



# Impact of HR practices on employee performance and the mediating role of emotional engagement in Pakistan (NGO) sector

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## **Abstract**

Non-government organizations are challenged with HR practice because of their emotional engagement in employee performance. Therefore, this study was carried out to examine the role of emotional engagement recruitment and selection (emotional engagement and employee performance) on the benefits of training and development, follower compensation. This mediation similarly examines emotional engagement target population leaders and their direct followers in Pakistani NGOs. A survey questionnaire technique was used, and data from 200 have been amassed the use of cluster sampling, respectively. SPSS software program and PLS-SEM was once used for statistical analysis. The records printed that personnel in Ngo's HR practices have performed a necessary position in emotional engagement. The emotional engagement was associated to HR practices as well as employment. Furthermore, HR practices have been linked to emotional engagement with follower employees overall performance in Pakistani NGOs. Significant interference in relationships this learn about enriches the body of information thru HR techniques with follow-up employee performance engagement.

**Keywords:** HR practices, Emotions engagement, Employee performance, Training, Benefit, Recruitment, development.

## 1.1 Introduction

Globally understood opinion definitions are usually a starting point, however nonetheless has a final goal every time. The foundations of most of the world see that the term NGO consists of a wide grouping of ranking structures (Mufti, Xiaobao et al. 2020). A key world NGO operational report - 1995 - Working with NGOs that have a vested interest in mitigating disasters, caring for nature, and flexibly benefiting system organizations activities that, with commercial enterprise affiliations or change unions, increase open premiums rather than ignite private premiums (Wasif 2020). In general, the importance of an NGO consolidates an authoritative framework precis that they can create based on which they can think about the terms used in their relationship relationships. In the case of Pakistan, the importance of NGOs is being undermined via bees such as relying on managing the development, grassroots degree associations, associations for private development, 'credit social orders', and so on in other ways (Fowler and Malunga 2020). There is a lot of contradiction in whether or not each subcategory is eligible as an NGO or now not - are there credit social applications about open interest?; Maybe - or whether or not a self-made opinion of a gathering is ample to pick its application (Nguyen, Schleihau et al. 2020). In a discussion board where self-proclaimed grassroots organizations, in fact, there can be no evidence among regular people, can raise the query of whether it is feasible to reap a aim or not. Countries like Pakistan view NGOs as associations that are set up to furnish a low-level dependency system or to furnish sufficient money assistance (Digalwar, Raut et al. 2020). It is tough to join with preparations that are steady with the regularity and speculation of the rules, which will provide us the electricity to run precise cut-off factors round the NGO branch of an ordinary society, there is a worrying and systematic realistic definition and its broad In use In the same way, via dialogue, each foyer in Pakistan arranges for the public interest, which is now not the case; the betterment of the humans is seen as NGOs.

Due to the significant growth in numbers, Pakistan is subordinate to NGOs Extremely competitive pressures (Fowler and Malunga 2020). To survive and thrive in this way competitive environment, more than ever, these organizations want to be satisfied and content. Too many studies Recommend that the "perfect worker" is the one who is most satisfied, (Bryan and Mendaglio 2020) wants to set up an extra mail to help get the organization up and running it is well established that satisfied employees are more likely to be associated with their organization (Saks 2019).

The sector is often changing this uncertainty is considered a major factor in the dissatisfaction of frontline employees with their jobs. In addition, there is a significant difference in the compensation provided by local and multinational NGOs (Mufti, Xiaobao et al. 2020). Employees when they learn, often get angry over their salaries leading organizations to pay more than employees. In addition to the same position, previous research shows that Solid support plays an important role in employee performance (Pungnirund 2020). Considering these irreparable concerns, the purpose of the present study is to assess the human resource impact on the engagement employee and performance of frontline employees of local NGOs based in Pakistan. The most commonly used research on HR methods are authoritarian, bureaucratic, less fair, charismatic, democratic, participatory, situational, case, and human resource methods but the recruitment & selection, training & development, and compensation & benefit have generally been found to be related to employee performance (Saks 2019). Define HR practices as one that helps employees raise their concerns and stabilize their level of ideas, as well as their acceptance of group visions and goals. There is a consensus among scholars that human resources practices gain confidence by employee engaging followers with them, the result of this engagement is the desire results (Raina and Kalse 2018). For example, when an employee feels confident, they are motivated and more involved in the job. Engagement is the enhancement of job autonomy and involvement in decision making to enhance organizational effectiveness encouragement

