

## ANALYZING INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL EFFECTIVENESS: AN EVIDENCE FROM ABBAS STEEL GROUP KARACHI

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### **Abstract**

*The fundamental focus of the current study is to comprehend and examine the influence of human resource management practices (HRM) practices on organizational effectiveness at Abbas Steel Group (AGS), Karachi. The HRM practices considered for this research include recruitment & selection, training & development, performance appraisal, compensation & benefits, and career development. Adopting the deductive approach, primary data were gathered via an adopted questionnaire floated among 184 employees at Abbas Steel Group. The data collected for the research were further processed using Pearson's Correlation and Regression Analysis tools with the help of SPSS V23 software. The research indicates that all predictors have a positive relationship with organizational effectiveness. On the other side, training & development, as well as compensation & benefits have a substantial influence on organizational effectiveness while recruitment & selection, performance appraisal, and career development have an insignificant impact on organizational effectiveness. The findings of the study are considered quite helpful for the human resource department of ASG in the understanding influence of existing HRM practices. Other employers and industries may also seek guidance for the study and further improve their HRM practices.*

**Keywords:** *Human Resource Management, Recruitment & Selection, Training & Development, Performance Appraisal, Compensation & Benefits, Career Development, Organizational Effectiveness.*

### **1. INTRODUCTION**

Human Resource Management practices encompass the most essential function of an organization to persuade employees for greater commitment,

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enhanced productivity, and sustained growth of the firm. Organizational effectiveness depends on the performance of workers which in turn is based on the degree to which employees are satisfied at their workplace. As emphasized by Burma (2014), human resource management is quite important, in the era of global competition, the basic component through which organizational efficiency can be achieved through recruitment & selection based on merit, experience & qualification, provide training & development to meet the current as well as future need regarding skills & behavior of the employee, performance appraisal and compensation are key areas of HRM which can enhance the performance of employees and fulfill their needs – both at personal and professional levels (Niles, 2013).

Managers are always trying hard to keep their subordinates suitably motivated through a variety of HR policies and practices to ensure the achievement of organizational goals (Cameron, 2015). As such, job satisfaction and employee involvement play a decisive role in attaining organizational goals (Gowen, 1990; Rossler & Koelling, 1993). Additionally, organizations must identify the ways to attract as well as withholding their workers for a long time because they are the utmost reliable resource if properly managed. Conversely, avoidance, tension, and burden on the workers will not let them use their full ability for improvement of organizational effectiveness (Kakar, Raziq, & Khan, 2015).

Organizational effectiveness is closely linked with long term retention of employees and their continuity of ongoing organizational plans. It is therefore important to ensure that HRM policies and practices are perceived by the employees quite favorable. Conversely, the existence of impractical objectives related to the execution of management practices negatively influence the spirits of the workforce due to more letters of resignation, reduced facilities and immoral approaches result in deprived resources value, credit fatalities, defective staffing, and appointment procedures (Malik, Nawab, Naeem, & Danish, 2010). Similarly, companies need workers who are highly skilled and encouraged so that they are dedicated to their duties for the progress of the organization (Lew, 2009). On the other hand, the literature has revealed that the persuasive use of human resources management practices permits the company workers to be dedicated to

their duties intended for the effectual performance of the company (Chen, Wang, & Yang, 2009; Shahzad, Bashir & Ramay, 2008). The HR management should identify how to employ and hold back key workers as these are the ones who can create or disturb the corporation's enthusiasm as projected by Wisnefski (2008), Rasli, Norhalim, Kowang, and Qureshi (2014).

An important reason for selecting Abbas Steel Group for the present study is that the Steel industry, despite being an important segment of the Pakistani business community, has not received due attention of the researchers and practitioners. ASG is listed on Karachi Stock Exchange and comprises of a combination of automatic and manual re-rolling mills that have the combined capacity to produce approx. 200,000MT of steel as well as several sales centers spread out across the country. The organizational effectiveness hinges rigorously on the HRM practices as these contribute towards better performance, productivity, and commitment. Employees' satisfaction with the implementation of HRM practices plays an influential role in improving the effectiveness of an organization. Therefore, this study provides information about the importance of selected practices to manage human resources and their influence on the effectiveness of an organization, particularly in the steel industry.

