

## Leadership practices and the role of Human Resource Analytics in supporting overall performance for employees in a rapidly changing private sector environment within Lebanon.

ممارسات القيادة ودور تحليلات الموارد البشرية في دعم الأداء العام للعاملين في بيئة القطاع الخاص سريعة التغيير في لبنان

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### Abstract

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This paper investigates the discrimination and the perception of Human Resource Analytics (HRA) in the private sector in Lebanon and the overall impact on work engagement sustains performance conditioning in the influence of support of leadership. Though research on HRA has focused mainly on its quantitative aspects such as predictive modeling, retention forecasting, and performance optimization, the attention to employee stories is still scanty, especially in fragile economies, in which resilience of the organization is based on trust and relational capital as much as technical efficiency. Following a qualitative, hermeneutic design, information was obtained via semi structured interviews with staff in varying industries, such as banking, education, and IT. The findings suggest that employees viewed HRA as both empowering and invasive HR process that is dependent on the communication and enactment of the policies, engagement being significantly associated with perceptions of fairness, transparency and recognition built upon analytics-enabled practices, and that leadership prime support for HRA was instrumental in shaping it as a developmental rather than punitive approach that influenced the impact on the sustained outcome of performance. The study extends the Resource-Based View, Job Demands–Resources model, and Social Exchange Theory by emphasizing

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the relational and contextual contingencies of the consequences of HRA in weak economies. From a practical perspective, the findings of the study call for HR managers and leaders to incorporate the analytical and engagement-based and culture-sensitive leadership practices that can

sustain overall performance in fast-changing environment like Lebanon.

**Keywords:** Engagement, fragile economies, Human Resource Analytics, leadership support, Lebanon, organizational resilience, qualitative study, social exchange theory, sustained performance, work engagement

### الملخص

ويرتبط مستوى المشاركة ارتباطاً وثيقاً بمفاهيم العدالة والشفافية والتقدير المبنية على ممارسات مدعومة بالتحليلات، كما أنّ الدعم القيادي الأساسي لتقييم الموارد البشرية كان له دورٌ حاسم في تشكيله كنهجٍ تنموي لا عقابي، مما أثر على استدامة الأداء، وتوسّع هذه الدراسة منظور الموارد، ونموذج متطلبات العمل والموارد، ونظرية التبادل الاجتماعي، من خلال التركيز على الظروف العلائقية والسياقية لنتائج تقييم الموارد البشرية في الاقتصادات الضعيفة. ومن منظور عملي، تدعو نتائج الدراسة لمديري وقادة الموارد البشرية إلى تبني ممارسات قيادية تحليلية وقائمة على المشاركة ومراعية للثقافة، قادرة على دعم الأداء العام في بيئة سريعة التغير كلبنان.

**الكلمات المفتاحية:** المشاركة، الاقتصادات الضعيفة، تحليلات الموارد البشرية، دعم القيادة، لبنان، المرونة التنظيمية، دراسة نوعية، نظرية التبادل الاجتماعي، الأداء المستدام، المشاركة في العمل.

تبحث هذه الورقة في التمييز وتصور تحليلات الموارد البشرية في القطاع الخاص في لبنان، وتأثيرها الشامل على استدامة الأداء الوظيفي، مع التركيز على دعم القيادة. على الرغم من أنّ البحوث المتعلقة بتحليلات الموارد البشرية ركزت بشكل أساسي على جوانبها الكمية، مثل النمذجة التنبؤية، والتنبؤ بالاحتفاظ بالموظفين، وتحسين الأداء، إلا أنّ الاهتمام بتجارب الموظفين لا يزال ضئيلاً، لا سيما في الاقتصادات الهشة، إذ تعتمد مرونة المنظمة على الثقة ورأس المال العلائقي بقدر اعتمادها على الكفاءة التقنية. وباتباع منهجية نوعية تأويلية، جُمعت المعلومات من خلال مقابلات شبه منظمة مع موظفين في قطاعات متنوعة، مثل القطاع المصرفي والتعليم وتكنولوجيا المعلومات. تشير النتائج إلى أنّ الموظفين ينظرون إلى تقييم الموارد البشرية كعملية تمكينية وتدخلية في آنٍ واحد، تعتمد على التواصل الفعال وتطبيق السياسات.

