future with the organization. HR analytics can link performance data to skills inventories, training records, career aspirations, succession plans and labour market needs. This allows companies to be aware of any skill gaps that need to be addressed and to develop pathways for growth, thereby preventing their staff from getting frustrated and leaving. Such analytics is particularly relevant in Cameroon, where human capital development and employability are key to the country's development and competitiveness (Minbaeva, 2018; World Bank Group, 2024).

Another key aspect of retention is manager quality. People tend to quit their managers, not their jobs, particularly when managers are unhelpful, inconsistent, unfair or inexplicable. HR analytics can help you find teams that have a high turnover rate, low employee engagement scores, poor performance ratings, signs of conflict, or recurring grievances. These signals can be used to inform leadership growth, coaching, workload assessments, and manager accountability. But, punitive use of analytics is not the desired outcome, rather it is to enhance management systems and support for employees (Allen et al., 2010; Pulakos et al., 2015).

Employee engagement analytics is closely related to retention. Pulse, engagement, exit, stay and internal communication data can provide organisations with insight into their employee experience of workload, leadership, culture, recognition, psychological safety and career. In Cameroon, you need to be sensitive to language, hierarchy, trust and workplace communication norms when interpreting engagement data. Employees may be hesitant to give honest feedback if they think that confidentiality is not respected or if they feel like they might be targeted for their feedback (Giermindl et al., 2022; Tchankam et al., 2019).

While predictive attrition models can aid retention, they need to be applied with care. These models predict the likelihood that an employee will be leaving, based on past trends and indicators. They can aid HR teams with prioritization of interventions, but can also pose ethical dilemmas for managers to name workers as

disloyal or exclude them from opportunities. Predictive analytics should therefore be thought of as a risk support tool and not a definitive statement on employee behavior. Human oversight, transparency and fairness checks are crucial (Kellogg et al., 2020; Tambe et al., 2019).

HR analytics in Cameroon has its advantages and disadvantages. It may be easier for larger organizations, banks, telecommunications companies, multinational companies, and public institutions that have a digital HR system to utilize analytics than the small companies with scattered records. Meanwhile, smaller companies might be looking for analytics like turnover dashboards, absenteeism tracking, training impact records and employee feedback tracking. HR analytics doesn't have to be a sophisticated use of artificial intelligence; it can be as simple as strong data, clear questions and actionable decision-making (Edwards & Edwards, 2019; World Bank Group, 2025).

Data quality continues to be a key challenge. A lot of organizations gather HR data for payroll or administration, but don't have consolidated data on performance, learning, engagement, career growth, grievance, and turnover motives. Partial data can lead to inaccurate conclusions. A turnover model might for instance wrongly ascribe turnover to pay if it does not consider manager quality, workload, career stagnation, and commuting conditions. Data governance, standard definitions, accurate data records, and the synergy of HR, finance, operations, and information technology teams are thus essential for reliable analytics (Angrave et al., 2016 and Fernandez & Gallardo-Gallardo, 2021).

Analytical skills are also important. HR professionals must have the ability to interpret data, measure, design research, visualize, have ethical and strategic communication skills. Not everyone needs to be a data scientist, but there is a need for them to be able to ask powerful questions about the workforce and its work, to understand trends, raise questions about poor conclusions, and translate insights into interventions. When HR dashboards are created without any decisions or when technical HR analysis is not linked to employee experience and business strategies (Huselid, 2018; Levenson & Fink, 2017), HR analytics is failing.

Whether or not analytics has an impact on retention is dependent on leadership commitment. Managers need to be ready to use evidence to enhance supervision, reward and feedback, development and workload design. When leaders do not pay attention to the findings of analytics, employees could come to see data collection as symbolic or manipulative. However, where leaders take action based on insights, and communicate decisions and policy changes, analytics can build trust and retention. In Cameroon, in particular, it is very important, because the culture in the organization may be quite hierarchical, relationship-based and have clear leadership commitment (Nyiawung et al., 2025; Rasmussen & Ulrich, 2015).

Another conclusion is that having both quantitative indicators and qualitative insight in retention analytics is most powerful. Numbers can indicate where the issue is, but they can't necessarily reveal the lived-out reality of the pattern. Organizations can gain meaning from the why behind their employees staying and going through exit interviews, stay interviews, focus groups, employee voice platforms and manager discussions. Qualitative insight is especially relevant in Cameroon where aspects of respect and recognition, the sense of community obligation, communication style and relational fairness may have great meaning for the employees and not be well reflected in the numbers of the dashboards (Snyder, 2019; Tchankam et al., 2019).