and feedback from employees build employees' confidence in their abilities so that they can better perform the overall engagement of the employee, which is positively related to employee performance (Presbitero 2017),(MADAN 2017). In the process, there are emotional connections. The employee is involved in decision making between the HR and the employee performance, and communicate and share information. Some studies offer a link between HR practices that are generally related to employee performance (Conway, Fu et al. 2016). However, there are such links that lack understanding of their basic mechanisms Evidence of the role of employee performance in different organizational individuals prompted us to investigate frontline employee performance predictions in the context of local NGOs operating in Pakistan (Mufti, Xiaobao et al. 2020) - previous work in the NGO sector has failed to address HRM (Bryan and Mendaglio 2020; Pungnirund 2020). Experimental point to it not getting enough attention based on previous research violations and shortcomings Information on HRM in NGOs the purpose of this article is to address the gap in NGOs by addressing HRM. It is based on existing studies and analyzes the relationship between employee performances (Raina and Kalse 2018). Human resource practices we propose emotional engagements a potential intervening factor in the relationship between the two modes of HR and employee performance.

## **2.0 Literature Review**

### **2.1 Theoretical Foundation**

In most organizations (Mahesar, Chaudhry et al. 2016) there are always a large number of workers who stand out against what we call the best productive people (Presbitero 2017). Most employers expect that as the business environment changes, they will make their employees more competitive, self-motivated and faster. High performance employees are also known as rising stars, and these outstanding performers are expected to enhance the effectiveness of organizations by raising the standard of their performance (Pham-Thai, McMurray et al. 2018; Mira, Choong et al. 2019). Finding the right employees remains the biggest challenge in any industry. Retaining employees during this time is a huge pressure on the organization. After a while, the employee tends to performance poorly due to disengagement and if this issue is left unfounded, it will damage the quality of the skilled worker (Jerónimo, Henriques et al. 2020).

It is to say that the HR device is viewed as playing a full-size function in improving engagement stage and enhancing job performance of employees (Shantz, Alfes et al. 2013). Human resource is “the insurance policies and manner involving HR factors of management regarding, planning, recruitment, selection, training and management, performance appraisal and labor relations”. Some researchers suggested that HR practices must think about as precise antecedents of emotional engagement and job performance (Shahzadi, Javed et al. 2014). HR practices are extra necessary because they exist and effect on daily operations of an organization in shaping employee’s attitudes, cognition and behavior (Vuong and Sid 2020). HR practices can assist groups beautify their performance. Researchers explain HR practices role that it ought to influence on employee perception that the introduction of a safety climate, motivation, meaningfulness, emotion (Meister and Willyerd 2010). According to (Mahmood, Akhtar et al. 2019) “HR practices are one of the factors in the enterprise that ought to form and decide employee responses at work”. (Tuan 2018) HR practices can help for explaining how these practices impact emotional engagement and job performance; assist managers with solutions to motivate and encourage personnel to work efficiently in conditions of tight labor market, where altering understanding administration practices and global convergence of science has redefined the nature of work, and in the context of constrained brain assets in manpower market (Eby, Casper