## 1-Introduction

The adoption of Human Resource Analytics (HRA) into the organizational domain has changed the business of managing people, leading to insights driven by data that can make the entire idea of managing workforce more closely aligned with strategic goals (Clardy, 2021; Thakur et al., 2024). Although much research has focused on quantitative performance outcomes such as predictive performance and retention forecasting (Osta, 2025; Shet et al., 2021), relatively little is known about how employees view or understand the role of analytics in their working lives. These are even more important in unstable economies since the survival of the organization is not only based on technical effectiveness but also on the development of trust, involvement, and leadership endorsement (Fahed-Sreih & Pistrui, 2012; Makhoul, 2025).

Previous studies have pointed out the mediating role of work engagement, represented by vigor, dedication, and absorption, in connecting HR systems to sustainable performance results (Albrecht et al., 2015; Yang, 2025). Nevertheless, engagement cannot be born in a vacuum and is shaped by several contextual variables, such as leadership views and support, workplace culture, and

perceived fairness (Paek et al., 2015; Jurek & Besta, 2019). In a country with economic fluctuations such as Lebanon, through leadership, it is even more essential to adopt the right approach to guide employees to perceive HR measures, such as analytics, as developmental rather than punishment (Shatila & Alozian, 2019; Maalouf et al., 2023).

Despite the increasing theoretical attention to the aforementioned dynamics, there is scarce qualitative evidence from fragile economies. The vast majority of studies have been conducted in survey format and produced helpful but partial descriptions of how the interplay among analytics, engagement, and LEADERSHIP SUPPORT works in contexts characterized by crisis and uncertainty (Dirani, 2006; Kramar, 2014). By adopting a qualitative perspective, more fully exploring the narratives of employees, the lived experiences, and more subtle perceptions that influence the extent to which HR practices are effective in these kinds of contexts can be achieved.

## 1) Research Questions:

Does leadership support moderate the relationship between Human Resource Analytics and sustained employee performance?

## 2) Importance of research:

This article seeks to examine how employees working in the private sector in Lebanon perceive the role of HRA in their daily jobs, how these perceptions might influence their engagement, and how leadership support shapes the conversion of analytics into sustained performance. By focusing on the voices of employees, we offer an alternative perspective to existing statistical results, thereby fostering a deeper understanding of HRM in the current economic climate.

## 3) Research hypothesis

1. Null Hypothesis (H0): There is no statistically significant relationship between the role of supportive leadership as a moderating variable and the relationship between human resource analysis and sustained employee performance.
2. Main Alternative Hypothesis (H1): There is a statistically significant relationship between the role of supportive leadership as a moderating variable and the relationship between human resource analysis and sustained employee performance.
3. Supporting Sub-Hypotheses (Recommended for Academic Papers)

**H1a:** There is a statistically significant relationship between human resource analysis and sustained employee performance.

**H1b:** There is a statistically significant relationship between supportive leadership and sustained employee performance.

**H1c (Modifying Hypothesis):** Supportive leadership modifies the relationship between human resource analysis and sustained employee performance, with the strength of this relationship increasing as the level of supportive leadership increases.

## 4) General Research Objective

This research aims to study the impact of human resource analysis (HRA) on employee sustainability and to demonstrate the moderating role of supportive leadership in strengthening or weakening this relationship.

- a. Second: Specific (Detailed) Objectives
- b. To analyze the level of HRA implementation in the organizations under study.
- c. To measure the level of employee sustainability in terms of continuity, efficiency, and job commitment.
- d. To determine the level of supportive leadership practice within the organizations under study.

- e. To test the direct relationship between HRA and employee sustainability.
  - f. To study the direct relationship between supportive leadership and employee sustainability.
  - g. To test the moderating role of supportive leadership in the relationship between HRA and employee sustainability.
  - h. To provide practical recommendations to decision-makers to enhance sustainability through the application of HRA and supportive leadership.
  - i. Third: Advanced Sub-Objectives (Optional – for strong academic theses)
  - j. To verify the possibility of improving the accuracy of administrative decisions through the use of HRA.
  - k. To explore the role of supportive leadership in maximizing the benefits of analysis outputs within organizations.
  - l. To develop a conceptual model linking the three variables (HRA, supportive leadership, and sustainable performance).
- administrative arm that supports the operational side to a strategic player in designing long-term organizational outcomes. Using data, stereotyped organizations can link talent management to performance goals, predict the trends of the labor market, as well as craft customized interventions (Clardy, 2021; Thakur et al., 2024). Although such advances have been widely researched in the developed world, their utility within fragile geographies has been less well studied, particularly in areas where the scarce nature of resources and the volatility of institutions serve to limit the adaptive capacity of an organization (Fahed-Sreih & Pistru, 2012).
- SFTs of SHRM suggest that employees' long-term performance stems from a combination of technical rationality and the accumulation of relational and psychological resources, marking another key difference between models: the predictions regarding the relationship between SHRM and organizational performance. According to the Resource-Based View (RBV) of firms, HRA can be a source of sustained competitive advantage when it is firmly rooted in organizational culture, and the Job Demands–Resources (JD-R) model underlines that analytics are an informational resource that can

