



## Human Resource Practices And Employee Performance: The Moderating Role Of Emotional Intelligence And Workplace Spirituality

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### Abstract

*This research examined the impact of human resource management (HRM) practices on employee performance with the moderating role of emotional intelligence and workplace spirituality in Punjab Pakistan. 360 employees' data have been collected from primary sources through questionnaires from different universities in Pakistan. Statistical techniques such as descriptive statistics, correlation, regression, and moderating models were applied for data analysis. The findings of the study show that human resource practices have a significant effect on employee performance, with a significant moderating role of emotional intelligence and workplace spirituality. The study highlights the necessity of creating HRM practices that might improve the efficiency and performance of higher education institutions in Pakistan. So, it is recommended that firms should value the human resource to improve the proficiency level of employees and it will directly contribute to the performance of a firm.*

**Keywords:** *Human Resource Practices, performance appraisal, employee performance, emotional intelligence, and workplace spirituality.*

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## INTRODUCTION

In the global environment of business, HR practices are necessary for the ideal integration for accomplishment or achievements. Over the years, HR management practices trends, and challenges have been transformed and revolutionized. Therefore, to attain the objectives and goals of a firm, HR management practices are considered essential for human resource policies and fruitful implementation thoughts efficiently and effectively (Al-Qudah et al., 2022). Similarly, the management practices of human resources are valued for firms to make betterments in the effectiveness and efficiency of employees as well as make an increase in the commitment between them. Firms also take practical measures to increase the performance of employees. Furthermore, management practices of human resource implementation or deployment lead to retain attract and motivating workers in an effective manner with the purpose of increasing the performance level of firms and individuals too. Human resource is a strategic determinant that sources and supports sustained competitive advantage and this belief is becoming a great concern for firms, scholars, and academicians. Human resources should not be valued as a cost for the firm but considered essential assets. Furthermore, successful HR management practices lead to a better performance level of firms and individuals as well (Pablos & Lytras, 2008).

An approach to managing a firm's human resources is known as human resource management. Armstrong (2001) put stress on the working of employees who collectively and individually give contribution towards the achievement and accomplishments of a firm's goals and objectives. Therefore, to attain the objectives and goals of firms, HR management practices for fruitful implementation of HR policies in an efficient and effective way are considered essential. These practices are extensive training, incentive pay, status differences reduction, security of employment, selective hiring, performance-related feedback, team working, and information diffusion (Busienei, 2013).

The historical timeline of sociable and emotional intelligence services explained that it is not a new concept but rather introduced by (Salovey & Mayer, 1990). Further emotional intelligence became more popular in 1995. It is an understanding of a person's own feelings, empathy, and tactual sensation and also for others, and the regulation of all emotions in the same ways that enhance animation. Emotional tidings are the division of intelligence that is deeply involved with the ability to check a person's own emotions and feelings and also the feelings and emotions of others. It is distinguished between a person's and other people's feelings and emotions to use this selective information to guide both about their thought and proceedings (Handayani & Kasidin, 2022). Emotional intelligence is person's capability to perceive the emotions, regulate and manage those emotions, basically it is the consumption of those emotions in more productive and cognitive manner as well (Mayer, Salovey, et al., 2000).

Goleman (1995) proposed model and domains of emotional intelligence and whilst Goleman's model described emotional intelligence in five domains which had been split into following categories: Significant your own emotions, managing your own

actual emotions, encouraging yourself, understand the emotions of other people and management of relationships. Goleman (1995) provided the five domains of emotional intelligence have become very popular in business workplace as well.

The factor of emotional intelligence plays an essential role in every kind of domain from vision to efficient employee's performance, effective leadership, partnership and teamwork almost. A business of emotionally intelligent, when originated on communication's understanding on all levels and excellent practices can excel or surpass in all the applicable and related zones consistently (Wati et al., 2023). Firms who retain their workers efficient, motivated, aligned and productive with the business become committed and successful. In business, retained staff can put on and relate their emotional intelligence to every human interaction virtually like from brainstorming to the presentations of firms and employee motivation to service of consumer. It is also found that the factor of emotional intelligence has wider and far deeper benefits than these instances (Cote & Miners, 2006).