et al. 2005). So, inspecting the relationship between HR practices with emotional engagement and job overall performance is necessary. Furthermore, HR researchers have been exploring how HR practices operate among distinct sorts of folks and in different sorts of situations (Saks and Adams 2019). Claimed that grasp whether a theory explains a positive phenomenon the same way in different organizations of men and women is central to furthering social science research. Similarly, stated that perception how theories operate among distinctive kinds of people and for whom positive predictors lead to sure consequences is central to developing theories of human behavior (Gerhart 2007). Additionally, inspecting how theories operate underneath quite number conditions is said to be “at the coronary heart of idea in social science” and an most beneficial way to refine theories So far, man or woman traits have been largely neglected inside organizational conduct research (Srivastava and Bhatnagar 2008). Some present researches have examined the effect of HR practices on employee engagement, but they did not take into account the manageable mediate effects of character traits (e.g., gender, educational level) on this relationship. It has now not additionally clear evidence whether or not the front line employees become aware of HR practices in unique approaches depending on their demographics (Meister and Willyerd 2010). Researchers counseled that in order to understand the impact of HR practices on employee outcomes (e.g., worker engagement) within the context of precise employee performance lookup is required to recognize why some people have a higher tendency to interact than others. Therefore, the author will integrate person characteristics (e.g., gender, marital status) on the relationship between HR practices and job engagement of the front line employee in this study (Tanveer, Shaukat et al. 2011). To date, study is the only empirical investigation into the function of mediates in the HR practice-performance employee. In the existing study, we build upon work to generate a moderated function of emotional engagement (Gruman and Saks 2011). Which we suggest that HR practices have an effective effect worker performance results through processes of moderation. In developing our theoretical model, we draw on related research from the area of worker engagement to give an explanation for how worker overall performance of HR practices are associated to emotional engagement (Jose 2012). We base our evaluation on social exchange theory, which suggests that engagement may also play an essential position in employee performance outcomes, the impact of HR practices on employee engagement. Finally (Mira, Choong et al. 2019; Ahmed and Ansari 2020) we construct on social exchange concept to give an explanation for how the indirect effect of perceived HR practices on worker performance via emotional engagements in all likelihood to be moderated via the perceived exceptional of the employee-organization (Tensay and Singh 2020) and the employee-line manager relationship. The purpose of this paper is to systematically analyze literature in the area of HR and it's have an effect on employee performance. HR is often necessary for groups to gain competitiveness on the market. Further (de Oliveira and da Costa Rocha 2017) the competitiveness of businesses is imperative for long-term enterprise excellence. The relationships between personnel are complex. Therefore (Bakker 2017; Tensay and Singh 2020) the evaluation of how HR practice affect employee overall performance is welcomed. There is a large physique of literature on HR practice (!!! INVALID CITATION !!!) And the variety of consequences they have on employees. This existing learn about affords a concise systematic assessment of the have an impact on that HR has on companies' (Abdullah and Wan 2013; Alfes, Truss et al. 2013; Ali, Lodhi et al. 2018; Lodhi 2018) competitiveness, and general employee performance & engagement employee (Pati and Kumar 2010). The overview focuses on answering three important research questions: (Alfes, Truss et al. 2013).

## **2.3.0 Hypothesis Development**

### **2.3.1 HR practices and employee performance**

HR practices play an important role in improving employee performance (Saks 2006). If it is argued that (Popli and Rizvi 2016) "HR practices have an important role to play in making employees a resource for organizations and the resources available to develop the resources engaged in job performance (Bastien and Corbière 2019)" and to provide them with challenging jobs with management opportunities. "Proposing the use of SET to explain the relationship of HR practices with employee performance and the effects of employee performance on previous experiences, this study prioritizes interpersonal relationships between organizations through HR practices and employee performance. In this, employees who benefit from and know fitness, career concerns, fairness and organizational satisfaction, in turn, will respond in a way that will further engage the organization. Therefore, the hypothesis is suggested.

***H1: There is a positive relationship between HR practices and employee performance***

### **2.3.2 Recruitment and selection and employee performance**

Recruitments are designed to appeal to and find suitable applicants to meet the agency's core ship requirements (Aggarwal, Datta et al. 2007) in addition, the decision is the process of deciding on the applicants' first class and eligible candidates in the most healthy and efficient way possible. (Meister and Willyerd 2010)"As an organizational idea for the search for employees, for the search for employees, for the movement to apply and select them, to find ways to align individual abilities with the characteristics and needs of the organization (Gruman and Saks 2011; Soane, Truss et al. 2012). "Is explained it is stated that good recruitments and resolutions will help to improve the suit between the individual and the organization by providing candidates with proper records or insights about the job tasks so that they wish to know about their job" (Guest 2014). I choose wisely. Therefore, speculation is suggested according to the above discussion.