## Literature Review

Human Resource Analytics (HRA), which has recently emerged, has transformed HR from a typical

an informational resource that can

help stimulate motivational processes mediated, for example, using work engagement (Albrecht et al., 2015; Paek et al., 2015). Inspiration, such as vigor, dedication, and absorption, has also been consistently related to robust and innovative performance, particularly within a work environment grounded in such organizational systems that cultivate justice and trust (Jurek & Besta, 2019; Yang, 2025).

However, the results of commitment are not divorced from their context. The support from the leadership is important in shaping employees' perceptions of HR practices, in particular in turbulent conditions. Leaders can influence whether analytics are perceived as a developmental lever or a surveillance instrument, contributing to employee willingness to engage in sustained discretionary effort (Shatila & Alozian, 2019; Maalouf et al, 2023). In a context like Lebanon, where social and economic crises delegitimize institutions, the legitimacy of the leadership is key to the issue of HR innovation's credibility and equity (Makhlouf, 2025).

Cyndi Banks and Volk (2016) noted that while there has been substantial interest in HRA, most of the research has taken the form of quantitative, survey-based research that offers little insight into the experiences of

employees. Qualitative research is suggested as a means to fill this void by telling stories that illuminate the cultural, relational, and emotional aspects of HR. Understanding how employees perceive analytics and how this perception might influence engagement can contribute to a richer theoretical integration between RBV, JD-R, and social exchange perspectives by informing leadership support conditions.

Given these concerns, this paper uses a qualitative research method to investigate how HRA is experienced among individuals working in the private sector in Lebanon and its impact on engagement and performance. Through an emphasis on the voice of employees, the study adds context-specific content to the still-growing evidence base. It fills a gap concerning the scarcity of data from weak economies within HR analytics research.

## Methodology

In this study, a qualitative approach was used to investigate how Human Resource Employees in the Lebanese private sector perceive the role of Human Resource Analytics (HRA) in modifying their work experiences, engagement, and sustained performance in a brittle economic

environment. A phenomenological approach was taken because this approach captures the lived experiences, in this case perceptions, of employees of analytics-driven HR practices in a way that is far richer than survey research alone. A purposive sampling method was used to select participants to make the sample contextually and subjectively relevant. The individuals were employed full-time (N = 20) and represented a variety of professional settings, such as banking, education, IT, retail, and health care. At least one year of service in the present organization and some exposure to HR practices or policies were required for participant inclusion. The group comprised a diverse cross-section of staff from entry-level individuals to middle managers and executives, reflecting differing levels of organisation.

Semi-structured interviews were completed from March to June 2024. Interviews were conducted in person or online, depending on participant access and preference, and lasted 45 to 60 minutes. The research questions were: \* How did participants make sense of and experience analytics about their organisations, i.e., were they interpreted as developmental and/or punitive? \* To what degree did analytics influence participant

engagement, and to what degree did engagement influence analytics? \* How did the leader's support influence the transformation of analytics into sustained performance? All interviews were conducted with consent and taped and transcribed verbatim for analysis.

Data were examined thematically by the six-step method described by Braun and Clarke (2006). Guided by the principles of inductive content analysis and following initial readings of the text for familiarity, transcripts were coded for identification of commonalities and organized into overarching themes. Data was coded aided by NVivo 12 to facilitate systematization. The analysis particularly emphasized trust, leadership legitimacy, fairness, and the motivational role of analytics in brittle work environments.

To enhance rigor and trustworthiness, several strategies were employed. Member checking was conducted by presenting early interpretations to a sample of participants to verify results from the respondent's point of view. Triangulation was established through cross-referencing across industries and levels of organizations, and an audit trail of coding and analytic decisions was kept to enhance dependability. The Lebanese organizational context was richly described to promote the

transferability of findings to other, fragile economies. Ethical concerns were maintained: we obtained informed consent, we used pseudonyms to protect anonymity, and all data were safely stored. Due to cultural

aversions to questioning leadership and HR data in Lebanon, questions were carefully worded neutrally, and the confidentiality of participants was maintained throughout various steps of the study.

