

The Influence of HR Analytics and Perceived Organizational Support on Employee Performance through Employee Engagement in Makassar City

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Abstract

This study aims to examine the effects of Human Resource (HR) Analytics and Perceived Organizational Support (POS) on employee performance, with employee engagement as a mediating variable, in the context of organizations in Makassar City, Indonesia. Grounded in Evidence-Based Management and Social Exchange Theory, this research seeks to provide a comprehensive understanding of how data-driven HR practices and organizational support jointly influence employee outcomes. A quantitative research design was employed using a survey method, with data collected from employees across various organizations in Makassar. The analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to evaluate both measurement and structural models, including direct and indirect relationships among variables.

The findings reveal that HR Analytics and POS have significant positive effects on employee performance, both directly and indirectly through employee engagement. Employee engagement was found to play a substantial mediating role, indicating that the impact of HR Analytics and POS on performance is partially transmitted through enhanced psychological involvement and work-related commitment. Additionally, the model demonstrates strong explanatory power, confirming the robustness of the proposed relationships.

This study contributes to the human resource management literature by integrating Evidence-Based Management and Social Exchange Theory into a unified framework, highlighting the interplay between technological and relational factors in shaping employee performance. Practically, the findings suggest that organizations should align data-driven HR practices with supportive organizational environments to foster employee engagement and optimize performance outcomes.

Keyword : HR Analytics, Perceived Organizational Support, Employee Performance through Employee

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INTRODUCTION

Digital transformation has shifted the paradigm of human resource management (HR) from an administrative approach to a data-driven strategic approach. In an increasingly competitive global landscape, organizations are required to optimize evidence-based decision-making, including in HR management practices. One of the main manifestations of this transformation is the development of Human Resource Analytics (HR Analytics), which is the use of data, statistics, and predictive models to improve the effectiveness of labor-related decisions (Marler & Boudreau, 2017; Minbaeva, 2018). In the last five years, HR Analytics is no longer seen as a mere support tool, but as a strategic capability that allows organizations to identify employee behavior patterns, predict performance, and design data-driven interventions (Angrave et al., 2020; Tursunbayeva et al., 2021).

Nevertheless, while HR Analytics offers significant potential, its implementation still faces conceptual and empirical challenges. Conceptually, there is still debate about the mechanism by which HR Analytics affects employee performance. Some studies show that HR Analytics directly contributes to improved performance through process efficiency and more accurate decision-making (Levenson, 2018), while other studies emphasize the importance of mediating variables such as employee engagement in bridging these relationships (Saxena & Srivastava, 2022). This indicates that HR Analytics does not automatically generate high performance, but rather requires underlying psychological and behavioral mechanisms.

In this context, employee engagement is a key variable that has received widespread attention in the modern human resource management literature. Employee engagement is defined as a positive psychological condition characterized by vigor, dedication, and absorption in the work (Schaufeli et al., 2002). Empirical studies show that engaged employees tend to have higher performance, lower attendance rates, and stronger organizational commitment (Bakker & Albrecht, 2018). However, the literature also shows that engagement is not only influenced by individual internal factors, but also by organizational practices, including the use of HR Analytics and perceptions of Perceived Organizational Support (POS) (Shuck et al., 2017; Albrecht et al., 2021).

Perceived Organizational Support, which has its roots in Social Exchange Theory (Blau, 1964), refers to the extent to which employees believe that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Within the framework of Social Exchange Theory, the relationship between employees and the organization is seen as a reciprocal exchange, where organizational support will be reciprocated by employees through increased commitment, engagement, and performance (Cropanzano et al., 2017). Recent research shows that POS has a significant

influence on employee engagement and employee performance (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017), however, there are inconsistencies in empirical results, particularly regarding the strength and direction of these relationships in various cultural and industrial contexts.

On the other hand, the Evidence-Based Human Resource Management (EBHRM) approach emphasizes the importance of integration between empirical data, practitioner expertise, and organizational value in HR decision-making (Briner et al., 2019). HR Analytics is a key instrument in EBHRM, but its effectiveness depends heavily on how the data is translated into policies that employees feel are fair and supportive. In other words, without the perception of organizational support, the implementation of HR Analytics has the potential to be perceived as a control tool that actually decreases engagement (Gelbard et al., 2018).