***H2: There is a positive relationship between recruitment and selection and employee performance***

### **2.3.3 Training & Development and employee performance**

Training is generally thought of as a set of working things designed to improve the knowledge, skills, and abilities of employees in order to grant higher advancement between employees and job qualities (Biswas, Varma et al. 2013). "It has been mentioned that service education applications need to set clear standards of conduct in all factors of provider conflict" (Eddington 2012; Guest 2014). In addition, the offer is tailored to the unique wishes of the provider. "Organizations make sure that their staff knows and catches what they do and why, so they can offer more services to customers." The relationship between coaching practice and worker performance is illustrated by the Social Alternative Idea (SET) routine, which suggests that if front employees realize that there are problems in their bank in terms of development (Aybas and Acar 2017). It has been mentioned that since a business enterprise invests assets through appropriate training programs, employees can also perform their duties to the maximum through their overall performance. Based on the above discussions, speculations are made:

***H3: Training & Development has a positive impact on employee performance***



### **2.3.4 Compensation & Benefit and employee performance**

According to, the compensation mechanism is able to ensure adequate performance, such as improving employee employment, employee satisfaction, performance (Malam and Abboh 2016). The general results confirm that there is a strong link between the incentive allowance, the bonus, the foreclosure benefits and the salary (Jibrin-Bida, Abdul-Majid et al. 2017). There is a correlation between these variables, which certainly thinks about performance-benefit schemes, worker satisfaction stages and business rates. It concludes that groups with upgraded compensation machines may also have an impact on their employees. This will motivate them psychologically to join organizations (Pandita and Ray 2018). Combining "performance compensation" in all areas is a whole strategy for brainwashing and retaining workers. Generally, it is known as "performance pay" or "performance-based pay" to pay that compensation depends on employees' performance and their contribution to achieving organizational goals. The passionate relationship between compensation elements schemes carries a strong assumption of worker retention. Compensation procedures require an upgraded framework that can motivate, retain, attract, and satisfy employees, resulting in employee retention and satisfaction (Emmott 2020) according to George. This gives extraordinary actors more enthusiasm and can further prepare them to be more competitive within the organization. More opined that HR's net indispensable area is compensation which provides adequate support and assistance to personnel in order to improve organizational effectiveness to some extent (Ismail, Majid et al. 2019). In this way, the link between compensation and work performance can be assured, as referenced (Conway, Fu et al. 2016). Compensation dealing should be applied to every action taken by employees, such as the expected performance of people performing organizational duties who are fully engaged with the job, satisfied and performing well for the agency (Albrecht, Bakker et al. 2015). Encourage a basic commitment was found to the compensation technique and the overall performance of the employee. (Guest 2014) For example, it explained that a company can attract, motivate, and sustain its employees based on their performance and excellence in the organization as a whole through the provision of competitive salaries and appropriate rewards. Can similarly, it has been mentioned that the compensation gadget has been used to deliver a wide range of results on employee performance (Edgar 2020). Today, several agencies around the world are trying to find a progressive compensation strategy that can simultaneously beautify employee performance (Diaz-Carrion, López-Fernández et al. 2020).

#### ***H4: Compensation & Benefit has a positive impact on employee performance***

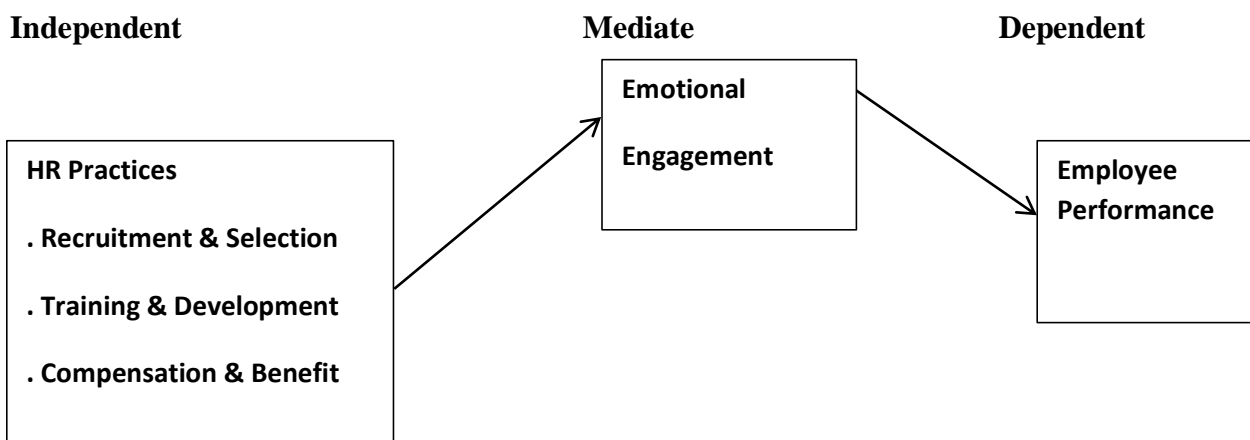
### **2.3.5 HR practices and emotional engagement**