### **1.1 Problem Statement**

ASG is facing employee turnover which is a source of concern for the management. It is painful for the management when some key employee leaves suddenly. ASG is making earnest effort to provide a better working environment but employee commitment is not up to the mark. Employees with low levels of satisfaction can be a hazard for the organization, as they will start ignoring their responsibilities and may leave the organization. A huge loss of information can take place with the turnover of key employees and some confidential information might be leaked. Through this paper, an effort was made to examine prevailing HRM practices of ASG so that strengths and weaknesses could be identified and appropriate measures may be proposed for further improving organizational effectiveness through employee commitment.

## 1.2 Research Questions

Research objectives are mentioned as under:

What is the effect of recruitment and selection on organizational effectiveness?

What is the influence of training and development on organizational effectiveness?

What is the influence of performance appraisal on organizational effectiveness?

What is the effect of compensation and benefits on organizational effectiveness?

What is the impact of career development on organizational effectiveness?

## 1.3 Research Objectives

The following research objectives were framed:

To find out the effect of recruitment and selection on organizational effectiveness.

To investigate the influence of training and development on organizational effectiveness.

To examine the influence of performance appraisal on organizational effectiveness.

To analyze the effect of compensation and benefits on organizational effectiveness.

To investigate the impact of career development on organizational effectiveness.

## 2. REVIEW OF LITERATURE

### 2.1 Organizational Effectiveness

There has always been a strong nexus between organizational effectiveness and prevailing HRM practices. According to Yuvaraj and Mulugeta (2013), HRM practices unceasingly enhance employees' competencies and efficiency through existing methods of organizational development, performance appraisal and management, career planning, and development. Organizational researchers have recognized that the essential aspect of organizational theory is related to the effectiveness of an organization (Noruzi & Rahimi, 2010). Trieschmann et al. (2000) and Wolfe and Putler (2002) have highlighted that the fundamental focus of any organization is to enhance its

effectiveness. In the management literature, numerous researchers defined organizational effectiveness differently; for instance, according to Robbins (2001), an organization achieves its short-term as well as long-term goals by selecting its premeditated constituencies. As stated by Roy and Sanjiv (2005), the remaining fulfillment of all elements during collecting and conveying inputs into productivities in a proficient way is delineated as organizational effectiveness. Furthermore, Absar, Balasundaram, and Jilani (2010) explicated that the performance of an organization is usually indicated by effectiveness which is how effectually an organization can accomplish its specified goals. Moreover, Manoharan and Singal (2019) proposed that organizational effectiveness (OE) can be demarcated as the attainment of goals espoused in the mission or vision statement of an organization. Through fair implementations of HRM practices, employees become lifelong loyal and generate excessive commitment at the workplace (Peretz, Levi, & Fried, 2015). Besides, to enhance the organizational effectiveness, companies need to invite, preserve and improve their worker's performance and hire highly skilled and encouraged individuals to fulfill their duties for the progress of the organization (Lew, 2009). On the other hand, the literature has revealed that influential use of human resources management practices permits the workers to be dedicated to their duties with a focus to enhance the performance of the company (Chen et al., 2009). Reputed companies must identify the ways of attracting and holding their workers, as they are the utmost energetic resources and possessions of any organization (Kakar et al., 2015). Similarly, Kataria, Rastogi, and Garg (2013) asserted that the effectiveness of an organization can perhaps be achieved by scheming an effective system that includes a bundle of practices to manage human resources.

## **2.2 Human Resource Management Practices**

Human resource, being an important stakeholder within the organization, plays a crucial role in augmenting project performance (Imran et al., 2016). Performance refers to what is accomplished by the human resource in terms of quality & quantity of yield, timeliness, and within allocated budget (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014). Policies and plans are implemented in the form of human resource management practices by an employer to make sure that human resources are managed efficiently as well as they are successfully contributing to the attainment of organizational

