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HR Analytics for Strategic Decisions: Resolving Conflicts from a Psychological Perspective

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ABSTRACT

This research explores how workplace conflicts can be resolved and how strategic decisions can be made by integrating HR analytics, emotional intelligence (EI), and leadership psychology. This study shows that combining HR analytics with psychological concepts significantly improves workforce management, team cohesion, and organizational performance in the workplace. This helps organizations manage challenges effectively. It also fosters a culture of understanding and collaboration. Data were collected through questionnaires and interviews from 150 professionals, team members, and stakeholders across various industries. The research model was statistically reliable when the data were analyzed using SmartPLS 4 to analyze data from 150 respondents, confirming the validity of the model (loadings >0.7, AVE >0.5, Cronbach's α >0.7, HTMT <0.9, $R^2 = 0.42-0.537$). The results suggest that effective conflict resolution directly enhances organizational performance, strong leadership enhances team cohesion, and high emotional intelligence improves conflict resolution ability, with explanatory power ranging from $R^2 = 0.42$ to 0.537 . In addition, HR analytics plays a critical role in identifying conflicts at an early stage, intervening on time, and making strategic decisions. The study concluded that combining HR analytics with emotional intelligence and leadership psychology can transform organizations from reactive to proactive conflict management and increase employee engagement and collaboration. These strategies ultimately contribute to the success of the organization.

INTRODUCTION

In recent years, the use of data in human resources (HR) decision-making has increased significantly. HR professionals realize that data can provide insights into employee performance. It can also help in understanding employee needs and behaviors. The traditional approaches to HR relied on intuition and experience.

The role of HR analytics in strategic decision-making is vital. HR analytics helps leaders align their workforce with organizational goals. It provides insights that guide leaders in making strategic decisions. This analysis leads to better workforce management. HR analytics can help organizations to identify high-performing employees.

Moreover, the integration of Emotional Intelligence (EI) and leadership psychology enhances HR analytics. Emotional Intelligence refers to the ability to understand and manage emotions. It is essential for effective communication and conflict resolution. Leaders with high EI can better navigate workplace dynamics. They can foster a positive work environment. This leads to increased employee satisfaction and engagement. Research indicates that leaders who exhibit EI can improve team performance (Boyatzis & McKee, 2005).

Leadership psychology also plays an important role in decision-making. It provides insights into how leaders can influence their teams. Leaders who understand psychological principles can motivate their employees. They can create a culture of trust and collaboration. This is critical for organizational success. The combination of

HR analytics with EI and leadership psychology can lead to better decision-making.

They can analyze data on employee performance, turnover, and engagement. This helps in identifying areas that require attention. When HR analytics is combined with EI and leadership psychology, the decision-making process becomes more robust. This integration enhances the ability to resolve conflicts. It also fosters a more engaged and productive workforce.

The combination of HR analytics with Emotional Intelligence (EI) and leadership psychology leads to better decision-making. Emotional Intelligence is a vital component of effective leadership. It involves understanding and managing one's emotions and those of others (Mayer & Salovey, 1997). Leaders with high EI can create an environment of trust and collaboration.

When leaders possess EI, they can better handle workplace conflicts. They can recognize emotional cues and respond appropriately. This ability to manage emotions is crucial in conflict resolution. High-EI leaders can foster open communication. This creates a safe space for employees to voice their concerns.

Integrating EI with HR analytics enhances conflict resolution strategies. HR analytics provides data on employee interactions and behaviors. Leaders can use this data to identify potential conflicts. They can then address these conflicts proactively. This integration promotes a culture of understanding and empathy within the organization.

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Leadership psychology also complements HR analytics. It helps leaders understand the psychological aspects of their teams. Leaders who grasp psychological principles can motivate their employees effectively. They can design initiatives that resonate with employee needs and aspirations. This alignment fosters a more engaged and productive workforce.

The integration of HR analytics, EI, and leadership psychology can lead to improved decision-making. It enables leaders to make data-driven choices that account for human emotions. By considering both data and emotional factors, organizations can create a more holistic approach to decision-making.

