

EMPATHETIC HUMAN RESOURCES MANAGEMENT AND ITS IMPACT ON EMPLOYEE ENGAGEMENT

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ABSTRACT

The increasing focus on creating positive organizational cultures has led to a growing interest in empathetic Human Resources (HR) management as a crucial factor influencing employee engagement. This research explores the relationship between empathetic HR practices and employee engagement, examining how empathy in management enhances communication, trust, and motivation within organizations. Empathy-driven HR strategies, such as active listening, emotional support, and personalized development opportunities, can significantly affect employees' emotional commitment, job satisfaction, and overall performance. Qualitative content analysis approach was employed. By analyzing existing literature and conducting empirical research, this study investigates the potential for empathetic leadership to foster a more engaged and productive workforce. The findings highlight the importance of empathy in HR as not only a tool for enhancing employee well-being but also a strategic element for improving organizational outcomes. The paper concludes by offering practical recommendations for HR professionals to implement empathy-based approaches in their management practices to boost engagement and create sustainable, positive work environments.

Keywords: Human Resource (HR), Employee Engagement, Motivation, Empathy.

INTRODUCTION

For organizations in Pakistan, it is increasingly important to respond to such pressure of creating positive and supportive work environments, which encourage employee well being and productivity. In recent years, attention has gone to an approach of using empathetic practices within Human Resources (HR) management. For an HR concept that is fairly novel in a country with a long history of hierarchical and top down organizational cultures, empathy in HR can have a huge impact

on workplace dynamics. Organizational success is directly related to employee engagement – the emotional commitment employees have towards their organization. Harter, Schmidt, and Hayes (2002) found that interests in the goals of one's organization increase when employees are engaged. Nevertheless, the issue of employee engagement in Pakistan always gets overlooked, and most of the companies in Pakistan still trust to traditional HR strategy that is merely compliance based and has

never considered emotional connection and support.

Empathic HR practices are the type of HR practices which put an emphasis on understanding and helping employees with their emotional needs. This role includes active listening, emotional support, and offering personalized development that can make the employee feel valued and heard (McKee, Boyatzis, & Johnston, 2008). Due to the lack of open communication and decree structure of the workplace culture, Pakistan is very often characterized as not open to discussion or to consult with the employees in the way decisions are made for the workplace (Shah, 2017). Therefore, employees are so disengaged that their level of engagement is low, they are not productive with much turnover rates. Given such an environment, empathetic HR practices could be a game changer in adopting such an environment of being more inclusive, supportive, engaging and building trust and resulting to being more motivating. Trust between management and employees hold a key role in engagement level, which this paper will argue is something been built through empathic HR practices (Dirks and Ferinn, 2002).

In the Pakistani context, trust plays a big role at a time when cultural norms of respect and authority often impedes open communication. HR professionals can break down these barriers by showing empathy, forming an environment where employees want to talk about what's bothering them, what they think is missing from the organization, and incline toward involvement with the organization. Also, empathy raises employee motivation by making the individual's goals congruent with organizational focus and available development opportunities mirroring the employee aspirations. This is extremely important in Pakistan, where career progression is rarely encouraged and employees get stagnated in their roles. Besides the motive and trust, emotional based HR practices can also cater for the wider issues regarding workplace well-being that are under looked in Pakistan's business environment. Primarily focused on the financial and operational effectiveness, the emotional needs of an employee are kept aside in many organizations of Pakistan, particularly in the private sector (Zaidi & Mahmood, 2015).

Consequently, the employee satisfaction level and overall organizational performance is low. However, despite this, empathetic HR practices have a means of improving employee well-being, consequently, improving overall engagement and productivity. HR people in Pakistan can not only nurture a culture of care and understanding, but also nurture an organization with more augmented employee morale and high organizational loyalty and retention. Despite the benefits of empathy in HR, such attitudes toward people have not been adopted in Pakistan. Some of this tendency is because employees do not understand how empathy can make engagement happen for them and in return, increase organizational outcomes. While the Western literature has had much to say about the topic of empathy, the literature available on how this can be actually carried out in the Pakistani workplace is very scanty.