There is need to find out the relation of activities of human resource management and performance of employees in private universities sector of Lahore. The city of Lahore is one of the Pakistan's main cities that influenced by terrorism. Pakistan is an underdeveloped country and Human Resource management system's application is yet very weak. The activities of human resource are not recognized very well in Pakistan. To make increase work quality at level of university and to seal up the gap of literature, this investigation put stress on analyzing the effect of practices of human resource on the perceived worker's performance in Lahore's private sector universities. Researches showed that a lot of work has been done on emotional intelligence, human resource practices and employee performance worldwide. However, a little is known about the possible relationship between, human resource practices, emotional intelligence and employee performance in Pakistan (Khan et al., 2019).

In the field of human resource management, there have been a great number of investigations, analyzed effect of different practices of human resource on employee performance and retention (Baron, 2019; de Bussy & Suprawan, 2017). Characteristically, these numbers of practices are training, recruitment, appraisal, internal promotion and coaching's opportunities, participation and rewards. These all are connected to outcomes of human resources as employee loyalty, satisfaction, motivation and retention that sequentially linked with overall performance of firm. In case of absence of these practices, turnover rate can be high in any firm.

A great number of investigations did not outline a relation among each practice of human resource and performance of job explicitly in the developing countries (Milon et al., 2022). Though, there is a hypothetical cause to trust that such a link exists. It is contended that workers are likely to put their exertion at workplace more when perceive performance evaluation, compensation and promotion are adequate and fair. It is also contended that workers are likely to withhold their exertion in their role of work when perceive promotion, performance evaluation and compensation are less satisfactory. Though, few of investigations have been shown on effect of management practice of human resource on perceived performance in context of

Lahore's universities. This research would have made theoretical contribution as the framework of research has never been studied previously. Another unique point of the research is that few studies found on human resource practices and workplace spirituality. A few of literature is available in emotional intelligence and human resource practices. To the best of our knowledge, no research has examined this study topic in a wide framework and investigated the dynamic relationships among HR practices, employee's performance with moderating role of EI and workplace spirituality in the available empirical literature. So, this research will contribute into body of literature. Based on this gap following are the research questions; **RQ-1:** What is the effect of HR practices on EP in Pakistan? **RQ-2:** What is effect of recruitment and selection, training & development, performance appraisal, Compensation & reward and emotional intelligence on employee performance in Pakistan?

## LITERATURE REVIEW

The empirical studies are regarded as a rich body of research that links human resource practices to performance (Hassan, 2016; Jeronimo et al., 2020) The majority of these studies show a positive relationship between these practices and performance. Employee performance and human resource management strategies are related (Al-kharabsheh et al., 2023). In order to improve employee performance and help firms reach their objectives, human resource strategies play a crucial role. HR practices is a system that establishes the attitudes and behaviors of the workforce and strengthens the bond between the employer and employees, which encourages workers to put out more effort based on invention and creativity, supports the firm's goals, and inspires workers.

Grossman and Salas (2011) selection and recruitment are one of most imperative management practice of human resource. Recruitment basically deals with right person selection for the right job. A signified and positive relation has been argued between selection, recruitment and other kind of procedure applied for applicant's selection efficiently that has noteworthy impact on profits of firms. Furthermore, it is a procedure of penetrating candidates for employment and encouraging candidates that are potential to put on for jobs.

According to Salas et al. (2012) training is one of main activity of human resource in the firms. It helps to achieve its objectives and goals for firms. It is considered a prearranged attitude, skills and task of information lead towards increasing performance in specific circumstances. Henceforth, employee's training and development is the next step after selection and recruitment. This procedure should include the existed and new recruited workers. Though, employee's careful selection does not provide assurance that new staff will accomplish the tasks in an efficient and effective manner. Therefore, organizations need to deploy and design proper programs of training for those workers so as to attain tasks allocated to them. The activities of training and development convince firms to regulate advanced skills, be a competitor, innovate, enhance and develop, expand service, safety of employees and reach goals of organizations.

According to Arthur (2008), an approach or method to measuring the work performance of employees in an assessable method is known as performance appraisal. The goal of this evaluation is to make betterment of a firm by endeavoring towards assembling the best efforts that are possible from individuals active in it. To make sure the extreme application of skills, knowledge and interests of every employee is primary objective of a performance appraisal.

A consideration that compensated to an individual who is working for firms is known as Compensation. The factor of compensation for inner workers accomplished by system of compensation of firms that take chance plays a noteworthy role in fostering performance of employees' and productivity's increment (DuBrin, 2008).