## Perceived Leadership Support

Table 1 Perceived Leadership Support in the Workplace

| Moderator-Leadership Support                           | Strongly Disagree |           | Disagree |           | Neutral |           | Agree |           | Strongly Agree |           |
|--------------------------------------------------------|-------------------|-----------|----------|-----------|---------|-----------|-------|-----------|----------------|-----------|
|                                                        | Count             | Layer N % | Count    | Layer N % | Count   | Layer N % |       | Layer N % | Count          | Layer N % |
| My supervisor provides the guidance I need to succeed. | 4                 | 1.0%      | 84       | 21.0%     | 76      | 19.0%     |       | 29.0%     | 120            | 30.0%     |
| Leadership encourages my development.                  | 20                | 5.0%      | 80       | 20.0%     | 64      | 16.0%     | 120   | 30.0%     | 116            | 29.0%     |
| I feel supported by my immediate supervisor.           | 16                | 4.0%      | 72       | 18.0%     | 88      | 22.0%     | 116   | 29.0%     | 108            | 27.0%     |
| I receive feedback and support from my leaders.        | 16                | 4.0%      | 88       | 22.0%     | 48      | 12.0%     | 140   | 35.0%     | 108            | 27.0%     |

The table illustrates employee perceptions of leadership support across four principal assertions, indicating a predominantly positive outlook and a majority of participants indicated favourable experiences, with 56% to 62% either concurring or strongly concurring that they receive sufficient direction, support and feedback from their supervisors and leaders and specifically, 59% of individuals believe their supervisor offers essential assistance. In contrast, 64% feel their bosses promote their development and a significant percentage of

respondents between 20% and 22% indicate disagreement, particularly with feedback and support, implying that certain employees may not feel consistently recognized or empowered also neutral responses (12%–22%) suggest that the perception of leadership support varies inconsistently throughout the organization. Although general opinions favor satisfaction with leadership engagement, the varied responses indicate a need for improvement in ensuring that all employees perceive equal support and development from their leaders.

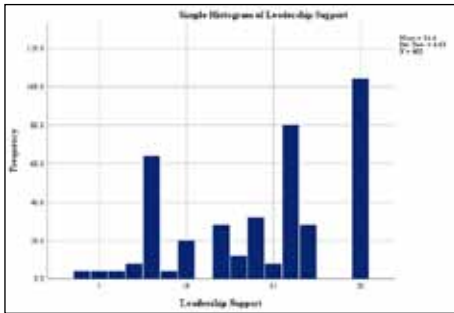


Figure 1: Leadership support

The histogram illustrates the distribution of the continuous Leadership Support variable, which was generated by summing responses to multiple items assessing employees' perceptions of support from organizational leadership, and the variable, based on a sample of  $N = 400$ , has a mean of 14.4 and a standard deviation of 4.61. The distribution appears positively skewed, with a clear concentration of responses toward the higher end of the scale, particularly around the score of 20, where frequency peaks above 100. Additional notable clusters are observed near 8, 15, and 16, indicating that many respondents rated their leadership support relatively high. However, some variability is present, and the shape of the distribution suggests that most employees perceive moderate to strong levels of leadership support.

## Results

The analysis indicates that perceptions of Human Resource Analytics (HRA) at private enterprises in Lebanon were influenced by the interrelated dynamics playing out between trust, engagement, and leadership legitimacy in the workplace. Although participants recognized the potential for analytics to transform work and workforce management, their experiences revealed ambivalence, particularly in a precarious economic situation, where the future of the organization is uncertain.

A common somatic theme in narrators' depictions of HRA was that of the "double-edged sword" experience. On the other hand, workers saw analytics as a tool to pinpoint training needs, advance careers, and better align individual talents to organizational objectives. For instance, one respondent in banking commented, "When analytics are used to identify where we can grow, it feels like the company is investing in us, not just watching us. Others were more cynical about the analytics tool's potential, worried it would be used as a tool of surveillance, emphasizing the grip rather than the growth. This tension was emblematic of a larger uncertainty, around whether companies were interested in developing employees or

in just making an efficiency play in the face of a crisis.