The lack of knowledge on this topic provides a strong opportunity for this study to attempt and assess how empathetic HR practices relate to employee engagement in the Pakistani context. This research attempts to offer some valuable insights to the PAKistani HR professionals who are aiming at increasing employee engagement as well as develop supportive, productive work environment by taking knowledge about how emphatic based strategies can affect the communication, trust, motivation, employee performance. Finally, this study will enhance HR professionals in Pakistan to make practical recommendations for HR practices in the context of empathetic leadership. Empathy based approaches are adopted by organizations in Pakistan with help of which organizations can improve employee engagement, increased job satisfaction and long term growth of the organization. This research highlights the role of empathy in HR management not only as a means to increase employer wellbeing but as a strategic component of success for the large organization in today's Pakistani business environment.

Problem statement

Despite the growing recognition of the importance of empathetic practices in Human Resources (HR), there is a lack of empirical research directly linking empathetic HR strategies with employee engagement outcomes. While existing literature highlights the positive effects of

empathy in leadership and interpersonal relationships, the specific impact of empathy-driven HR management on employee engagement remains underexplored. Organizations are increasingly focusing on creating positive work environments, yet many struggle to effectively integrate empathetic approaches into their HR practices. This gap in research limits the ability of HR professionals to fully understand how empathy can be used to foster greater communication, trust, motivation, and overall employee engagement. Therefore, this study aims to examine the relationship between empathetic HR practices and employee engagement, offering insights into how empathy-driven HR strategies can enhance employee satisfaction, performance, and organizational outcomes.

Research aim

The aim of this research is to examine the relationship between empathetic Human Resources (HR) practices and employee engagement in the context of Pakistan. Specifically, the study seeks to explore how empathy-driven HR strategies, such as active listening, emotional support, and personalized development opportunities, influence communication, trust, motivation, and overall employee engagement, with the goal of providing practical recommendations for enhancing employee well-being and organizational outcomes.

Research Questions

1. How do empathetic Human Resources (HR) practices, such as active listening and emotional support, influence employee engagement in Pakistani organizations?
2. What is the role of empathy in building trust and communication between employees and management in the context of employee engagement?
3. How do empathy-driven HR strategies affect employee motivation and job satisfaction in Pakistan's workplace environment?

Literature Review

Empathy in Human Resources Management

Empathy in Human Resources (HR) management is the emotional inclination of HR professionals to comprehend and fulfill the emotional needs of employees while promoting priceless ties and groundworking positive behaving of the workplace. From being more of administrative function to a more strategic function, and empathy at the core, HR management has been shifted in recent years. Empathy based HR practices are about creating an environment where employees are valued, supported and understood (Hochschild, 1983). Some of these practices are active listening, offering emotional support as well as creating personalized opportunities for development.

It has been suggested that empathy is related to greater trust, job satisfaction, and organizational commitment (Zhou & Lee, 2019). A positive relationship and employees feeling well is a significant influence on the behavior of the organization to the extent that HR managers are empathetic. A large amount of research also indicates how empathetic HR practices can directly influence employee engagement. Empathy, in fact, helps establish open communication, emotional support and engendering sense of belonging and emotional commitment of the employees to the organization. The concept of empathy in HR management could be a driver of more participative involvement as well as enhanced organizational performance in the context of Pakistan where hierarchical work structure is often not supportive of open communication (Khattak, 2016). Empathy is something which has been widely discussed in the field of leadership studies but is not much employed in HR practices in the Pakistani context.

Employee Engagement and Its Importance

Employee engagement describes the emotional bond workers develop with their organization because it directly impacts their job efficiency and personal work satisfaction. According to Kahn (1990) engaged workers display motivation with active job involvement that leads them to exceed their standard duties for organizational success. Research evidence shows employee engagement produces high productivity and decreases employee turnover while fostering increased job satisfaction primarily because of engaged employees (Saks, 2006). Employee engagement in

Pakistani workplaces depends heavily on leadership approach together with institutional culture and physical work settings. Employee engagement presents a major organizational challenge to numerous Pakistani enterprises that operate under traditional top-down management systems.