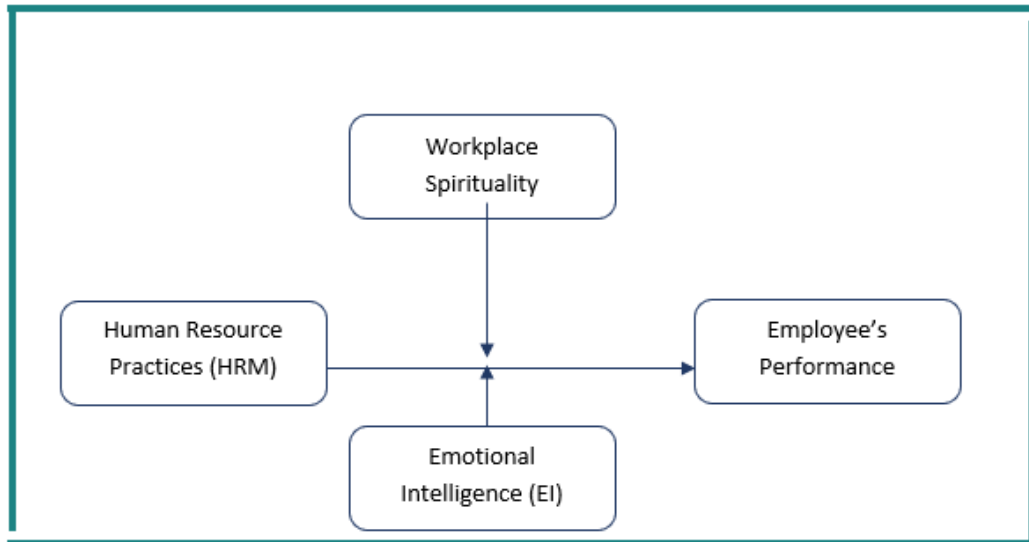
Emotional intelligence is basically person's capability to perceive the emotions, regulate and manage those emotions, basically it is the consumption of those emotions in more productive and cognitive manner as well (Mayer, Caruso, et al., 2000). High emotional quotient (EQ) managers are able to be objective via self-awareness, which promotes a climate that is friendly to equality, motivation, and productivity. Daniel Goleman's theory of emotional intelligence includes five components of EQ: self-awareness, self-control, drive, compassion, and interpersonal skills.

Spirituality means any practice that a person experienced and it leads him towards belief into the connectivity with delightful. (Beauregard, 2009). Aguinis (2009) said that the attitude and behavior of worker is not add in performance but it is regarding what employees do not and what employees do as well as it is not about what worker produce. Performance is all about their work's outcome. Cote and Miners (2006) any firm's emotional intelligence must be capable towards deal and understand how individuals evaluate challenges, how beliefs produce their resistance as well as experience, competition, how to develop relations, success or achievements, power struggles, leadership and judgment. Therefore, the determinant of emotional intelligence is considered a necessary issue for the quality of several firms not only in manufacturing industry but especially in the service industries too.

Workplace spirituality is a growing field of study and practice for management professionals. This led to an effort to conduct a more logical and reasonable examination into workplace spirituality, its structure, and its effects on workers and organizations. Workplace empirical research is in its early stages (Garg, 2017) show clarity regarding spiritual conceptions was a major problem for spirituality. While the specifics of workplace spirituality are still being worked out, one of its key components—the influence of workplace spirituality on employee wellbeing—can be used to illustrate the notion.

Researchers are investigating whether workplace spirituality and employee performance or productivity are likely to be related. According to Mhatre and Mehta (2023), there is a positive correlation between moral leadership and efficiency in military units. According to (Pradhan, 2015) pessimists with spiritual traits outperform those with fewer or no spiritual values. Additionally, highlighting the potential link between workplace spirituality and workers' performance was (Pandey et al., 2009).

The article attempts to fill the gap by examining the relationship of HR practices on employee's performance with the help of moderating role of workplace spirituality and emotional intelligence. We used five dimensions like training, selection, performance, appraisals and compensations of HR practices in our study and check whether these dimensions play a significant role in employee's performance.



**Figure 1: Conceptual Framework**

Based on the above mentioned literature review and conceptual model, all the hypotheses are proposed to be tested which are given below:

The proposed moderating model has led the researcher to formulate the following hypotheses:

- **H1:** HR practices and employee performance have nexus.
- **H2:** There is nexus among HR practices and workplace spirituality on employee performance.
- **H3:** Association among HR practices and emotional intelligence on employee performance.