HR data can also help to segment employees. Some employees are more valuable, have a higher risk of turnover, higher career aspirations, or different requirements for growth than others. Business entities can categorize employees according to job importance, skill shortage, productivity, leadership ability, career phase, contract duration, geographic and seniority. That is not to say that some workers should be treated unfairly; it's to say that retention measures should be commensurate with the needs of the workforce. For instance, employees in the early phases of their careers might need mentoring and career clarity, and

experienced technical employees might need autonomy, recognition and advanced development opportunities (Hausknecht et al., 2009; Kyndt et al., 2009).

The review also shows that analytics can enhance succession planning and continuity of leadership. Talent retention is not just about preventing somebody from leaving; it's about making sure that the organizations have people capable of filling roles in the future. Organizations can link performance records, competency assessments, learning histories, mobility preferences and potential for leadership data to identify internal candidates for promotion and minimize reliance on outside hiring. This is crucial for the organizations in Cameroon that want to develop managerial skills in the local population and limit the replacement of experienced staff (Becker & Huselid, 2006; Boudreau & Ramstad, 2007).

An important issue is also that of analytics and employee wellbeing. Turnover risk is frequently linked to workload pressure, burnout, psychological safety, expectations, or lack of support by managers. HR Analytics can be used to track the departments where absenteeism is increasing, engagement is dropping, overtime issues are becoming more common, or grievances are frequent. Supportive responses should be made in response to these indicators and not disciplinary action. The use of analytics to enhance the quality of work is an additional way to increase retention, beyond protecting organizational productivity (Giermindl et al., 2022; Pulakos et al., 2015).

The review also suggests that HR analytics should be incorporated into a retention model. This involves integrating workforce, recruiting quality, onboarding, performance, learning, reward, engagement, internal mobility, succession planning and exit analysis in one system. Stand-alone analytics projects have little impact if they're not linked to HR decisions. For instance, the turnover predictions are insufficient if an organization does not have retention measures in place which target the reasons for the turnover (Boudreau & Ramstad, 2007; Marler & Boudreau, 2017).

Staged roadmap for implementation. In the initial phase, organizations can assess HR data and establish standardized metrics for turnover, performance, engagement, learning, promotion and absenteeism. In the second phase, they should create dashboards to enable managers to see what's happening in the workforce. At the third stage they should to perform diagnostic analysis with the aim of identifying the causes of retention risks. The fourth phase can involve implementing predictive models for jobs that are expensive or significant to the business. Finally, data and insights should be part of the governance processes, management meetings, workforce planning, and performance review cycles, and drive action (Hamilton & Sodeman, 2020; Rasmussen & Ulrich, 2015).

The variations between sectors should also be taken into account. Talent retention is not the same for banks, telecommunications companies, hospital, schools, government, manufacturing companies or small businesses. Financial services, for instance, might be preoccupied with compliance, sales effectiveness and customer-facing talent, whereas hospitals could be concerned with staffing gaps, continuity of care, and professional burnout. Promotion rules, pay structures and bureaucratic procedures may be different across public institutions. This implies that HR analytics should focus on issues of retention in specific industries, and not as some off-the-shelf dashboard package (Aguinis, 2019; World Bank Group, 2025).

One of the main attributes of a Cameroon centric HR analytics model should be the mix of global HR analytics and local realities. While formal measures like pay, tenure, performance, training, promotion, and absenteeism are important, organizations should also take into account contextual factors like family, regional mobility, language, manager-employee relationship, public-private sector differences, and organizational fairness. This contextualization helps to avoid misinterpretations of local patterns by imported analytics models (Nyiawung et al., 2025; Tchankam et al., 2019).

The condition of employee trust is a determining condition. HR analytics requires highly personal information, and staff is more willing to support it when they're aware of the purpose, extent, and advantages

of data use. The use of analytics to positively influence employee experience, development, fairness and wellbeing contributes to trust. You lose trust when analytics is primarily for monitoring, punishing, or saving money. It is therefore advisable for organisations in Cameroon to put in place proper data protection policies, inform employees about the data analytics use, limit access to the sensitive data, and use the data analytics information to help the employees (Giermindl et al., 2022; Tambe et al., 2019).

The results indicate that HR analytics can help to reinforce the retention of human talent in Cameroon in five implementable ways. Firstly, it can detect turnover risks earlier. Second, it enhances fairness and transparency of performance management. Third, it connects learning and career advancement to employee aspirations and organization needs. Fourth, it improves the accountability of managers. Finally, it aids in making strategic HR decisions that are in line with the people, performance and organizational goals. These mechanisms render HR analytics a realistic option for organizations looking to minimize the occurrence of avoidable turnover and to stabilize their workforce (Allen et al., 2010; McCartney & Fu, 2022).