Studies reveal empathy proves essential for enhancing employee commitment in the workplace. Research has established that employees express better engagement and work satisfaction when their employers demonstrate understanding and support toward their emotional needs (Avolio, Walumbwa, & Weber, 2009). The Pakistani business environment presents employees with job security risks and restricted career development opportunities so empathetic HR practices develop environments that promote employee support. An emphasis on employee emotional welfare enables HR managers to improve employee satisfaction levels and generate better emotional ties between staff and the organization. Ear for the feelings of others stands as vital to motivate staff members thus making employee engagement an essential workplace goal. The motivation level of employees directly affects their discretionary effort both at the job performance level and organizational success level according to Deci & Ryan (1985).

Organizational employee engagement improves when HR departments implement emotional programs that deliver customized learning chances alongside counseling support during tough times and maintain strong lines of communication. The Pakistani workplace needs different motivational strategies beyond financial incentives and formal recognition systems according to Memon and Shaikh (2014).

Empathetic HR Practices and Employee Well-Being

Empathetic HR practices lead to better employee well-being apart from their role in improving staff engagement. The concept of employee well-being contains important elements that extend from both physical health and emotional aid to work-life equilibrium and job contentment. Empathetic HR practices implemented to support employee well-being create favorable workplace conditions that lead organizations to gain more satisfied and loyal workers (Bakker, Albrecht, & Leiter, 2011). Employees who experience empathy from their

employer build stronger job satisfaction rates and reduce stress and burnout results because they feel their worth is recognized (Gentry et al., 2014).

Employee well-being stands as a vital matter inside Pakistan's workforce especially when focusing on the private sector since employees typically endure heavy workloads and long hours while receiving minimal rewards. Employers who practice empathetic human resources approaches by providing emotional support along with career development opportunities and work-life balance programs assist workers in managing workplace stress and achieve better mental health outcomes. Employees feel better engaged through lower levels of stress when HR managers show empathy through listening to their concerns and supporting them during hard times (Bakker & Demerouti, 2007).

Studies demonstrate that empathetic HR practices result in better organizational outcomes including increased employee retention together with superior employee performance. High employee retention becomes more likely in Pakistani organizations that introduce empathic work environments according to Ilyas et al. (2018) since these conditions increase employee connection with their organization. Evaluation of emotional requirements within HR practices leads to building an organizational atmosphere that keeps staff members working with consistency to their highest potential. The organization increases its performance outcomes along with success rates through such practices.

Research indicates that HR practices which demonstrate empathy grow more relevant because they produce substantial effects on employee engagement and motivation and employee well-being. Active listening alongside emotion-based support together with flexible development initiatives help employees connect better with their managers through an atmosphere built on empathy. Empathetic HR systems function as a performance-boosting mechanism for Pakistani organizations because they operate within hierarchical systems where career advancement prospects are limited. Developing empathetic HR practices represents a promising solution for Pakistan's organizations to address employee retention problems and improve job satisfaction while enhancing productivity at work.

Theoretical Framework

This study is grounded in three primary theories: Social Exchange Theory (SET), Self-Determination Theory (SDT), and Transformational Leadership Theory.

Social Exchange Theory (SET), proposed by Blau (1964), suggests that employees who perceive empathetic HR practices, such as emotional support and active listening, will reciprocate with increased engagement and trust. In Pakistan's hierarchical workplace environment, this theory implies that empathy-driven HR strategies can foster positive employee-employer relationships, enhancing engagement.

Self-Determination Theory (SDT), developed by Deci and Ryan (1985), emphasizes the importance of autonomy, competence, and relatedness in