## METHOD

This study is about people's opinions, and the positivist research approach was utilized for this philosophy of research because it is quantitative research. Study uses positivism as the epistemological approach since it is based on past studies which deals with the acceptance and rejection of hypothesis, in this instance, researchers maintain their objectivity.



Due to an investigation of existing theories on human resource practices, EI, WS, and EP, a deductive research approach is applied in this study. It's a quantitative technique that's carried out using an adaptive questionnaire with a 5-point likert scale. In this investigation, hypotheses are used. This research begins with a hypothesis and then connects it to other relevant research studies to fill in the gaps. Then hypotheses are developed for conducting the study via questionnaire, analyzing the results, and concluding with new perspectives and gap analysis.

## **Population**

The population is referred to as the group of people that are interested in performing research. As a demographic for this study, those who work at private universities in the Pakistani city of Lahore were selected. All of the city's private universities are included in the population because this study was conducted in Lahore, Pakistan.

## **Sampling frame**

The sampling frame is determined in an acceptable quantity from the population in order to simplify the impact of the sample on the entire population. In Pakistan, there are a number of private educational institutions that are registered with the Higher Education Commission of Pakistan. Institutions of higher learning can be categorized into two categories. There is a public sector and a private sector, according to these classifications. The sampling frame for this study is all of the private universities that are currently operating in Lahore, Pakistan. A unit of analysis, according to (Mira et al., 2019), might be an organization, item, event, group, dyad, or individual. For the purposes of this study, we wish to select 500 respondents for the survey, including both male and female respondents. A date will be set for the survey. The best time to do the survey is between 12:00 and 4:00 p.m.

## **Sampling Technique**

Wiersma and Jurs (2005) There are two sorts of sampling procedures used in research investigations. When it's impossible to get data from the complete population, sampling is a good option. Simple random sampling is a probability sampling strategy that provides numeric representation as well as equal possibilities of participation for each member in the population. As a result, this strategy was used to ensure that everyone in the study had an equal opportunity of participating. The goal of employing this strategy was to avoid research inequity.

## **Sample size**

Questionnaires were filled by the employees of private universities. Population is infinite. So, sampling size was 500 for the unbiased results because in such case sample size should be 385 or greater (Godden, 2004). Therefore, in this study sample size was 500. Our population is finite so, we can take sample less than 385.

## Data collection Method

Using a closed-ended questionnaire, a quantitative survey is carried out to examine the connection between the variables. There are 37 items in the survey, which are based on dependent, independent, and moderating variables. The surveys were delivered to employees of private universities in Lahore, Pakistan, who are involved in all human resource operations. Nearly 500 questionnaires were delivered to staff of private universities in Lahore, Pakistan, who completed the survey. There are two sections to the questionnaire. The first segment contains questions about the respondents' personal demographic information, while the second has questions about human resource practices, EI, WS, and EP. To obtain authentic data, a sample of 360 questionnaires was chosen for study.

## RESULTS OF THE DATA ANALYSIS

### Demographic Profile of Respondents

**Table-1: Demographic Profile of Respondents**

Respondents Demographics		Frequency	Percentage
Gender (N=360)	Female	113	31.4%
	Male	247	68.6%
Age (N=360)	20-24	312	86.7%
	25-30	31	8.6%
	31-35	16	4.4%
	36-40	1	0.3%
Income (N=360)	less than 15000	118	32.8
	15000-25000	237	65.8
	25000-35000	2	.6
	35000 and 45000	3	.8

Personal demographic data that respondents supplied in the questionnaire's first part is used in this analysis. 360 respondents provided the data, of whom 113 were female and accounted for 31.4% of the total, and 247 were male and made up 68.6% of the total. The respondents' ages are divided into four groups. The first group, which comprises 86.7 percent of all responders, is between 20 and 24. With 8.6% of all responders, the 25–30 age group comes in second. 31-35, with 4.4 percent of all respondents, comes in third. The last category, including responders aged 36 to 40, accounts for 0.3 percent of the total. Most of the respondents which have income of less than 15000 with percentage of 32.8%, 237 respondents have income of 15000-20000 with percentage of 65.8%, 2 respondents have income of 25000-35000 with percentage of 0.6% and 3 respondents have income of 35000-45000 with percentage of 0.8%.