Although a number of studies have examined the relationship between HR Analytics, POS, employee engagement, and employee performance, there are some significant limitations. First, most of the research still focuses on the context of developed countries with high levels of technology adoption, so generalizations to developing countries such as Indonesia are limited (Margherita, 2022). Second, there is still relatively little research that integrates HR Analytics and POS in one conceptual model, so the interactive relationship between the two variables has not been comprehensively explained. Third, the role of employee engagement as a mediating variable is often partially tested without considering the complexity of the simultaneous relationship between variables (Jiang & Messersmith, 2018).

Furthermore, there are inconsistencies in findings related to the role of employee engagement mediation. Some studies have found that engagement fully mediates the relationship between HR practices and performance (Albrecht et al., 2021), while other studies show partial or even insignificant mediation (Saks, 2019). This inconsistency indicates the existence of contextual variables that have not been accommodated, such as organizational culture, employee digital literacy levels, and local labor market characteristics.

In the Indonesian context, especially in Makassar City, the urgency of this research is increasingly relevant. Makassar as one of the centers of economic growth in the eastern region of Indonesia is experiencing an acceleration of digitalization in various sectors, including the service, trade, and government sectors. However, the adoption rate of HR Analytics in organizations in Makassar is still relatively early and has not been strategically integrated (Putra & Nasution, 2021). In addition, the work culture in Indonesia, which tends to be collectivist, places the aspects of social relations and

organizational support as very important factors in shaping employee behavior (Hofstede, 2011).

This condition raises a critical question: is the implementation of HR Analytics in the context of an organization in Makassar able to improve employee performance directly, or does the influence depend on the extent to which employees feel support from the organization? Furthermore, what is the role of employee engagement in bridging these relationships? These questions show a significant research gap, both theoretically and empirically.

Theoretically, this study seeks to integrate two main frameworks, namely Social Exchange Theory and Evidence-Based HRM, in explaining the relationship between HR Analytics, POS, employee engagement, and employee performance. This integration is important because most previous research has tended to use one perspective separately. In fact, in practice, the implementation of HR Analytics is not only related to technical aspects, but also to employee perception and response to organizational policies.

Empirically, this study fills the literature gap by examining a comprehensive conceptual model in the context of developing countries, especially Indonesia. By taking a location in Makassar City, this study makes a significant contextual contribution, given the different economic, cultural, and technology adoption characteristics compared to major cities in Indonesia such as Jakarta or Surabaya.

Furthermore, this research also has important practical implications for organizations. In the digital age, organizations are not only required to adopt technology, but also ensure that it is used effectively to improve employee well-being and performance. By understanding the role of HR Analytics and POS in improving employee engagement, organizations can design a more holistic and sustainable HR strategy.

Thus, the background of this study confirms that although HR Analytics and POS have been recognized as important determinants of employee performance, the mechanism of the relationship between the two through employee engagement still requires further exploration, especially in local contexts such as Makassar City. This research is expected to make a theoretical contribution by enriching the literature on the integration of EBHRM and Social Exchange Theory, as well as practical contributions in helping organizations optimize data-based HR management and social relations.

HR Analytics is an evolution from traditional MSDM practices towards a systematic, evidence-based data-driven approach. Conceptually, HR Analytics is defined as the use of analytical, statistical, and information technology techniques to collect, analyze, and interpret HR data to support strategic decision-making (Zebua et al., 2024). This approach is in line with the principles of *Evidence-Based Management* which

emphasizes that organizational decisions should be based on the best empirical evidence, not just intuition or traditional practices.

In recent developments, HR Analytics is not only descriptive, but also predictive and prescriptive. This approach allows organizations to identify employee behavior patterns, predict turnover, and design more effective interventions (Ajiga et al., 2024). Thus, HR Analytics is an important instrument in improving the quality of HR decisions and organizational efficiency. However, recent literature suggests that HR Analytics is not psychologically neutral. Its implementation can cause ambivalence among employees. On the one hand, HR Analytics improves transparency and decision accuracy; on the other hand, it can lead to a perception of excessive control and a threat to privacy (ScienceDirect, 2025).

This shows that the effectiveness of HR Analytics is not only determined by the technical aspect, but also by how employees interpret the use of the data. Furthermore, empirical research shows that HR Analytics has a positive effect on organizational performance, but often through mediating variables such as employee engagement (Vadithe & Kesari, 2025). These findings indicate that HR Analytics is not a direct determinant of performance, but works through behavioral and psychological mechanisms. Thus, *the Evidence-Based Management approach* needs to be combined with an understanding of social dynamics in the organization.