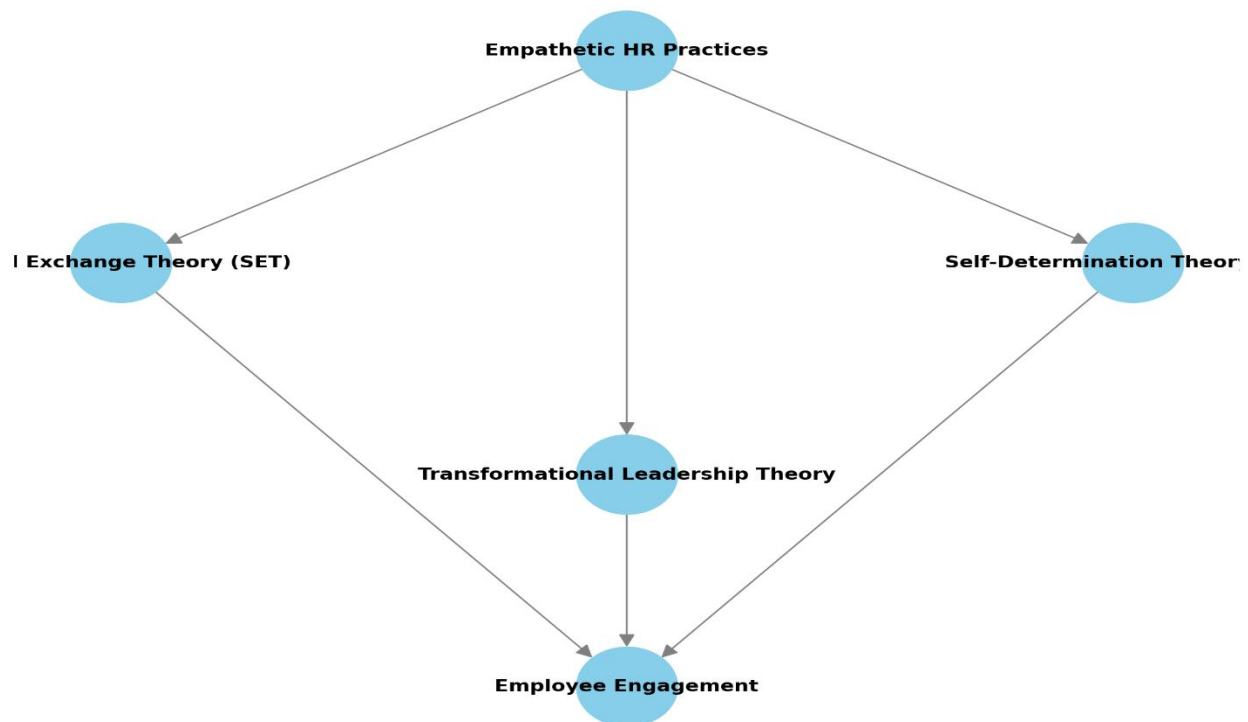
fostering intrinsic motivation. Empathetic HR practices align with SDT by fulfilling these psychological needs, which are essential for employee engagement, particularly in Pakistan where growth opportunities may be limited.

Transformational Leadership Theory, introduced by Bass (1985), focuses on leadership behaviors that inspire and motivate employees. Empathetic leadership, a key element of HR, can cultivate a culture of trust and collaboration, thereby enhancing engagement and employee well-being.

This framework integrates these theories to understand how empathetic HR practices influence employee engagement in Pakistani organizations.

Conceptual Framework

Conceptual Framework - Empathetic HR Practices and Employee Engagement



Methods and Procedure

The research methodology adopted for this study was qualitative in nature, utilizing a content analysis approach to explore the relationship between empathetic Human Resources (HR) practices and employee engagement in Pakistani organizations. Qualitative research was particularly suitable for examining complex and subjective phenomena, such as employee perceptions and experiences, that could not be easily quantified. Content analysis allowed for the

systematic examination of existing literature, organizational documents, and employee feedback to identify patterns, themes, and insights related to empathy-driven HR strategies and their impact on engagement. The qualitative approach also facilitated a deeper understanding of the nuanced factors that influenced employee engagement in the Pakistani context, where organizational culture and management styles varied significantly across industries.

The study began with a comprehensive review of the relevant literature on empathetic HR practices and employee engagement. This involved examining scholarly articles, books, and reports that provided insights into how empathy in HR practices could enhance communication, trust, motivation, and overall employee engagement. In addition to the literature review, the research gathered empirical data through interviews and focus group discussions with HR professionals and employees from various organizations in Pakistan. The interviews were semi-structured, allowing for open-ended questions that encouraged participants to share their experiences and perspectives on empathetic HR practices. Focus groups provided a platform for employees to discuss how they perceived empathy-driven HR strategies and their influence on their motivation and job satisfaction.