Engagement in the work process was an important mediating mechanism in the impact of HRA on sustained performance, although they emphasized that engagement was not a matter of course. Workers felt more dedicated and energized when analytics results were directly tied to exposure to learning, recognition, or a sense of meaning. A young IT specialist told me, "There are rational numbers that lead to action. If my report provides them with better training or recognition, I am motivated. If it is simply sitting in a system, it is irrelevant." This indicated that the motivating effect of HRA was not associated with the HRA technology itself, but rather with the degree to which employees saw that the HRA could be translated into tangible outcomes and was related to issues that were meaningful for them.

The key factor that influenced how HRA was interpreted was the support of leadership. Respondents overwhelmingly remarked that trust in leaders was what made them see analytics as developmental or as punitive. In organizations where leaders were straightforward in their communication about what HRA meant to the company and pitched

the HRA process as also serving the mutual growth of employees, there was a greater willingness on the part of employees to participate in the process. On the other hand, at institutions where leadership seems far off, or authoritarian, analytics projects led to cynicism and opposition. "When it is hand-scored, it is just kind of absurd," said one participant in the education field. "It does not matter how technologically advanced the system is. The reason that it is not helping is because we do not trust management; we look at it as another form of control over us," they wrote. This outcome emphasized that in tenuous economies, leadership legitimacy does not hinge on promoting the power of analytics itself but on packaging it in terms that are credible and consistent with cultural views of justice and open decision-making.

Another key theme was the power of context in affecting how things are perceived. Respondents consistently related their understandings of HRA to Lebanon's volatile economic context, which is characterised by uncertainty, financial insecurity, and institutional collapse as part of everyday work life. Employees also believed that under such circumstances, sustainable performance is more dependent on psychological resources such as

fairness, recognition, and trust than on technical efficiency alone. “As in this crisis, we need leaders to protect us and systems to secure us. Analytics should keep driving us to stay, not driving us away.” This focus on resilience and relational resources indicated that workers oriented the worth of HRA less in terms of predictive accuracy and more in terms of the capacity of the HRA to secure and stabilise their work lives during long-lasting uncertainty.

In general, the results show that for the Lebanese private sector workforce. However, the strategic potential of HRA was generally acknowledged; HRA effectiveness was conditioned by employees’ levels of involvement and perceived support of their leadership. Transparent, developmental, and employee well-being related analytics were motivating and increased commitment, which led to sustained performance in BRN 2015. When analytics were perceived as opaque or controlling, they only reinforced distrust and encouraged disengagement, which directly undermined their intended utility. The stories illuminated for us that in poor communities, the impact of analytics efforts depends on the cultural, organizational, and institutional environments where the work takes place.

## Discussion

As the aim of the present study was to gain a deeper understanding of how Human Resource Analytics (HRA) is viewed and practiced, remarkable findings that highlight potentialities and challenges in weak economic environments are drawn from Lebanon’s private sector. Although employees recognized the potential of analytics to improve development, engagement, and performance, the narratives indicated that these positive effects are conditional on the relational and cultural environment in which analytics are situated. In terms of theory, the findings complement and add specificity to prior theoretical frameworks of the RBV, the JD-R model, the AMO theory, as well as SET.

From the RBV viewpoint, HRA appeared to be interpreted by respondents as a rare and inimitable capability to the extent that it was employed to such effect as to build trust and to respond to employee needs. However, employees’ skepticism about surveillance as a reference suggests that, on analytics alone, competitive advantages persist. Since people and organizations are relational, analytic applications are less likely to yield a recognized advantage than to leverage human resources, particularly through

relational connections with leadership credibility that provide resources. Specifically, in less robust economies when organizational survival is precarious, the RBV might have to consider not only technological uniqueness but also relational legitimacy in terms of which resources to allocate and how to deploy resources.

The results also provide evidence for the JD-R model as they demonstrate that HRA can be considered as a new job resource which can stimulate engagement to the extent employees perceive it to be developmental. Stories indicated that amounts of analytics outputs inspired energy, commitment, and immersion when they led to what was experienced as recognition, development, or offering. However, when analytics were not transparent and decisions were not followed up, engagement stalled, indicating the significant role of job context resources like trust and fairness in vulnerable contexts. This implies that in more crisis-ridden economies, the JD-R should be expanded to focus primarily on informational and psychosocial resources which can act as an alternative for the lack of more classical structural facilitators.