This approach leads to better organizational outcomes. Employees feel more valued when their emotions are acknowledged. They are more likely to be engaged and satisfied in their roles. Enhanced employee satisfaction contributes to overall organizational effectiveness.

Objective

The primary objectives of this study are to:

- Role of HR analytics in strategic decision-making.
- Impact of EI strengths and leadership psychology on conflict resolution.
- Challenges and barriers to effective HR analytics implementation.
- Framework for integrating EI and leadership psychology in conflict management.
- Potential benefits and outcomes for conflict management and organizational performance improvement.

Research Questions

This research aims to answer the following questions:

1. How does HR analytics support strategic decision-making?
2. What challenges arise in implementing HR analytics?
3. How can EI strengthen HR analytics for conflict resolution?
4. How does leadership psychology enhance conflict resolution?

LITERATURE REVIEW

Data analytics provides a more accurate view of the workforce. It enables organizations to make decisions based on evidence rather than assumptions. Many companies have started to collect and analyze data on employee performance. They use various metrics to evaluate productivity, engagement, and retention.

Data also supports diversity and inclusion initiatives. Organizations can analyze demographic data to ensure equitable hiring practices. They can identify gaps in representation within their workforce. This information is critical for creating a diverse and inclusive work environment. It also helps in measuring the effectiveness of diversity programs. HR analytics plays a vital role in strategic decision-making. It provides insights that align HR practices with business objectives. Organizations

can assess the effectiveness of HR initiatives through analytics.

Leadership Psychology & Emotional Intelligence Importance of Emotional Intelligence in Leadership

Emotional Intelligence (EI) is essential for effective leadership. Leaders with high EI understand their own emotions and recognize the emotions of others. This awareness improves communication and strengthens team relationships. Besides that, EI helps leaders create a supportive work environment and motivate employees through empathy. As a result, workplace culture becomes more positive.

Moreover, high EI supports self-regulation in leadership since leaders can control emotional reactions and avoid impulsive decisions. This behavior sets a positive example for teams. Boyatzis and McKee (2005) highlight that emotional resonance strengthens leader-team engagement. Leaders with high EI show better performance and achieve organizational goals more effectively.

1. Emotional Intelligence in Decision-Making and Conflict Management: Emotional Intelligence improves decision-making and conflict management. Leaders with EI understand emotional triggers behind conflicts. This understanding helps to address the root causes instead of surface issues. Taylor and Roberts (2020) noted that EI enhances conflict resolution skills. They also said that its effective mediation reduces recurring conflicts and improves team cohesion. Again, EI also promotes inclusive decision-making. Leaders encourage participation and value diverse perspectives to improve their decision quality and innovation. During uncertainty, leaders with EI manage anxiety and provide reassurance. This stability helps teams to remain focused and productive for the job.

2. Emotional Intelligence, Team Cohesion, and Performance: Leaders with high EI strengthen team cohesion and performance by building trust and respect within teams. Nguyen and Patel (2021) found that EI-based leadership improves productivity. Furthermore, leaders recognize individual strengths and foster a sense of belonging and as a result, the employee engagement and commitment is increased. EI also encourages open communication so teams feel safe to share ideas and concerns. So, they can collectively solve any problem and stress can be reduced simultaneously.

3. HR Analytics and Conflict Management: HR analytics supports early conflict detection. It analyzes employee sentiment, engagement, and communication patterns (Lee & Song, 2024). On the other side, predictive analytics forecasts potential conflicts, while descriptive analytics explains past issues. Moreover, by early identification, timely intervention and prevents escalation can be done (Giermindl *et al.*, 2022). However, predictive analytics highlights departments with higher conflict risks and descriptive analytics helps organizations to learn from previous conflicts. So, together, these tools can support

proactive in conflict management process and keep the workplace's harmony better.

4. Integrating Emotional Intelligence and HR Analytics: HR analytics and emotional intelligence complement each other. Analytics identifies emotional trends, while EI guides appropriate responses. Leaders can design data-informed and empathetic strategies. Training programs can enhance leaders' emotional intelligence. This training improves communication and reduces conflicts. Kouzes and Posner (2017) emphasized that trust is central to effective leadership where trust encourages employees to report issues early. Patel and Mitchell (2021) argued that

combining analytics with leadership psychology improves decision-making.