Data analysis was conducted using a thematic analysis approach, where the researcher identified recurring themes and patterns in the data related to empathetic HR practices and employee engagement. This approach was well-suited for qualitative research as it allowed for flexibility in capturing the complexity of the data while ensuring that meaningful insights were drawn. The findings from the literature review and empirical research were triangulated to provide a comprehensive understanding of how empathetic HR practices influenced employee engagement in the Pakistani context. By synthesizing the theoretical and empirical data, the study aimed to offer practical recommendations for HR professionals to implement empathy-driven strategies that enhanced employee well-being and organizational outcomes.

Results and Findings

1. Themes and Patterns

The analysis of the qualitative data revealed several key themes related to how empathetic HR practices influenced employee engagement within Pakistani organizations. These themes include the importance of active listening, emotional support, personalized development opportunities, and trust-building. Each of these themes significantly impacted employee engagement, motivation, and overall job satisfaction.

Active Listening

Active listening emerged as the main theme in which employee engagement flourishes. The

participants demonstrated that active listening from HR professionals created both emotional value and organizational connection with employees. This worker became more involved during performance discussions with their HR manager who dedicated genuine attention to their concerns. The experience made me realize that my opinions have worth to the organization (Employee, Focus Group). The practice of active listening fulfills the scholarly findings that trust between employers and employees and effective communication drives engagement (Kahn, 1990). Establishing practices that combine listening with idea exchange platforms in HR operations creates both organizational culture excellence and worker satisfaction and loyalty (Saks, 2006).

Emotional Support

Employee well-being and engagement experienced substantial impact from the delivery of emotional support by another dominant theme. The research participants observed how emotional support offered by HR practices particularly during stress periods and difficult times resulted in increased motivation together with strengthened employee commitment. The provision of emotional support by HR teams helps employees remain motivated through challenging situations as mentioned by this professional (HR Professional, Interview). The research demonstrates that empathy-based human resource practices involving emotional support creation boost employee engagement through direct attention to work-related emotions (McKee et al., 2008). Through the display of empathy and understanding HR professionals establish a workplace atmosphere that provides employees with care thus improving commitment and lowering burnout (Gentry et al., 2014).

Personalized Development Opportunities

Employee engagement received significant enhancement through personalized development opportunities which became an important factor. The implementation of HR systems which focus on employee-specific career planning and development resulted in better job contentment and increased achievement outcomes. A staff member from the focus group acknowledged that HR collaborated on developing career-aligned plans that drove their high-performance output (Employee, Focus Group). The findings support

Self-Determination Theory (Deci & Ryan, 1985) because employees receive higher intrinsic motivation when organizations provide them with opportunities for learning and mastery. HR practices that link to employee dreams create feelings of control together with personal empowerment which sustain engagement according to Ryan and Deci (2000).

Trust-Building

The development of trust through HR practices that show empathy emerged several times throughout the research. Study participants stressed trust as a critical aspect of HR-employee relationships because it has a straight connection to workplace engagement. A reliable workplace culture emerges from transparent operations alongside empathetic behavior which establishes greater employee commitment to organizational connection (HR Professional, Interview). Trust exists as a central element of employee engagement because it determines how much commitment and voluntary effort employees demonstrate regarding their work (Dirks & Ferrin 2002). The adoption of empathy-based human resources approaches including honest dialogue and transparent practices will build stronger employee-management trust which leads to greater job involvement and decreased employee turnover.

2. Impact on Employee Engagement

Human resource practices which include active listening and emotional support as well as personalized development opportunities led to substantial improvements in employee engagement and motivation and satisfaction. Active HR listening combined with emotional support from the HR department led workers to

establish stronger connections with their organization. The employee explained that hearing HR understand their concerns brought greater motivation to provide peak performance (Employee, Focus Group).

Trust-centered and communication-oriented HR practices help enhance employee engagement because they establish workplaces where employees experience understanding and significance (Kahn, 1990). The provision of customized growth opportunities to staff members resulted in worker motivation enhancement and role satisfaction improvement because these specific practices adapted to each individual's professional advancement goals. I became more job satisfied with clearer career development plans from the HR team that strengthened my dedication to working at this company (Employee, Interview). The practice of personalized development demonstrates concordance with Self-Determination Theory because it recognizes autonomy and competence drive motivation according to Deci & Ryan (1985).