The discussion of HR can be considered in a device that begins with HR philosophies that contain necessary values and guiding ideas for humans to adopt ideas with the aid of attractive them in reality activities (Pukkeeree, Na-Nan et al. 2020). The HR gadget includes: HR strategies, HRM insurance policies and HR practices inclusive of all activities worried in monitoring people's improvement and their management and employment relationships (Joubert and Roodt 2011). Arguing that businesses can obtain their desires by means of relying on human assets so that personnel can rely on human resources to think, act and think in a way to manipulate and acquire goals and HR practices can have a substantial effect on how employees' perceptions, behaviors and attitudes can affect organizational performance (Nishii, Lepak et al. 2008). There are many examples of human resource techniques that have been developed thru preceding studies (e.g., Ruble et al.) The factors of this mannequin encompass many elements of national subculture and the level of country wide development, industry, business (Rees, Alfes et al. 2013). Depending on the type, history and context of the agency founder, the dimensions of the

HR technique used in the research are different. So, he pointed out that the HR strategies fluctuate in exclusive organizations. However, many models also use frequent aspects with 5 basic elements of HR methods: training support; overall performance appraisal; career development; rewards and recognition; recruitment and selection. Ingredients have been no longer used frequently, proving that factors are fundamental factors of HR practices in which any organization, especially the banking sector, i.e. international business sector, fierce competition, working in unstable enterprise surroundings and it is very involved in alliances with the global market (Bastien and Corbière 2019). For this, banks want to have applicable HR methods. The desire of substances is additionally in line with the HR realities of the majority of banks today. (Zhu, She et al. 2020) Furthermore, based on the results of a focus team with five managers, primarily in the banking management field and five frontline personnel in the banking sector, two-thirds of the participants discussed HR strategies such as "employee participation" and "information exchange". There were two aspects to the practice (Luu 2020). "It was agreed that this was once considered a significant effect on employee engagement" (Ahmed and Ansari 2020; Ahmed and Singh 2020) .

***H5: HR practices has a positive impact on emotional engagement***

## **2.4 Theoretical Framework (Model)**



**Figures 2.1: Techniques/ Approaches of Regression Testing**

Research model of The Impact of HR practices on employee performance

Mediating role of emotional engagement

## **2.5 Hypothesis**

H1: There is a positive relationship between HR practices and employee performance

H2: There is a positive relationship between HR practices and mediate role emotional engagement impact on employee performance

H3: HR practices has a positive impact on employee engagement

## **2.6 Methodology**

### **2.6.0 Research Design**

The research finds out about was performed to determine the outcomes of HR practices on employee performance.

### **2.7 Data collection tools and sampling techniques**

A questionnaire designed using a 5-point podium scale ranging from strongly disagree to strongly agree collected data on employee working in different departments of Pakistan's NGO sectors. The questionnaire used to be divided into two parts: the first part contained facts about human resource practices and overall employee performance, and the second part contained demographic information about the respondents. For this study, random sampling methods have been used to obtain data. The questionnaire was distributed to four cities target respondents to obtain statistical data for analysis.

### **2.8 Population and Sample**

The list of companies used for the sampling frame was provided by NGO Pakistan. The unit analysis in this study was the sector. The owners/managers of NGO were the key respondent to represent the top management of the sector. They were considered because they were able to provide answers to questions on the variables related to the study. They also had knowledge of the overall operational activities of the business organizations represented... In any research study, it is crucial to select an appropriate sample size. According to the determination of an efficient sample size is needed to confirm that the sample selected represents a given population. In order to acquire an appropriate sample size for this study, a table used by was applied. As the population size was top 20 Non-Government Organizations List in Pakistan the appropriate sample size was 20 sectors, online survey and physical on NGOs select city (Burewala, Vehira) complete survey 260 out of 380 and online survey 90% out of 100. This study obtained a sample size of 380.