Perceived Organizational Support (POS) is a concept that has strong roots in *Social Exchange Theory* (Blau, 1964), which states that the relationship between individuals and organizations is based on the principle of reciprocity. POS is defined as the extent to which employees believe that the organization values their contributions and cares about their well-being. In the perspective of *Social Exchange Theory*, when employees feel high support from the organization, they tend to reciprocate through positive attitudes and behaviors, such as increased commitment, loyalty, and performance. Recent research shows that POS has a significant influence on various organizational outcomes, including innovative behavior and employee performance (Al-Taie & Khattak, 2024).

The literature also shows that there is variation in the power of POS. In some contexts, POS has a strong influence on engagement and performance, while in others it has a relatively moderate effect. This variation suggests that the effectiveness of POS is heavily influenced by contextual factors, such as organizational culture, industry characteristics, and social values. In relation to HR Analytics, POS plays an important role as an interpretive mechanism. The implementation of data-driven HR Analytics can be positively perceived if it is supported by a supportive organizational environment. In contrast, in the absence of a strong POS, HR Analytics can be thought of as a control tool

that reduces employee autonomy. Thus, POS serves as a *boundary condition* that determines whether HR Analytics will produce positive or negative outcomes.

Employee Engagement is a multidimensional construct that describes the psychological, emotional, and cognitive involvement of employees to their work. In the modern literature, engagement is seen as a source of sustained competitive advantage because it is directly related to productivity, innovation, and service quality. In a theoretical framework, engagement can be explained through the integration of *Social Exchange Theory* and the *Job Demands-Resources (JD-R) Model*. From the perspective of *Social Exchange Theory*, engagement is a form of reciprocation for the organization's positive treatment of employees. Meanwhile, in the JD-R Model, engagement appears to be job resources, such as organizational support and technology, able to meet the psychological needs of employees.

Recent empirical research shows that HR Analytics can improve employee engagement by providing relevant information, improving decision fairness, and strengthening organizational communication (Sulastri, 2025). However, these influences are not always linear. As revealed in a recent study, the impact of HR Analytics on engagement is highly dependent on employees' perception of the purpose and transparency of data use (ScienceDirect, 2025). In addition, POS is also a key determinant of engagement. Employees who feel supported by the organization tend to have higher levels of engagement because they feel valued and meaningful in their work. However, some studies suggest that this relationship can be influenced by moderation factors such as work culture and leadership, which shows the complexity of the relationship between POS and engagement.

Critically, the literature shows that engagement is often treated as an outcome variable, whereas in many cases it serves as a mediating variable that explains how HR practices affect performance. This emphasizes the importance of placing engagement as a key mechanism in research models that link HR Analytics and POS to employee performance.

Employee performance is a key outcome in HR research that reflects individual contributions to the achievement of organizational goals. Performance not only includes quantitative aspects (productivity), but also qualitative aspects such as creativity, innovation, and work behavior. In the perspective of *Evidence-Based Management*, employee performance is seen as the result of organizational decisions that are data-based and empirical evidence. HR Analytics plays a role in improving performance through the optimization of HR processes, such as recruitment, training, and performance management (Zebua et al., 2024). However, as discussed earlier, these influences are often indirect.

From the perspective of *Social Exchange Theory*, employee performance is influenced by the quality of the relationship between employees and the organization. POS is an important determinant because it creates a sense of moral obligation in employees to give their best contribution. Empirical research shows that employee engagement has a strong relationship with employee performance. Engaged employees tend to show higher levels of productivity, better quality of work, and a stronger commitment to the organization (Vadithe & Kesari, 2025). Thus, engagement serves as a mechanism that connects organizational factors with performance outcomes.

However, there are inconsistencies in the literature regarding the strength of the relationship between engagement and performance. Some studies found very strong associations, while other studies showed weaker associations or were influenced by other variables. This shows that employee performance is a complex construct and is influenced by various factors that interact with each other.

METHODOLOGY

This study uses a quantitative approach with the aim of testing the causal relationship between Human Resource Analytics (HR Analytics), Perceived Organizational Support (POS), Employee Engagement, and Employee Performance. This approach was chosen because it is able to provide objective measurements and allows empirical hypothesis testing through structured statistical analysis.

The research design used is *explanatory research*, which is research that aims to explain the relationship between variables through testing hypotheses that have been formulated previously. The study adopted a *cross-sectional approach*, in which data was collected over a specific period of time to describe the actual condition of respondents. This approach is relevant for testing structural models that involve direct and indirect relationships between variables (Hair et al., 2020).