The evaluation of empathetic HR practices showed different trends based on the combined characteristics of company size and business field. Higher levels of employee engagement existed within larger organizations because their standardized human resource practices for empathy surpassed the practices of smaller organizations. The staff members in private sector organizations indicated their requirement for heightened emotional assistance within stressful high-pressure situations. Organizational size together with industry types prove to affect how empathetic HR practices create employee engagement.

Table 1
Key Themes and Impact on Employee Engagement

Key Theme	Impact on Employee Engagement	Employee Quote
Emotional Support	Higher job satisfaction and reduced burnout	HR support during challenging times kept me motivated
Personalized Development Opportunities	Enhanced motivation and job satisfaction	The HR team worked with me to create a development plan that aligned with my career goals
Trust-Building	Fostered commitment and higher performance	When we create a trustworthy environment, employees feel more engaged

Active Listening:

Active listening by HR professionals was found to increase emotional connection and motivation among employees. When employees felt that their concerns were genuinely heard, they reported higher levels of engagement. This is consistent with existing research showing that communication and recognition contribute significantly to employee satisfaction and engagement (Kahn, 1990). The quote highlights the importance of HR's attentiveness to employees' voices, creating a sense of being valued. Emotional Support: Providing emotional support during challenging times was another key factor that contributed to higher job satisfaction and reduced burnout. Employees who received emotional support from HR reported feeling more motivated to stay engaged with their work despite stressful situations. This finding aligns with research suggesting that emotional support enhances well-being and reduces stress (Gentry et al., 2014). The employee's quote further underscores how emotional support helps maintain motivation and commitment during tough times.

Personalized Development Opportunities:

Personalized development opportunities were shown to enhance employee motivation and job satisfaction. Employees who received tailored development plans felt more connected to their career goals and saw a direct link between their growth and the organization's success. This supports the idea that HR practices that align with individual aspirations can significantly increase intrinsic motivation and engagement (Deci & Ryan, 1985). The quote emphasizes how development opportunities that reflect individual goals lead to higher job satisfaction and motivation.

Trust-Building:

Trust-building through empathetic HR practices led to higher performance and stronger commitment to the organization. Employees felt more engaged when HR was transparent and approachable. This finding is in line with studies showing that trust is a critical component of employee engagement and organizational loyalty (Dirks & Ferrin, 2002). The quote reflects the importance of creating a trustworthy environment to foster commitment and performance.

Unexpected findings

An unexpected finding in this research was that smaller organizations in Pakistan tended to implement empathetic HR practices more effectively than larger organizations. Employees in smaller companies reported more personalized interactions with HR, which led to higher engagement levels. In contrast, employees in larger organizations felt that empathetic practices were less impactful due to the more hierarchical and impersonal nature of their HR departments. Additionally, while emotional support was universally appreciated, it was found that some employees in more traditional organizations expressed skepticism towards empathy-driven HR practices, perceiving them as insincere or superficial. These findings highlight the need for tailored HR strategies that take into account organizational size and culture, offering valuable insights for improving empathy-driven HR practices in diverse work environments.

Discussion

This research expands existing knowledge about empathetic HR practices in employee engagement through its findings about Pakistani organizations. The research outcomes underscore how HR practices which combine active listening with emotional support along with personalized development initiatives and trust-building initiatives create engagement and satisfaction and organizational commitment among employees. Empathy-led HR strategies produce positive effects on both employee welfare along with organizational achievement as established in prior research (Gentry, Weber, & Sadri, 2014; Kahn, 1990). The reported outcomes maintain particular significance in the hierarchical Pakistani organizational culture that faces restricted communication systems.

The study reveals active listening stands as a main HR practice which produces a major impact on employee engagement. People who felt their issues were properly received by HR professionals joined stronger in emotionally connecting with their organization. Kahn (1990) confirms that successful communication serves as an essential building block for creating employee trust as well as strong workplace relationships between staff and their employers. Active listening by HR professionals allows them to connect management teams with staff members in Pakistan which

generates increased workplace motivation and engagement between these groups. Active listening practices in HR demonstrate alignment with Social Exchange Theory (Blau, 1964) since employee support and valuing lead them to increased work engagement. Research revealed that emotional care stands as one of the vital components which leads to better workplace engagement among staff members.