### **2.9 Profile of Respondents**

As shown in Table 4.1, this section presents the demographic profile of the respondents. Table 4.1 shows that more than half of the employees/managers were Female (23.1%). In terms of age, and Male (76.9%) about half of them were relatively young (76.1%) until the age of 25, followed by 26 - 45 years of age at 67 (62.7%), 46-55, and 55+. (16.7%). For education (43.4 %) has a bachelor's degree, (41.3%) has a master's degree, (11.3%) PhD, degree. respondents contract respondents are contractors and permanent 48 permanent employees and about the term of employment, up to one year, 49 respondents (32.7%) have less than 1 year of working experience, 48 respondents between 2-5 years (32%), 30 respondents (20%) between 5-10 years, while 23 respondents (15.3%) more than 10 years as listed in Table 4.1.

#### ***Demographics***

<b>Demographic Variables</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage</b>
Gender	Male	163	76.3



	Female	43	23.1
Age	Up to 25	73	34.4
	26-45	133	62.7
	46-55	6	2.6
	55+	10	6.7
Qualification	Bachelor's	87	43.4
	Master's	42	41.4
	MPhil	24	11.3
	PhD	3	4.2
Nature of Employment	Contractual	102	68
	Permanent	48	32
Length of Service	Up to 1 Year	49	32.7
	2-5 Years	48	32
	5-10 Years	30	20
	10+ Years	23	15.3

## 2.10 Descriptive Statistics

As illustrated in Table 4.5, mean value of use of HRP ( HRP1:2.57, HRP2:3.32, HRP3:3.32,HRP4: 3.4,HRP5:3.48), which were the highest mean values of all the variables means Std., skewness and kurtosis mention in below table 4.4 respectively.

### *Descriptive Statistics*

Constructs	Mean	Std.		
		Deviation	Skewness	Kurtosis
HRP1	2.57	0.929	1.461	1.366
HRP2	3.32	0.763	0.674	0.224
HRP3	3.32	0.91	0.078	-0.588
HRP4	3.4	0.859	0.09	-0.611
HRP5	3.48	0.8	0.106	-0.425
HRP6	3.54	0.774	-0.047	-0.354
HRP7	3.35	0.883	0.07	-0.727
EE1	3.4	0.847	0.017	-0.608
EE2	3.51	0.867	0.252	-0.654
EE3	3.48	0.841	0.064	-0.556
EE4	3.48	0.817	0.103	-0.476

EE5	3.49	0.88	0.131	-0.677
EE6	3.41	0.829	0.244	-0.444
RS1	3.33	0.808	0.401	-0.216
RS2	3.41	0.844	0.196	-0.513
RS3	3.47	0.827	-0.194	-0.547
RS4	3.46	0.848	0.093	-0.571
RS5	3.28	0.752	0.255	-0.141
TD1	3.49	0.673	-0.31	-0.201
TD2	3.45	0.782	0.029	-0.382
TD3	3.47	0.748	-0.151	-0.317
TD4	3.45	0.827	0.248	-0.46
TD5	3.39	0.792	-0.071	-0.497
CB1	3.47	0.857	0.17	-0.586
CB2	3.36	0.754	-0.12	-0.463
CB3	3.48	0.702	-0.282	-0.241
CB4	3.57	0.789	-0.057	-0.398
CB5	3.53	0.783	-0.132	0.077
EP1	3.44	0.798	-0.162	-0.078
EP2	3.28	0.657	0.354	0.259
EP3	3.59	0.667	-0.141	-0.116
EP4	3.43	0.789	0.057	-0.398
EP5	3.44	0.831	0.016	-0.538
EP6	3.47	0.757	0.186	-0.29
EP7	3.48	0.783	0.025	0.061
EP8	3.46	0.848	-0.04	-0.273
EP9	3.51	0.801	-0.141	-0.431
EP10	3.54	0.816	-0.168	-0.455
EP11	3.59	0.744	-0.451	0.462