Consistent with this, the AMO model was supported as evidence emerged that MS employees perceived

analytics as improving ability (i.e., skill gap identification), motivation (i.e., data linked to recognition, rewards), and opportunity (i.e., roles aligned with strengths). However, participants emphasized that these processes only functioned well when facilitated by leader endorsement. Without the leaders who legitimised analytics and positioned them as developmental, the motivational side of this collapsed, and the whole thing became punitive. This suggests that AMO mechanisms are very much dampened by the context of leadership credibility voids in frail labour markets, meaning that leadership support acts not only as a moderator but as a facilitator of AMO dynamics per se.

The findings also extend SET by showing that leadership trust is the moderator that employees use to interpret the analytics initiatives. At work, when managers had a culture of transparent communication and framed analytics as win-win, employees were more likely to give back in the form of continued engagement and performance. On the other hand, in organizations that felt remote from, or were suspicious of, their leaders, analytics deepened the suspicions and provoked resistance. This reveals the relational characteristic of exchange processes

in weak economies: workers will treat you as you treat them when they sense an atmosphere of justice, openness, and raised consistent intent, even in the face of the weak economy.

Above all, these findings suggest that while HRA has strategic potential, its results are not immune to broader cultural and relational dynamics in fragile systems. Staff did not care just about the registered analytic properties themselves, but how the technology could compel specific values of trust, fairness, and shared gain. By prioritizing employee voices, this article provides a corrective to the predominantly quantitative research on HRA, which has emphasized predictive validity and efficiency, while demonstrating that the success of HRA is equally dependent on relationally established legitimacy as on technological innovation. In principle, this enhances the applicability of RBV, JD-R, AMO, and SET by contextualizing them within unstable institutional conditions and explaining how leadership support acts as a mediator that bridges analytics with engagement and sustained performance. From a practical standpoint, it highlights that the implementation of HRA in the Lebanese private sector cannot just be surfaced on a technical system but rather a culturally

sensitive and relationally embedded process if it is to deliver sustained performance benefits.

## Conclusion

They investigated how HRA is viewed amongst employees in the private sector in Lebanon, and how this view relates to engagement and sustained performance during economic instability. The results indicate that while HRA has promise as a strategic asset, its utility is less a product of technical capability than of relational legitimacy, leadership credibility, and cultural fit. Workers showed the most interest when the analytics were presented as a tool to help them develop, recognize their strengths, and improve. However, when analytics were seen as punitive or opaque, their ability to drive engagement and performance was hindered.

Through its focus on employee stories, this study builds on previous quantitative analysis by demonstrating that the achievement of HRA in precarious economies is not just about prediction accuracy; it is also about trust, fairness, and management support as mediating factors. This study has both theoretical implications as it situates RBV, JD-R, AMO, and SET in an unstable institutional context and demonstrates how leadership trust moderates the

relationship between analytics-based HR practices. In practical terms, this means that organizations in Lebanon and similar fragile contexts have to conceive of HRA not just as a technological innovation, but as a relational strategy, one that demands openness, trust-building, and engagement-oriented leadership in order to fulfill its promise.

In today's volatile and fast-evolving business environment, particularly within Lebanon's private sector, effective leadership practices have become crucial for sustaining organizational performance. Human Resource Analytics (HRA) has emerged as a vital tool, enabling leaders to make data-driven decisions that align with strategic objectives. By leveraging HRA, organizations can better understand workforce trends, predict future talent needs, and implement targeted interventions that drive employee engagement and productivity. This integration of advanced analytics with leadership practices not only supports informed decision-making but also fosters adaptability and resilience in the face of ongoing economic and social challenges prevalent in Lebanon. As the private sector navigates rapid change, the synergy between innovative leadership and robust HR analytics represents a key driver for sustained organizational success.

In conclusion, today's volatile and fast-evolving business environment, particularly within Lebanon's private sector, effective leadership practices have become crucial for sustaining organizational performance. Human Resource Analytics (HRA) has emerged as a vital tool, enabling leaders to make data-driven decisions that align with strategic objectives. By leveraging HRA, organizations can better understand workforce trends, predict future talent needs, and implement targeted interventions that drive employee engagement and productivity. This integration of advanced analytics with leadership practices not only supports informed decision-making but also fosters adaptability and resilience in the face of ongoing economic and social challenges prevalent. As navigates rapid change, the synergy between innovative leadership and robust HR analytics represents a key driver for sustained organizational success, also by combining technology and human dimensions can organizations steer a course through uncertainty and develop resilience while establishing a competitive advantage over the longer term.

it is not the analytics that keep employees performing well in crisis-prone markets, but better yet, HRA as part of a system of engagement and trustworthy leadership.

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