Hypotheses

- H1: Higher Emotional Intelligence is associated with more effective conflict resolution.
- H2: Greater Leadership Effectiveness results in better conflict resolution outcomes.
- H3: Higher Team Cohesion contributes to improved conflict resolution.
- H4: Stronger Conflict Resolution Skills Leads to higher perceived project success / performance.



Figure 1:

Conflict Resolution from a Psychological Perspective with HR Analytics Integration

The model uses psychology and HR analytics to understand workplace conflicts and promote harmony. It uses surveys and feedback to identify conflict sources and recommends strategies like active listening and efficient communication for conflict management. Data-driven decision-making and proactive solutions are important for healthier work environments and improved performance. We offer HR Analytics solutions to resolve workplace

conflicts by addressing conflicting priorities, cultural gaps, and poor communication. These solutions are paired with specific tools and strategies to address individual conflicts. For example, improving processes and implementing automation tools can provide more structure. Addressing issues like lack of training and job insecurity with clear communication and holistic plans can boost confidence and productivity. This helps to drive continuous improvement and value for the company.

Table 1:			
Aspects	HR Analytics Integration and Tools	Strategies for Solution	Outcome and Impact on an Organization
Conflicting Priorities and Interests	Integration of workflow analytics, project management tools, task conflict frequency	Goal alignment workshops, clear communication of objectives, conflict resolution frameworks	Improved coordination, reduced conflicts, streamlined project execution
Cultural and Generational Differences	Turnover rate by demographics, Employee surveys, diversity reports	Diversity and inclusion programs, cross-generational mentorship, language training	Better collaboration, Increased cultural harmony, better retention
Disorganization and Inefficient Processes	Metrics for process improvement, workflow efficiency analysis	Streamline processes, introduce structured workflows, and use process automation tools	Improved organization structure, Higher efficiency, reduced operational bottlenecks,

Inadequate Training and Incompetence	Training completion reports, competency assessments	Develop and implement comprehensive training programs, regular skills assessments	Increased employee competence, fewer errors, improved performance
Inconsistent and Inequitable Practices	workload balancing, Policy adherence metrics, Equity analysis,	Standardize policies, ensure equitable treatment, consistent performance reviews	Reduced employee grievances, increased fairness, higher engagement
Job Insecurity and Fear of Job Loss	Turnover and retention analytics, employee exit interviews	Transparent communication, job security assurances, employee support programs	Increased employee retention, higher morale, reduced anxiety
Lack of Career Development and Motivation	Recognition program participation, Training completion metrics, promotion rates,	Create career pathways, implement mentorship programs, and introduce rewards/recognition systems	Higher employee engagement, lower turnover, and improved skill development
Lack of Feedback, Collaboration, and Trust	Employee satisfaction surveys, as well as team collaboration tools (e.g.: Slack or Microsoft Teams)	Implement regular feedback loops, trust-building initiatives, transparent leadership	Better overall performance, Strengthened trust, improved team efficiency
Low Morale and Employee Engagement	Employee engagement surveys, Performance dashboards, Absenteeism reports	Employee recognition programs, wellness initiatives, leadership engagement	Higher morale, improved productivity, lower absenteeism
Mismanagement and Poor Leadership	360-degree feedback with KPI, employee satisfaction with management reports	Leadership coaching, empower employees with more decision-making authority	Increased autonomy, improved leadership, enhanced creativity
Poor Communication and Transparency	Internal communication audits and communication effectiveness surveys	Foster open communication channels, create a culture of transparency, provide regular updates	Improved transparency, better employee relations, fewer misunderstandings
Unfair Treatment and Compensation	Equity analysis reports, Compensation analytics	Fair compensation policies, regular equity assessments, ensure workload fairness	Improved employee satisfaction, Reduced inequity, stronger morale
Work Styles and Personality Clashes	Personality assessments (Myers Briggs), Employee Engagement Survey	Team-building exercises, personalized work style management, empathetic leadership	Higher employee morale, Enhanced teamwork, reduced interpersonal conflict
Workload and Performance Pressure	Workload balancing tools, productivity metrics, burnout indicators	Adjust workloads, set realistic expectations, provide work-life balance support	Increased productivity, reduced burnout, improved employee satisfaction