5. Conclusion and Recommendations

HR analytics and performance management presents valuable opportunities to enhance Cameroon's talent retention. The review reveals that relying solely on reactive retention strategies, informal judgement, or annual appraisal systems for limited insight into employee experiences is no longer sufficient. With data-driven HRM, companies can pinpoint retention issues, analyze employee performance trends, gain insights into engagement patterns, enhance reward fairness, facilitate career growth and development, and hold managers accountable for their results. But the value of analytics only matters when it's related to informed decision making, moral management, and context-aware HR management.

The article concludes that human resource analytics should be used as a human-centred decision-support system, not as a surveillance tool. It should be designed to enhance employment relationships, increase fairness, facilitate employee performance development and help retain key staff. In Cameroon, this involves adapting to the local labour market environment, to organisations, countries, languages, and employee trust issues. Models in the field of analytics should not be mechanically imported without taking into account the local meaning of performance, loyalty, hierarchy, career advancement and workplace communication.

A number of recommendations emerge from the review. Firstly, companies in Cameroon should start with simple yet effective HR data before delving into predictive analytics. With accurate turnover, absenteeism, performance, training, promotion, compensation, engagement and exit reason data, more advanced analytics can be applied. Secondly, HR teams should use analytics in service of specific business and workforce questions, including: What is driving high performers to leave? What are the retention risks of different teams? What training programmes are effective for boost performance? Are appraisal outcomes fair?

Third, it's time to redesign performance management systems to enable ongoing feedback, development planning, and clear goal alignment. If the appraisal is perceived more as developmental than an adjudication, retention is improved. Fourthly, organisations should be leveraging analytics to pinpoint signs of stagnation and develop internal career mobility opportunities, particularly for high-potential talent and key skill clusters. Fifth, managers need to be measured on people metrics like engagement, development, fairness and team retention.

Sixth, organizations need to develop HR analytics capacity by providing their people with training on data interpretation, measurement, visualization, evidence-based decision making and ethics. HR professionals need to be able to interpret data into action. Seventh, organizations need to create ethical guidelines for people data, such as confidentiality, limited access, bias checks, transparency, and human oversight. Lastly, further research should be done to assess empirically the impact of HR analytics maturity in Cameroonian companies on performance management quality, turnover intention, employee engagement and actual

retention. These studies would contribute to a better understanding of the context and help evidence-based HRM development in Cameroon.

References

Aguinis, H. (2019). *Performance management* (4th ed.). Chicago Business Press.

Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. *Academy of Management Perspectives, 24*(2), 48-64. https://doi.org/10.5465/amp.24.2.48

Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M., & Stuart, M. (2016). HR and analytics: Why HR is set to fail the big data challenge. *Human Resource Management Journal, 26*(1), 1-11. https://doi.org/10.1111/1748-8583.12090

Barends, E., & Rousseau, D. M. (2018). *Evidence-based management: How to use evidence to make better organizational decisions*. Kogan Page.

Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: Where do we go from here? *Journal of Management, 32*(6), 898-925. https://doi.org/10.1177/0149206306293668

Bishu, S. G., & Alkadry, M. G. (2017). A systematic review of the gender pay gap and factors that predict it. *Administration & Society, 49*(1), 65-104. https://doi.org/10.1177/0095399716636928

Boudreau, J. W., & Ramstad, P. M. (2007). *Beyond HR: The new science of human capital*. Harvard Business School Press.

DataReportal. (2026). *Digital 2026: Cameroon*. DataReportal.

DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology, 102*(3), 421-433. https://doi.org/10.1037/apl0000085

Edwards, M. R., & Edwards, K. (2019). *Predictive HR analytics: Mastering the HR metric* (2nd ed.). Kogan Page.