## 4.2 Reliability of Measurement

**Table-2: Reliability of Measurement**

Construct	Valid N	Number of Items	Cronbach's Alpha
Training and development	360	5	0.720
Recruitment and selection	360	5	0.740
Emotional intelligence	360	6	0.752
Workplace spirituality	360	6	0.709
Performance appraisal	360	5	0.740
Compensation and reward	360	5	0.718
Employee Performance	360	5	0.770

The items of Training and development are 5, Recruitment and selection has 05 items, Emotional intelligence has 06 items, Workplace spirituality has 06 items, Performance appraisal have 5 items, compensation and rewards also have 5 items and employee performance has 5 items in structured questionnaire. All items in this questionnaire fall between 01 to 05 scales according to which items are answered from respondents. For check the reliability of data cronbach's alpha test is used. The minimum value of cronbach's alpha should be equal or greater than 0.70 that is acceptable. In the above table the Training and development, Recruitment and selection, Emotional intelligence, Workplace spirituality, Performance appraisal, compensation and rewards and employee performance values of cronbach's alpha are 0.720, 0.740, 0.752, 0.709, 0.740, 0.718 and 0.770 respectively. These all values of cronbach's alpha are greater than 0.70, it means these all values are reliable or can be say that data which is use in this study are reliable.

## KMO AND BARTLETT'S TEST

**Table-3: Results of KMO and Bartlett's Test**

Constructs	No. of Items	KMO Measure of Sample Adequacy	Bartlett's Test of Sphericity Chi-square	Bartlett's Test of Sphericity Sig.
Training and development	5	.665	1507.417	.000
Recruitment and selection	5	.751	394.634	.000
Emotional intelligence	6	.765	646.965	.000

Workplace spirituality	6	.647	572.278	.000
Performance appraisal	5	.685	500.819	.000
Compensation and reward	5	.741	361.048	.000
Employee Performance	5	.794	464.641	.000

The Kaiser-Meyer-Olkin (KMO) method is used to examine the data's validity. Bartlett's Test of Sphericity is used to determine if factor analysis should be used or not. Under ideal circumstances, Kaiser-Meyer-Olkin (KMO) should be at least 0.60 or higher. 0.665, 0.751, 0.765, 0.647, 0.685, 0.741, and 0.794, respectively, are the Kaiser-Meyer-Olkin (KMO) values for training and development, recruitment and selection, emotional intelligence, workplace spirituality, performance assessment, remuneration and reward, and employee performance in the above table. All of KMO values are greater than 0.60 it means this data is valid. All the Bartlett's Test of Sphericity Sig. values of Training and development, Recruitment and selection, Emotional intelligence, Workplace spirituality, Performance appraisal, compensation and reward and employee performance are less than 0.05 which means their significant relationship exist. So the null hypothesis rejected.

## REGRESSION ANALYSIS

### Human resource practices and employee performance

Table-6: Coefficients

Model B		Unstandardized Coefficients		Standardized Coefficients	T	Adjusted R Square	F	Sig.
		Std. Error	Beta					
1	(Constant)	2.018	.274		7.373	.155	17.476	.000
	Training	-.051	.131	-.042	-.393			.695
	Selection	.414	.158	.343	2.625			.009
	Performance Appraisal	.436	.108	.387	4.047			.000
	Compensation	.297	.196	.241	2.518			.030

The section of the model summary that explains goodness of fit and standard error of estimate is crucial. The model's summary indicated the relationship between strength dependent and independent. According to the results' adj R square value, the independent variables of recruitment and selection, training and development, salary, and performance evaluation are responsible for 15.5% of the variation in employee performance. The ANOVA test is employed to gauge the study's level of significance. Except for training, the sig value is less than 0.05, indicating that the hypothesis is supported. Performance evaluation, hiring and selection, salary, and employee performance are all positively and significantly related. Three hypotheses are therefore acceptable. Employee performance and training and development have a poor and negligible relationship. The value of T is greater than 2 that showed significance of the individual partial regression coefficients. The value is greater than 10 which showed that the model is good fit.