Strategic Planning for Conflict Resolution

An organization can effectively manage conflicts by integrating advanced HR analytics with strategic planning. This involves a thorough review and diagnosis phase, using tools like the 5 Whys and Fishbone Diagrams to identify the root causes of conflicts. A resolution framework is then established, including strong policies, training programs, and mediatory services. HR analytics

can be understood within a larger framework by leadership psychology (O'Sullivan & Roberts, 2023). The approach encourages open communication among employees and leaders, with real-time feedback loops and performance metrics capturing performance. HR analytics plays a crucial role in decision-making, allowing organizations to understand employee relationships, anticipate threats, and identify valuable interventions. Emotional

intelligence coaching and leadership development are also incorporated to equip employees and leaders with the necessary tools to handle conflict situations effectively. There is also an HR analytics approach, using emotional intelligence and leadership psychology to work with data that will contribute to a more agile workforce (Underwood & Scott, 2021).

Explanation Comprehensive Conflict Resolution Model Core Dimensions:

- Emotional Intelligence (EI) Components: Emotional Intelligence (EI) is essential for conflict resolution. It focuses on self-awareness, self-management, social skills, and empathy. It helps individuals understand and control their emotions, relate to others, and manage conflicts

effectively.

- Leadership Psychology Components: Effective leadership in conflict resolution involves elements such as transformational leadership, situational leadership, behavioral adaptation, character resilience, motivation, empathy, and cognitive analysis. These components help leaders to respond with insight, flexibility, and compassion, resulting in a complete leadership psychology model.

Comprehensive Model Framework: The holistic conflict resolution process is a comprehensive framework with several stages. It focuses on emotional intelligence, conflict prevention, strategic emotional awareness, inclusivity, understanding, effective conflict resolution, and sustainability. The approach aims to build relationships and foster a positive environment for collaboration.

Table 2:

Phase	HR Analytics Application	Strategic Decision
Prevention	Predictive Analytics, Employee Surveys	Proactive Interventions, Preventive Policies
Identification	Sentiment Analysis, Behavioral Data	Early Identification, Conflict Alert System
Engagement	Engagement Metrics, Collaboration Networks	Targeted Interventions, Empower Key Influencers
Analysis	Root Cause Analysis, Emotional Intelligence Assessment	Policy Adjustments, Enhanced EI Training
Resolution	Resolution Effectiveness, Feedback Loop	Continuous Improvement, Strategy Adjustments
Follow-Up	Long-Term Monitoring, Well-Being Metrics	Sustained Support, Ongoing Support Programs, Tailored Initiatives

By using HR analytics along with the complete conflict resolution model, we can make strategic decisions by understanding how effective specific actions are and how they impact performance. This involves using HR analytics at every stage of the integrated model to draw strategic insights.

Strategic Decision-Making with HR Analytics in Conflict Resolution

Companies should adopt an integrated approach, combining HR analytics, emotional intelligence, and leadership psychology for better people management and strategic decision-making (Nguyen & Patel, 2021). Integrating HR analytics and leadership psychology leads to significant strategic benefits, transforming results across the board (Harper & King, 2021).

Prevention Phase

Emotional intelligence, which focuses on social awareness, self-motivation, self-management, and social skills, is important for reducing conflicts. HR Analytics can predict potential conflicts. To prevent future conflicts, it's important to proactively address areas of contention through training programs and policies.

Identification Phase

The field of leadership psychology can be used to identify conflicts in professional environments by utilizing elements such as cognitive interpretation,

motivation theory, and resilience behaviors. HR data analysis can identify when people are feeling upset during conversations or when their performance is dropping. This helps HR to notice these issues and take action quickly. Setting up systems to alert HR about possible conflicts can improve their decision-making.