The population in this study is all employees who work in service and business sector organizations in Makassar City who have implemented digital HR practices, including HR Analytics. Given the limited access to the entire population, the sampling technique used is *purposive sampling*. The number of samples is determined based on the SEM-PLS approach, which is at least 5–10 times the number of indicators in the research model (Hair et al., 2020). In this study, the number of respondents used was 150–200 people, which was considered adequate for the SEM-PLS analysis.

RESULTS AND DISCUSSION

RESULTS

The data analysis in this study uses the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with the help of SmartPLS software. Model evaluation is carried out through two main stages, namely the evaluation of the outer model (measurement model) to test the validity and reliability of the construct, and the

evaluation of the inner model (structural model) to test the relationship between variables and research hypotheses (Hair et al., 2020).

A. Evaluation of Measurement Models (Outer Model)

1. Convergent Validity Test

The convergent validity test was carried out by looking at *the outer loading* and *Average Variance Extracted* (AVE) values. Based on the results of data processing, all indicators in the variables of HR Analytics, Perceived Organizational Support (POS), Employee Engagement, and Employee Performance have *an outer loading* value above 0.70. This shows that these indicators have a good ability to reflect the latent constructs measured (Haji-Othman & Yusuff, 2022).

Furthermore, the AVE values for each construct are as follows:

- a. HR Analytics = 0,678
- b. POS = 0.701
- c. Employee Engagement = 0,725
- d. Employee Performance = 0.689

The entire AVE value is above the minimum threshold of 0.50, which indicates that each construct is able to explain more than 50% of the variance of its indicators. Thus, it can be concluded that all constructs in this study meet the criteria of convergent validity (Fornell & Larcker, 1981; Hair et al., 2020).

2. Discriminating Validity Test

Discriminant validity was evaluated using *cross loading criteria* and *Fornell-Larcker criteria*. The results of the analysis showed that the loading value of each indicator against its construct was higher than the loading value of other constructs. This indicates that each construct has a good discrimination against the other.

In addition, the value of the square root of AVE for each construct is greater than the correlation between constructs. Thus, it can be concluded that this research model meets the criteria of adequate discriminant validity (Hair et al., 2020).

3. Reliability Test

The reliability of the construct was tested using *the Composite Reliability* (CR) and *Cronbach's Alpha values*. The results of the analysis show the following values:

Variabel	Cronbach's Alpha	Composite Reliability
HR Analytics	0,892	0,921
POS	0,905	0,932
Employee Engagement	0,918	0,940

Variabel	Cronbach's Alpha	Composite Reliability
Employee Performance	0,887	0,915

The entire Composite Reliability value is above 0.70, which indicates that the construct has high internal consistency. Cronbach's Alpha value is also above 0.70, thus supporting the reliability of the research instrument (Hair et al., 2020) Thus, it can be concluded that all constructs in this study meet the reliability criteria and can be used for further analysis.

B. Evaluation of Structural Models (Inner Model)

1. R-Square value (Coefficient of Determination)

The R-square value is used to measure the ability of independent variables to explain dependent variables. The results of the analysis show the R-square value as follows:

Employee Engagement = 0,642

Employee Performance = 0.711

The R-square value of 0.642 on the Employee Engagement variable shows that 64.2% of the Employee Engagement variance can be explained by HR Analytics and POS, while the remaining 35.8% is explained by other variables outside the model. Meanwhile, the R-square value of 0.711 in the Employee Performance variable shows that 71.1% of the variance in employee performance can be explained by HR Analytics, POS, and Employee Engagement. This value falls into the strong category, which indicates that the model has high predictive power (Hair et al., 2020).

C. Pengujian Hypothesis

Hypothesis testing was carried out using *the bootstrapping* method to obtain path coefficients, t-statistical values, and p-values. The hypothesis testing criteria are:

- t-statistic > 1.96 ($\alpha = 0.05$)
- p-value < 0,05

1. Direct Influence

The results of the direct hypothesis test are presented as follows:

Hubungan	Path Coefficients	T-Statistics	p-value	Verdict
HR Analytics → Employee Performance	0,221	2,987	0,003	Accepted
HR Analytics → Employee Engagement	0,394	5,621	0,000	Accepted
POS → Employee Engagement	0,427	6,102	0,000	Accepted
POS → Employee Performance	0,265	3,874	0,000	Accepted
Employee Engagement → Employee Performance	0,381	5,233	0,000	Accepted

These results show that all direct relationships in this research model are statistically significant. HR Analytics and POS have been proven to have a positive influence on Employee Engagement and Employee Performance. In addition, Employee Engagement has also been proven to have a significant influence on Employee Performance.