Fernandez, V., & Gallardo-Gallardo, E. (2021). Tackling the HR digitalization challenge: Key factors and barriers to HR analytics adoption. *Competitiveness Review, 31*(1), 162-187. https://doi.org/10.1108/CR-12-2019-0163

Giermindl, L. M., Strich, F., Christ, O., Leicht-Deobald, U., & Redzepi, A. (2022). The dark sides of people analytics: Reviewing the perils for organizations and employees. *European Journal of Information Systems, 31*(3), 410-435. https://doi.org/10.1080/0960085X.2021.1927213

Hamilton, R. H., & Sodeman, W. A. (2020). The questions we ask: Opportunities and challenges for using big data analytics to strategically manage human capital resources. *Business Horizons, 63*(1), 85-95. https://doi.org/10.1016/j.bushor.2019.10.001

Hausknecht, J. P., Rodda, J., & Howard, M. J. (2009). Targeted employee retention: Performance-based and job-related differences in reported reasons for staying. *Human Resource Management, 48*(2), 269-288. https://doi.org/10.1002/hrm.20279

Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of employee turnover theory and research. *Journal of Applied Psychology, 102*(3), 530-545. https://doi.org/10.1037/apl0000103

Huselid, M. A. (2018). The science and practice of workforce analytics: Introduction to the HRM special issue. *Human Resource Management, 57*(3), 679-684. https://doi.org/10.1002/hrm.21916

Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal, 55*(6), 1264-1294. https://doi.org/10.5465/amj.2011.0088

Kellogg, K. C., Valentine, M. A., & Christin, A. (2020). Algorithms at work: The new contested terrain of control. *Academy of Management Annals, 14*(1), 366-410. https://doi.org/10.5465/annals.2018.0174

Kyndt, E., Dochy, F., Michielsen, M., & Moeyaert, B. (2009). Employee retention: Organisational and personal perspectives. *Vocations and Learning, 2*(3), 195-215. https://doi.org/10.1007/s12186-009-9024-7

Lee, J. Y., & Lee, Y. (2024). Integrative literature review on people analytics and implications from the perspective of human resource development. *Human Resource Development Review, 23*(1), 1-30. https://doi.org/10.1177/15344843231217181

Levenson, A., & Fink, A. (2017). Human capital analytics: Too much data and analysis, not enough models and business insights. *Journal of Organizational Effectiveness: People and Performance, 4*(2), 145-156. https://doi.org/10.1108/JOEPP-03-2017-0029

Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR analytics. *The International Journal of Human Resource Management, 28*(1), 3-26. https://doi.org/10.1080/09585192.2016.1244699

McCartney, S., & Fu, N. (2022). Bridging the gap: Why, how and when HR analytics can impact organizational performance. *Management Decision, 60*(13), 25-47. https://doi.org/10.1108/MD-12-2020-1581

Minbaeva, D. (2018). Building credible human capital analytics for organizational competitive advantage. *Human Resource Management, 57*(3), 701-713. https://doi.org/10.1002/hrm.21848

Nyiawung, J., Smith-Auchmuty, A., & Piabuo, S. M. (2025). Work and employment practices in an intriguing Sub-Saharan context: Unpacking salient endogenous traits. *Journal of Management Inquiry, 34*(2), 164-178.

Peeters, T., Paauwe, J., & Van De Voorde, K. (2020). People analytics effectiveness: Developing a framework. *Journal of Organizational Effectiveness: People and Performance, 7*(2), 203-219. https://doi.org/10.1108/JOEPP-04-2020-0071

Pulakos, E. D., Hanson, R. M., Arad, S., & Moye, N. (2015). Performance management can be fixed: An on-the-job experiential learning approach for complex behavior change. *Industrial and Organizational Psychology, 8*(1), 51-76. https://doi.org/10.1017/iop.2014.2

Rasmussen, T., & Ulrich, D. (2015). Learning from practice: How HR analytics avoids being a management fad. *Organizational Dynamics, 44*(3), 236-242. https://doi.org/10.1016/j.orgdyn.2015.05.008

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research, 104*, 333-339. https://doi.org/10.1016/j.jbusres.2019.07.039

Tambe, P., Cappelli, P., & Yakubovich, V. (2019). Artificial intelligence in human resources management: Challenges and a path forward. *California Management Review, 61*(4), 15-42. https://doi.org/10.1177/0008125619867910

Tchankam, J. P., Estay, C., & Breed, A. (2019). Facing the challenge of staff retention in financial institutions in Cameroon: The importance of human resource management practices' degree of integration. *Journal of Asian and African Social Science and Humanities, 5*(3), 1-16.

Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management, 14*(3), 207-222. https://doi.org/10.1111/1467-8551.00375

Tursunbayeva, A., Di Lauro, S., & Pagliari, C. (2018). People analytics: A scoping review of conceptual boundaries and value propositions. *International Journal of Information Management, 43*, 224-247. https://doi.org/10.1016/j.ijinfomgt.2018.08.002

World Bank Group. (2024). *Cameroon - Country partnership framework for the period FY2025-FY2029*. World Bank Group.

World Bank Group. (2025). *Cameroon - World Bank Enterprise Survey 2024*. World Bank Group.