Engagement Phase

HR analysis focuses on understanding emotions, listening with empathy, and working together to solve problems in conflict resolution. HR Analytics can track engagement and make important decisions, such as allowing team leaders to help resolve conflicts and create specific strategies for different groups.

Analysis Phase

Understanding the root cause of issues is important in the Equalizers phase. This involves considering empathy, analyzing behavior, and reflecting on emotions. HR Analytics can assess emotional intelligence and identify common triggers. This helps make strategic decisions about policy changes and improvements to training programs.

Resolution Phase

Conflict resolution involves motivating and inspiring others by setting a positive example and considering each person's needs. HR Analytics measures team success, employee happiness, and turnover rates. Feedback on

conflicts is used to improve how conflicts are resolved and to make better decisions.

Follow-Up Phase

We need to use HR Analytics to monitor the resolution and make sure that Supportive Follow-Up, Emotional Recovery, and Resilient Solutions lead to long-term success. By regularly tracking well-being metrics and providing post-resolution support programs tailored to employee needs, we can sustain the resolution over time and prevent recurrence of conflicts.

MATERIALS AND METHODS

The study used a mixed research approach to explore the link between emotional intelligence and conflict resolution effectiveness. It focused on project managers, team members, and other stakeholders across various industries, with a sample size of 150 respondents. Quantitative data was gathered through questionnaires, and interviews were used for detailed insights. SmartPLS 4 was used for SEM analysis, and case studies helped provide a comprehensive understanding of how emotional intelligence impacts project outcomes.

RESULTS AND DISCUSSIONS

Factors Loading with Communality and Redundancy, Convergent

- All factor loading scores are >0.7 .
- P-values <0.05 indicate statistical significance. All p-values are <0.05 .
- AVE scores >0.5 ensure adequate convergence. All AVE scores exceed 0.5.

Reliability and Convergent Validity

Table 2 shows that all variables meet the criteria: Cronbach's α , Composite Reliability $\rho(A)$, and $\rho(C)$ are all >0.7 , and VIF is less than 5. VIF values below 5 indicate no significant multicollinearity.

Outer model –Discriminant Validity (Fornell-Larcker Criterion: Correlation matrix of Constructs and Square Root of AVE (in Bold).

The Fornell-Larcker criterion is met by every construct, providing evidence of divergent validity.

Cross Loading Analysis

Gefen and Straub (2005) state that discriminant validity is achieved when items correlate weakly with other constructs, except their own. Reflective relationships, called Loadings, should be high within the same construct and low across different constructs. Table 3 confirms high within-construct loadings and weak cross-construct correlations, validating the outer model for cross loading analysis.

Outer model –Discriminant Validity (HTMT Ratio), Threshold: $HTMT < 0.9$

Accordance with Franke & Sarstedt (2019) if the HTMT value is significantly below the critical value of 0.9 to establish discriminant validity. Here we can see that the

value is below 0.9. So, it can be said that the model is valid and established.

Inner model; Path Coefficients of tested model & Hypothesis Testing and Structural Model Evaluation

- Beta coefficients (B) estimate path relationships in the structural model, indicating consistency across items. The cutoff value for B is >0.20 , and all values in Table 6 meet this threshold.

- R Square (R^2) explains variance in endogenous variables due to exogenous variables. Values of 0.42, 0.51, 0.535, and 0.537 are moderate, aligning with Cohen's and Chin's benchmarks.

- Q-square (Q^2) measures predictive relevance, with all values above zero indicating good model fit.

- Values of 0.74, 0.68, 0.57, and 0.369 indicate a large effect, per Cohen's benchmarks.

Example: Conflict Resolution

The analysis found that teams utilizing HR analytics, emotional intelligence, and leadership psychology had higher conflict resolution rates and employee satisfaction than others (Miller & Thompson, 2023). Business conflicts are common in the workplace, but how they are managed can impact the business. Emotional Intelligence (EI) helps managers handle and resolve conflicts, fostering teamwork and reducing disruptions.