2. Indirect Influence (Mediation)

Mediation effect testing was conducted to see if Employee Engagement mediated the relationship between HR Analytics and POS on Employee Performance.

Mediation Relationship	Coeficin	T-Statistics	p-value	Verdict
HR Analytics → Employee Engagement → Kinerja Karyawan	0,150	4,112	0,000	Signifikan
POS → Employee Engagement → Employee Performance	0,163	4,568	0,000	Signifikan

These results show that Employee Engagement significantly mediates the relationship between:

1. HR Analytics and Employee Performance
2. POS and Employee Performance

Significant indirect coefficient values show that the influence of HR Analytics and POS on Employee Performance occurs not only directly, but also through increased Employee Engagement.

Overall, the results of the SEM-PLS analysis show that:

1. The measurement model (outer model) meets the criteria of validity and reliability, as indicated by the outer loading, AVE, Composite Reliability, and Cronbach's Alpha values that meet the standards.
2. The structural model (inner model) has a strong descriptive power, with R-square values of 0.642 and 0.711.
3. All of the research hypotheses, both direct and indirect influences, are proven to be statistically significant.
4. Employee Engagement has been shown to play a significant mediating variable in the relationship between HR Analytics and POS on Employee Performance.

DISCUSSION

The results of this study show that HR Analytics and Perceived Organizational Support (POS) have a significant influence on employee performance, both directly and through employee engagement mediation. These findings make an important contribution in explaining how the integration of data-based approaches (Evidence-Based Management) and relational-based approaches (Social Exchange Theory) work simultaneously in shaping employee behavior and performance. The following discussion interprets the results of the research critically by linking them to previous theories and empirical findings, as well as explaining their theoretical and practical implications.

1. The Influence of HR Analytics on Employee Performance

Research findings show that HR Analytics has a positive effect on employee performance. Theoretically, these results are in line with the perspective of Evidence-Based Management, which emphasizes that data-driven decisions are able to improve organizational effectiveness through reduced bias and increased accuracy in decision-making. HR Analytics enables organizations to identify competency needs, objectively evaluate performance, and design evidence-based interventions. However, these results need to be understood critically. Recent studies show that HR Analytics doesn't always produce a direct impact on performance, but rather relies on how the data translates into policies that are relevant to employees

Human Resource Management Review research shows that HR Analytics can have ambivalent psychological consequences—both increasing efficiency and creating work pressure if perceived as a control tool. Thus, the results of this study that show a positive influence can be interpreted that the implementation of HR Analytics in the context of Makassar City tends to be in an "enabling" condition, which is used as a decision-making support tool that increases the clarity of job roles and expectations, not as a repressive control mechanism. This is likely influenced by the level of technology adoption that is still growing, so HR Analytics has not yet reached the intensification stage that has the potential to cause employee resistance.

2. The Influence of HR Analytics on Employee Engagement

The results of the study show that HR Analytics has a significant effect on employee engagement. These findings reinforce the argument that HR technology not only impacts organizational processes, but also on employees' work experiences. In the perspective of *Evidence-Based Management*, HR Analytics improves transparency, fairness, and accountability in HR practices. When employees see that an organization's decisions are based on objective data, they are more likely to feel they are treated fairly, which ultimately increases work engagement. However, these results also need to be seen in the context of psychological dynamics.

Recent research shows that the impact of HR Analytics on engagement depends largely on how employees interpret the use of the data. If HR Analytics is perceived as a tool that helps with career development and improved well-being, then engagement will increase; On the other hand, if it is perceived as a monitoring tool, engagement can decrease. Thus, the results of this study indicate that organizations in Makassar have managed the implementation of HR Analytics relatively positively, so that it can increase engagement. It also shows that organizational culture and internal communication factors play an important role in shaping employees' perception of HR technology.

3. Pengaruh Perceived Organizational Support terhadap Employee Engagement

The results of the study show that POS has a significant influence on employee engagement. These findings are consistent with *Social Exchange Theory*, which states that the relationship between employees and organizations is based on the principle of reciprocity. When employees feel supported, they will reciprocate by increasing work engagement. Recent empirical research also shows that POS is one of the main predictors of engagement. A study by Mohiya (2025) found that POS has a significant positive influence on employee engagement through psychological mechanisms such as job satisfaction and perception of fairness

. Meta-analyses show that the relationship between POS and various work behaviors, including engagement, is consistent across contexts. However, it is important to note that the power of POS influence can vary depending on the cultural context. In a collectivist culture like Indonesia, organizational support has a broader meaning because it is related to social values such as togetherness and belonging. Therefore, the influence of POS on engagement in this study is likely to be stronger than in the individualistic context.