## Human resource practices and workplace spirituality

**Table-7: Coefficients**

Model B	Unstandardized Coefficients		Standardized Coefficients	Adjusted R square	F	T	Sig.
	Std. Error	Beta					
(Con- stant)	1.399	.206		.368	53.328	6.802	.000
Training	-.058	.099	-.055			-.592	.554
Selection	.629	.118	.600			5.313	.000
Perfor- mance Apprais- al	.534	.081	.546			6.599	.000
Compen- sation	-.440	.147	-.411			-2.993	.003

The section of the model summary that explains goodness of fit and standard error of estimate. The model's summary indicated the relationship between dependent and independent. The adj R square value of the data revealed that independent variables, including as training and development, recruitment and selection, performance evaluation, and remuneration, are responsible for 36.8% of the variation in workplace spirituality. The ANOVA test is employed to gauge the study's level of significance. The hypothesis is supported since the sig value is less than 0.05 except training. There is positive and significant relation among recruitment and selection, performance appraisal, compensation and workplace spirituality. So, three hypotheses are accepted. There is negative and insignificant relation among training and development and workplace spirituality.

### 4.4.3 Human resource practices and emotional Intelligence

**Table-8: Coefficients**

Model B		Unstandardized Coefficients		Standardized Coefficients	T	Adjust- ed R square	F	Sig.
		Std. Error	Beta					
	(Constant)	.311	.165		1.882	.612	142.277	.061
	Training	.245	.079	.226	3.096			.002
	Selection	.093	.095	.087	.977			.329
	Performance Appraisal	.392	.065	.391	6.033			.000
	Compensation	.168	.118	.153	1.422			.156

Table 8 shows The adj R square value which indicates that 61.2% variation in emotional intelligence which is caused by independent variable i.e. training and development, recruitment and selection, performance appraisal and compensation. The sig value is less than 0.05 that showed hypothesis is supported except compensation. There is positive and significant relation among training and development, recruitment and selection, performance appraisal and emotional intelligence. So, three hypotheses are accepted. There is negative and insignificant relation among compensation and emotional intelligence.

## Emotional Intelligence and Employee performance

**Table-9: Coefficients**

Model	B	Unstandardized Coefficients		Standardized Coefficients	F	T	Adj R-square	Sig.
		Std. Error	Beta					
1	(Constant)	1.096	.184		275.499	5.968	.433	.000
	Emotional Intelligence	.740	.045	.659		16.598		.000

The adj R square value in results shown that 43.3% variation in employee performance which is caused by independent variable i.e. emotional intelligence. The sig value is less than 0.05 that showed hypothesis is supported. There is positive and significant relation among emotional intelligence and employee's performance. So, hypothesis is accepted. The value of T is greater than 2 that showed significance of the individual partial regression coefficients. The value is greater than 10 which showed that the model is good fit.

## Workplace spirituality and employee performance

**Table-10: Coefficients**

Model	B	Unstandardized Coefficients		Standard-ized Coefficients	T	Adjusted R-square	F	Sig.
		Std. Error	Beta					
	(Constant)	.251	.153		1.644	.644	650.533	.101
	Workplace Spirituality	.924	.036	.803	25.506			.000

The adj R square value in results shown that 64.4% variation in employee performance which is caused by independent variable i.e. workplace spirituality. The sig value is less than 0.05 that showed hypothesis is supported. There is positive and significant relation among workplace spirituality and employee performance. So, hypothesis is accepted.

**MODERATION****Moderation-1****Table 11: Coefficients**

Model B		Unstandardized Coefficients		Standardized Coefficients	T	Adjusted R square	F	Sig.
		Std. Error	Beta					
1	(Constant)	.587	.186		3.149	.653	136.341	.002
	Workplace Spirituality	1.023	.045	.889	22.612			.000
	Training	.008	.084	.007	.097			.923
	Selection	-.230	.105	-.191	-2.192			.029
	Performance Appraisal	-.110	.073	-.098	-1.511			.132
	Compensation	.153	.127	.124	1.207			.228

The test of moderation showed that there is full moderation of workplace spirituality among training and development and employee performance. There is partial moderation of workplace spirituality among recruitment and selection and employee performance. There is full moderation of workplace spirituality among performance appraisal and employee performance. There is full moderation of workplace spirituality among compensation and employee performance.



## Moderation-2

**Table 12: Coefficients**

Model B		Unstandardized Coefficients		Standard- ized Coeffi- cients	T	Adjusted R-square	F	Sig.
		Std. Error	Beta					
1	(Constant)	1.689	.212		7.967			.000
	Emotional Intelligence	1.057	.068	.942	15.610	.498		.000
	Training	-.311	.102	-.255	-3.034			.003
	Selection	.315	.122	.261	2.593			.010
	Performance Appraisal	.021	.087	.019	.241			.810
	Compensation	-.475	.151	-.386	-3.139			.002

The test of moderation showed that there is partial moderation of emotional intelligence among training and development and employee performance. There is partial moderation of emotional intelligence among recruitment and selection and employee performance. There is full moderation of emotional intelligence among performance appraisal and employee performance. There is partial moderation of emotional intelligence among compensation and employee performance.