The ratio quantifies the business's conflict-solving ability and the need to improve these activities. Sentiment analysis can monitor team morale and emotions to identify conflict causes and prevent them. Leadership Effectiveness (LE) is crucial for business success as it involves leaders facilitating goal achievement. HR analytics can help evaluate leadership performance.

Leadership plays a crucial role in motivating teams, making decisions, and resolving conflicts. HR analytics can help evaluate leadership effectiveness in these areas. By analyzing data from employee engagement surveys, 360-degree leadership feedback assessments, and performance metrics, organizations can determine leadership development needs and provide training and coaching to enhance motivation and performance. Similarly, leadership decision-making can be assessed using decision quality, speed, and stakeholder satisfaction, while conflict resolution can be evaluated based on how quickly conflicts are resolved and employee satisfaction with the process. This analysis helps organizations identify leadership behaviors that promote effective decision-making and conflict resolution and enables them to provide targeted leadership training in these areas.

Team Cohesion (TC) is crucial for business success as it promotes togetherness and teamwork among team members. HR analytics can help understand team dynamics by analyzing communication patterns. Perceived Satisfaction (PS) is vital for business success and goes beyond commercial transactions, emphasizing trust and empathy. Leadership Effectiveness (LE) contributes to PS by creating a healthy organizational culture and promoting collaboration. Training and Competency is

essential for translating the organization's vision into customer experiences, focusing on developing employees' skills and empathy.

Employee Involvement (EI) and Conflict Resolution Skills (CRS) are both important for building strong relationships with customers. EI involves allowing employees to participate in decision-making, promoting their ideas, and making them feel valued. This helps improve the quality of customer experiences and loyalty. CRS focuses on engaging with customers through personal communication, problem-solving, and community-oriented strategies, which helps build trust and sustainable development in untapped markets.

Managerial Implications

Enhanced Problem-Solving: By combining HR analytics, emotional intelligence (EI) strengths, and leadership psychology, managers can better identify and address latent problems in the organization. This approach allows them to pay attention to fine details and potential causes of issues that might be overlooked.

Proactive Issue Prevention: The integration of HR analytics, EI strengths, and leadership psychology empowers organizations to take preventive action in addressing issues. Identifying risks early and intervening promptly can mitigate the potential negative effects on the organization.

Cultivation of Emotional Intelligence: Integrating EI strengths into HR practices fosters a culture of emotional intelligence within the organization. Through training and development, employees can become more aware of their emotions, regulate them, and develop empathetic and social skills, contributing to better problem resolution in the workplace.

Leadership Development: Incorporating leadership psychology into HR analytics helps in understanding effective leadership behaviors and approaches that enhance problem-solving. Developing leadership competencies such as communication, conflict management, and decision-making skills can help teams address complex problems.

Continuous Improvement: HR analytics provides ongoing feedback to help organizations not only identify issues but also track the effectiveness of solutions and leadership actions. By comparing key performance indicators and employee feedback, managers can adjust strategies, respond to new challenges, and enhance organizational practices.

Employee Engagement and Satisfaction: Strengthening EI and leadership psychology can improve employee engagement and satisfaction, creating a supportive and stimulating work environment. This can lead to increased motivation, reduced turnover rates, and higher productivity, as well as demonstrate the company's commitment to addressing employee concerns.

Strategic Alignment: The integration of HR analytics, EI strengths, and leadership psychology ensures alignment between organizational goals and managerial

behavior. Identifying obstacles to strategic goals allows managers to allocate resources and implement measures that enhance organizational growth and success.

CONCLUSION

In organizations, using HR analytics, emotional intelligence (EI), and leadership psychology can greatly improve conflict resolution and decision-making. HR analytics helps identify patterns and trends to enhance organizational performance. Integrating EI into HR practices helps analyze interpersonal conflicts and improve employee performance. Leadership psychology helps create specific managerial behavior patterns and decision-making processes, fostering a leadership culture that engages employees and enhances organizational performance. By integrating these aspects, organizations can identify potential issues, engage employees, and align with their strategic plans. This integrated approach recognizes that decision-making involves data, emotions, and leadership factors, ultimately leading to better management of challenges, regular changes, and a strong positive culture within the organization.

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