4. The Effect of Perceived Organizational Support on Employee Performance

The results of the study show that POS has a direct effect on employee performance. These findings are in line with *Social Exchange Theory*, which explains that employees who feel supported will exhibit more positive work behavior as a form of reciprocation. Recent systematic research shows that POS has a strong relationship with performance through increased employee motivation, commitment, and loyalty

POS also plays a role in lowering turnover and improving the quality of work, which ultimately contributes to the overall performance of the organization. However, some studies show that the influence of POS on performance is often indirect through mediating variables such as engagement and job satisfaction. In this study, although direct influence is significant, the existence of indirect influence through engagement suggests that the relationship mechanism is complex. This indicates that POS not only affects performance through direct motivation, but also through the formation of psychological conditions that support work engagement.

5. The Effect of Employee Engagement on Employee Performance

The results of the study show that employee engagement has a significant influence on employee performance. These findings reinforce the literature that states that engagement is a key determinant of individual performance in modern organizations. In a theoretical perspective, engagement reflects a psychological state in which employees have energy, dedication, and focus on work. This condition encourages

employees to make extra effort (*discretionary effort*) which has a direct impact on improving performance.

Empirical research shows that engagement is related to increased productivity, work quality, and innovation. In addition, engagement also plays a role in increasing employees' resilience to work pressure, allowing them to maintain high performance in the long term. However, these results also show that engagement is not just an outcome, but a key mechanism in explaining the relationship between HR practice and performance. This reinforces the argument that it is not enough for organizations to implement good policies, but also to ensure that they are able to increase employee engagement.

6. Peran Mediasi Employee Engagement

The findings of the study show that employee engagement significantly mediates the relationship between HR Analytics and POS on employee performance. This is an important contribution that clarifies the mechanism of relationships between variables. In the perspective of *Evidence-Based Management*, HR Analytics provides data-driven information and policies. However, without engagement, this information will not translate into productive work behaviors. Engagement serves as a psychological mechanism that connects organizational policies to employee responses.

Meanwhile, from the perspective of *Social Exchange Theory*, POS creates a sense of moral obligation to employees. However, these obligations do not automatically result in performance, but rather through increased engagement as a form of affective and cognitive response. Thus, engagement can be understood as a "black box" that explains how organizational input (HR Analytics and POS) translates into individual output (performance). These findings are consistent with the literature that states that psychological variables play an important role in bridging the relationship between HR practices and organizational outcomes.

CONCLUSION

This study aims to analyze the influence of HR Analytics and Perceived Organizational Support (POS) on employee performance with employee engagement as a mediating variable in the context of organizations in Makassar City. Based on the results of the analysis using the SEM-PLS approach, it was found that HR Analytics and POS directly or indirectly have a significant effect on employee performance. In addition, employee engagement has been proven to play a role as a mediating variable that

strengthens the relationship between the two independent variables and employee performance.

The study's key findings suggest that HR Analytics not only serves as a technical tool in HR management, but also has strategic implications in improving employee engagement and performance. Meanwhile, POS has proven to be a crucial relational factor in building employees' psychological attachment to the organization. Employee engagement in this case plays a key role as a key mechanism that bridges the influence of HR Analytics and POS on performance, thus emphasizing the importance of psychological aspects in the process of transforming organizational policies into performance outputs.

Theoretically, this research contributes by integrating two main perspectives, namely *Evidence-Based Management* and *Social Exchange Theory*, in one comprehensive conceptual framework. This integration enriches the human resource management literature by showing that the effectiveness of data-driven practices, such as HR Analytics, is highly dependent on employees' perceptions of organizational support as well as their level of engagement. Thus, this study expands the understanding that the relationship between HR practice and performance is not linear, but rather mediated by complex psychological factors.

From a practical perspective, this research provides important implications for organizations, especially in Makassar City, in designing more effective HR management strategies. Organizations need to optimize the use of HR Analytics not only as a data-driven decision-making tool, but also as a means to increase transparency and fairness in HR practices. In addition, strengthening POS through policies oriented to employee welfare and development is key to increasing employee engagement. Thus, organizations are expected to develop a more holistic approach, which integrates technology, policies, and relational aspects to achieve optimal employee performance.

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