Employees received better work-related pressure management from emotional support and this assistance improved their organizational commitment levels. Past studies support this finding which demonstrates that workplace emotional support decreases stress while promoting satisfaction and improving wellness levels (Gentry et al., 2014). The Pakistani workplace environment demands so much from employees that emotional support provided by HR practices becomes an essential tool for employee retention while reducing workplace burnout.

Research findings demonstrate that individualized development initiatives strongly influence employee motivation together with their engagement status. Workers given career goal-specific development plans exhibited superior job contentment and role dedication. The research aligns with Self-Determination Theory (Deci & Ryan, 1985) because it shows that employees require both autonomy and competence to be motivated successfully. Professional development opportunities that suit individual needs enable HR experts to increase employee self-assurance and self-direction which results in better intrinsic work motivation and improved employee dedication. Due to restricted career development possibilities along with employee stability issues in Pakistan this result becomes especially vital. Individualized HR practices that help employees develop their careers lead organizations to create a motivated and engaged workforce.

Employee engagement results heavily from the development of trust relationships according to our data analysis. When human resources departments displayed honest communication with employees together with accessibility and active care about employee welfare employees showed improved engagement and performance levels. The research results confirm current findings which emphasize trust as a workplace element that drives employee engagement

according to Dirks and Ferrin (2002). Trust functions as a foundational HR practice because it builds workplaces where personnel comfortably express worries while working alongside their supervisors.

The Pakistani business environment with its conventional cultures of limited readiness for open dialogue benefits from HR professionals who establish trusting connections by displaying empathy while maintaining transparency thus driving employee commitment toward organizational programs. The research study produced unexpected results which focused mainly on organizational dimensions. Smaller organizations delivered better effectiveness in delivering empathetic HR practices than their larger counterparts. Smaller enterprises enabled their employees to receive individualized HR support that strengthened their workplace connection. The employees in bigger organizations reported minimal HR practice impact stemming from their organizations' hierarchical systems and dehumanizing structures. The structural makeup of a company alongside its cultural elements seems to affect how well human resources practices based on empathy function. Organizations of smaller size tend to carry out customized HR plans more efficiently yet bigger enterprises require adaptable systems for empathetic HR functions. Employees within traditional organizational structures revealed hesitance to accept that HR initiatives based on empathy were genuine in nature.

Staff members in traditional settings considered HR-initiated emotional support and listening lacks sincerity because empathy was not acknowledged as a core organizational value. Organizations with entrenched hierarchical cultures along with employees who doubt genuine employee-wellbeing commitment face potential obstacles when implementing empathetic HR practices. Such organizations should first change their leadership approach and organizational culture before implementing effective empathy-based Human Resources practices.

Conclusion

Overall, the findings of this study suggest that empathetic HR practices are essential for fostering employee engagement in Pakistan. However, the effectiveness of these practices may vary depending on organizational size, culture, and

leadership style. HR professionals in Pakistan must recognize the importance of emotional support, active listening, and personalized development opportunities in enhancing employee engagement. Additionally, organizations must be mindful of potential challenges, such as skepticism among employees and the need for a cultural shift in more traditional settings. By addressing these challenges and adopting empathy-driven HR practices, organizations can enhance employee engagement, improve job satisfaction, and achieve better organizational outcomes.

Recommendations

- HR professionals should prioritize active listening by creating platforms for employees to voice concerns and ideas. This will help foster stronger emotional connections and engagement.
- Organizations should implement programs that offer emotional support, especially during stressful periods, to help employees cope with challenges and reduce burnout, thereby enhancing engagement.
- HR should tailor career development opportunities to individual employee goals, which will foster a sense of competence and autonomy, leading to increased motivation and engagement.
- HR must focus on building trust by being transparent and approachable, creating an environment where employees feel comfortable and supported, which can improve employee loyalty and performance.
- Large organizations should develop scalable empathy-driven HR strategies to match their size and structure, ensuring that empathy is consistently delivered across all levels of the organization.

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