## 2.11 Results of Direct Relationship

Relationships					LL	UL	Decision
	Beta	SE	T-Values	P-Values			
RS -> EE	0.369	0.072	5.125	0.000	-0.065	-0.223	Supported
HRP -> EE	0.202	0.089	2.270	0.254	-0.156	0.253	Not Supported

CB -> EE	0.059	0.029	2.034	0.675	-0.1	0.182	Not Supported
TD_ -> EE	0.128	0.076	1.684	0.051	-0.047	-0.239	Supported
EE -> EP	0.324	0.139	2.330	0.050	0.05	0.458	Supported

## **2.12 Discussion points and Conclusions**

An individual review of the results reveals that HR has a significant impact on employee performance. Similarly, the results of the quantitative review conducted by the present review also argue that HR practices are useful for enhancing employee performance. However, it has also been noted that the health and well-being of employees is not strongly linked to HR practices. In addition, an extensive meta-analysis of HR practices and employee performance reported a correlation. Even more interesting is that these results suggest a reverse cause. More precisely, higher organizational performance can improve HR practices. This is important for future research. It can be assumed that HR practices should not be the main target of NGOs but should achieve high turnover based on data collected from various businesses. Reliable articles these article shows that HR practices can have a positive effect on overall business performance and good HR practices will follow. If managers are focusing too much on HR, it is likely that the other side of business activities will be less efficient. Of course, there are NGOs where employees are satisfied with their workplace but productivity and quality are low. Assuming that good HR practices are the result of good employee performance, the **question arises**.

## **2.13 NGO's sector of Pakistan Implication**

Analysis of the data shows that the HR of the NGO is involved in the Pakistani sector. It is an essential element to understand that active personality differences affect delegates. It is the prerogative of the NGO Sector Base Association to help persuade and help delegates to learn more about the benefits of being more emotionally engaged in the work they do to connect with themselves. Achieving goals effectively and employee performance the HR practice sector NGOs in Pakistan have a significant influence on their execution on the level of competence.

## **2.14 Limitation and Delimitation**

The most important limitation of this study is that it applied a research approach based on the analysis of the contents of the previous literature. Previously published papers, articles, etc. have been used in this study. However, this study has lost the individual perceptions of employees and professionals about them in the selection process in organizations. Thus, it is recommended that for future studies, a mixed-method may be applied. In this way, the views and findings of individuals as well as scholars will be incorporated into the study, and the results will be more important and able to be generalized.

In light of the above-mentioned understanding of, it is necessary to note several caveats regarding the present study. Although the results suggest a clear positive correlation between emotional engagements, we did not provide the effect of each aspect separately furthermore, the research should combine questionnaires and online sessions, and the research will bring together both the NGO sector and various companies on physical filling, as it will yield more inclusive results. Since the present study was controversial by nature, future studies should be investigated through longitudinal design. In this study, we have measured variables in the overall HR methodology in relation to emotional engagement. Future studies can also be done by measuring each aspect of the two LHR methods separately and measuring their impact on different aspects of

emotional engagement. Based on the results of the study, possible steps can be taken to create an encouraging atmosphere of engagement among NGO employees. Developing and helping each other engage also helps employees improve their performance in the workplace. Human resource practice relies on employees' abilities and expects them to have a significant impact on their work, resulting in greater job satisfaction. Access to emotional engagement for better incentives is evident to HR. Express a vision that encourages employees to be more accountable for their efforts. Goals and job descriptions can also facilitate emotional engagement. Recognizing employees' needs, creating an atmosphere of understanding, and building trust will also increase employees' sense of engagement. Employee involvement is of paramount importance, when established between employees, HR can effectively take advantage of employees' abilities rather than scrutinizing employees during work. These findings also have the potential to help NGOs develop developmental training programs for HRs and adapt to trainers, which in turn increases emotional engagement and employee performance. The results of this study summarize the HR practices that have a positive effect on emotional engagement and employee performance. It is thought that this study will be of great importance in the literature on HR methods, especially in the setting of NGOs as there was limited literacy. In addition, based on these findings, NGOs need to develop management arrangements to improve HR and therefore improve efficiency.

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