## DISCUSSIONS

The performance of an organization's employees determines its profitability. The higher the performance, the higher the productivity and profitability. Similarly, in the service industry, particularly in higher education institutions, staff plays a critical role in retaining clients for the long term. As a result, regardless of industry, induction, training, and retention of excellent staff are always top priorities for any company. However, simply training and retaining personnel may not be enough to achieve the organizational goal if no efforts are made to ensure their well-being and mental peace. Continuous mental, emotional, and psychological stress has been shown to turn even the highest-quality personnel into counter-productive members of a business. People in Pakistan are already subjected to many stressors as a result of personal, environmental, and psychosocial challenges arising from workplace loneliness, conflicts among employees, working environment. Following the preceding, it is critical for businesses to comprehend the impact of distinct circumstances on emotional labor, as well as the repercussions of emotional labor on job performance. Organizations will be better able to counteract the negative impacts of emotional labor on their employees as a result of this understanding. In order to investigate the relationship and influence of EI, WS, and organizational citizenship behavior on emotional labor, a study was conducted. Sadness and emotional exhaustion are the most common psychological repercussions among the countless once. The present work committed that awareness, education, and

constructive application of certain antecedents can assist employees in managing emotional labor and reducing negative effects for employees and the company, businesses should pay close attention to the element of educating their staff to deal with emotional labor, as approachable up to certain point.

The findings showed hypotheses are supported. Three hypotheses are rejected. For universities of Pakistan, this investigation has a great number of implications. There is a prompt attention required for practices of training and performance of teachers as well as there is weak correlation found among them. It would be challenging and demanding to advance anticipated outcomes from teachers from the teachers in the universities in case of ineffective practices of training. It can be concluded that typical system of confidential reporting need to change in the universities. The assessment 's time period need to be minimize from duration of six one year to months as well as findings or feedbacks should be interconnected to teachers with the purpose of making betterments in their level of performance. In such a manner, the system of evaluation need to developed that is connected with compensation and promotion so that teachers consider it significant. In universities of Pakistan, practices of compensation have direct effect on performance of teachers. In Pakistan, Commission of higher education has been declared an attractive package of salary for teachers of universities according to current era. There is a positive stage to increase performance level of teachers. There is need to pay superior attention towards rest of the universities regarding this essential human resource's characteristic to make increase the performance of teachers. The practices of Promotion serve as professional development's approach. The practices of Promotion assist teachers to develop in hierarchy of firm. Subsequently, this investigation showed promotion practice's relation with performance of teachers as well as it is equal to universities and government to develop programs of career development for teachers that need to permit them to develop and grow in their careers. This investigation implied that there is need to enhance more chances or opportunities to make growth professionally. Efforts should be performing to retain and develop these kind of knowledge of employees over and done with not only fair and an effective application of practices of human resource because teachers are considered most essential assets of academic institutions. A less consideration should also be given other different determinants of firms like congenial environment, support from department of human resource, clarity of vision, effective channels of communication to provide such a conducive respect and support of firm leads towards better performance of teachers. However, both public universities and private universities have formal policies of human resource well documented as there is found frustration still between teachers over through policies that demonstrate change has become a basic need.

## CONCLUSION

This research examined the impact of human resource management (HRM) practices on employee's performance with moderating role of emotional intelligence and workplace spirituality in Punjab Pakistan. We used five dimensions of human resource practices like training, performance, compensation, selection. Appraisals. The findings of the study show that human resources practices have significant

effect on employee's performance, with significant moderating role of emotional intelligence and workplace spirituality.

This investigation has a great number of implications. There is a prompt attention required for practices of training and performance of teachers as well as there is weak correlation found among them. It would be challenging and demanding to advance anticipated outcomes from teachers from the teachers in the universities in case of ineffective practices of training. It can be concluded that typical system of confidential reporting need to change in the universities.

The main limitation of the study is the time span and limited sample size. Future research should be on different sectors like SMEs, banking sector. Future researchers should use and focus on the mediating variables like workplace loneliness, in order to check the effect of HR practices on employee's performance.

#### **DECLARATION OF INTEREST:**

It is declared that the authors of this research work have no competing interests

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