aims (Anthony, Kacmar, & Perrewe, 2002; Noe, 2003; Minbaeva, 2008). Consequently, practices to manage human resources help in improving the potential of human resources for higher positions which include a selection of competent employees, employee training, performance evaluation, reimbursement, and relations of employees (Dessler, 2007). Wright and Gardner (2003) defined HRM practices as the firm's happenings concentrating on handling the group of individuals to make sure that the asset is engaged in the direction to fulfill the organizational objectives. Hence, HRM practices are a set of interrelated processes that generate an atmosphere that can create extraordinary commitment between workers and instigates them to do their best, which eventually directs to the advanced performance and effectiveness of an organization (Pereira, Malik, & Froese, 2017). Also, HR practices affect organizational effectiveness by increasing the workers' enthusiasm, assurance, and pleasure (Robbins & Coulter, 2002). While several analysts have considered diverse arrangements of HRM practices are significant in creating immense organizational effectiveness which consists of recruitment and selection, employee training as well as development, performance appraisal, compensation, and career development. Besides, these are measured to have an excessive influence on attaining, encouraging, and retaining the workers, and they are accountable for refining persistent reasonable benefit (Delery & Doty, 1996; Pfeffer, 1999). This study tries to study the influence of five dimensions of human resource management practices namely recruitment & selection, training & development, performance appraisal, compensation & benefits, and career development on the effectiveness of an organization.

### **2.2.1 Recruitment and Selection**

Abdul Quddus (2015) advocated that recruitment and selection of the right employees matching with the criteria specified in the selection process through matching the skills of an individual for the intended position are vital functions for successful organizations (Clarke, 2011). Consistently, recruitment is to attract qualified, experienced, and skilled people to suit the present and future requirements of an organization (Breugh, 2016). Recruitment and selection are frequently looked like very old rooted human resource management practices with the ever-shifting atmosphere of work-

places (Currie, 2006). Recruitment allows an organization to find & acquire the individual needed to ensure the attainment of organizational operations whereas the function of selection is focused to find out the right personnel for the work to attain the goals of the organization (Ekwoaba, Ikeije, & Ufoma, 2015; Naveen & Raju, 2013). Moreover, Bohlander and Snell (2007) stated that selection practice helps the organization in picking among those persons who have the appropriate credentials. Without the selection and evaluation of the right individuals, the employer will break down in attaining its goals and will route into numerous employee complications: low retention, low throughput, high absence of employees, and worker tension (Storey, 2007). Lievens and Chapman (2010) consider that analysts of recruitment must confiscate the matched results of workplaces such as organizational effectiveness, training expenditures, and retention expenses to show the amenity of the recruiting process in workplaces. Furthermore, Berkson, Ferris, and Harris (2002) initiate that the efficacy of recruitment approaches influences the effectiveness of an organization. Correspondingly, numerous analysts settled that proper execution of recruitment and selection will result in viable benefits as well as enhance the effectiveness of the organization as clarified by Pfeffer (1994); Storey (2007); Werther and Davis (1996) and Zheng et al. (2006). While Terpstra and Rozell (1993) found that the selection process positively associated with the performance and effectiveness of an organization. The subsequent hypothesis was anticipated:

**H1:** Recruitment & selection has a significant influence on organizational effectiveness.

### **2.2.2 Training and Development**

There has to be an absolute consistency in employee urge to develop and grow, both for self and organizational prosperity and growth. Training and development play a significant role to improve the efficiency of employees which in turn affects the success of organizational projects (Ahmed & Kolachi, 2013). It enables employees to remain involved and motivated (Amah & Ahiauz, 2013). The approaches used by an employer in the form of training as well as development practices to provide recently hired or current employees the abilities, awareness manners, and other skills they require to accomplish their responsibilities (DeNisi and Griffin, 2001), transform employee's abilities or approaches to work (Herold & Fedor, 2003), improve-

ment of worker skills and organizational growth (Youndt, Subramaniam, & Snell, 2004; Zumrah et al., 2013). Training and development are the recognized system of continuing struggles that are made inside organization to attempt and increase the performance of their workers through using various informative platforms and techniques (Noe, Hollenbeck, Gerhart & Wright, 2008). On the other side, Salas and Cannon-Bowers (2001) resist that training & development improve worker's expertise and abilities which in turn raise their efficiency as well as effectiveness. Likewise, training, as well as development programs for workers, increase their wisdom of job-related effectiveness (Bartlett, 2001; Gubbins, Garavan, Hogan, & Woodlock, 2006; Clardy, 2008). Besides, training plays a vital role in enhancing organizational effectiveness (Abd Rahman, Imm, Sambasivan, & Wong, 2013). Similarly, worker training, as well as development, is also a vital aspect for organizational effectiveness (Paul, 2009), consistently Mackelprang et al. (2012) and Millar and Stevens (2012) asserted that training enhances workers' competencies which are influential in enlightening complete organizational performance and effectiveness. Many studies have disclosed a positive association of training with organizational effectiveness (Qureshi, Ayisha, Mohammad, Rauf, & Syed, 2010; Singh, 2004; Chang & Chen, 2002; Huselid, 1995; Abdullah et al., 2009; Khan, 2010). The hypothesis framed was:

**H2:** Training & development has a significant influence on organizational effectiveness.

### 2.2.3 Performance Appraisal

A performance appraisal measures job-related behavior by determining how an employee is performing presently on the job and how performance can be enhanced for the future (Mehreza & Alamirib, 2019). Performance appraisal is an effective instrument to measure the performance outlines established by an organization for its workers over the period (Daoanis, 2012; Koshy & Suguna, 2014). Also, performance appraisal is an instrument to communicate values by encouraging flexibility among the employees to take full advantage of individual potential to attain the targets (Ahmad & Bujang, 2013). Performance appraisal involves giving positive feedback as well as negative feedback around a worker's operations and arguing difficulties. It is directed at recognizing parts of development beyond fastening them to benefits or penalties (Snell & Dean, 1992). Furthermore, useless appraisal processes can



point to several unwanted difficulties containing low determination, reduced worker throughput, and little passion for upkeep businesses, hence drop organizational effectiveness (Osman et al., 2011). Stone, Deci, and Ryan (2009) suggest that adverse reactions may also encourage proficiency if it is credible and permissive to resolve the difficulty and accords workers to determine from their faults. As a negative response in this framework is not knotted to penalty, however, intended at refining the worker's contribution, it might, therefore, on the other hand, encourage capability satisfaction and performance of an organization. Correspondingly, Hussain and Das (2015) asserted that performance appraisal sanctions the optimal utilization of employee talent to attain competitiveness and growth of the organization. Therefore, the succeeding hypothesis was anticipated:

**H3:** Performance appraisal has a significant influence on organizational effectiveness.

#### **2.2.4 Compensation and Benefits**

According to Premalatha (2013), compensation is defined as the remuneration or reward given to people in return for the work done and services delivered for the organization as an employee devotes time, and effort (Osibanjo & Adeniji, 2012). Moreover, Dessler, (2013) advocated that compensation comprises two key components i.e. direct and indirect compensation. Direct compensation includes salary, commission, bonuses, and overtime. While, indirect compensation includes medical benefits, insurance, and vehicle loan, etc. (Osibanjo, Adeniji, Olubusayo, & Heirsmac, 2014). Adequate compensations/rewards such as salary, allowances in terms of housing, health, hazard, transfer, involvement in decision making lead to promote employee performance (Wasiu & Adebajo, 2014). Reimbursement or compensation is a method a firm offers to an employee who is brilliant and outstanding (Amin, Khairuzzaman, Zaleha, & Daverson, 2014). The reward method is centered on the enactment of the workers that at last enhances the organization's performance and effectiveness (Syed & Yan, 2012). An important association has been originating among reimbursement and organizational effectiveness (Qureshi et al., 2010; Tessema & Soeter, 2006; Danish & Usman, 2010; Katou & Budhwar, 2006). Mayson and Barret (2006) initiate that an organization's capability to appeal, inspire, and hold employees by proposing reasonable wages along with suitable benefits is associated with company

performance, growth, and effectiveness. Alternatively, the compensation scheme employed for the employees has important responses to the performance of workers and organizational effectiveness (Inés & Pedro, 2011). Thus, various firms are struggling to classify advanced reimbursement approaches that are straight associated with refining organizational effectiveness (Denis & Michel, 2011). Currently, compensation is of great significance to the workers as well as companies. Compensation is the foremost component to impact a business's force. Once employees are suitably and properly remunerated, they will accomplish better outcomes at the same interval, the effectiveness and performance of an organization will also rise (Bilal & Raja, 2011). The compensation structure in any business has an important influence on the worker's efficiency and the effectiveness of a company. Performance constructed reimbursement has a positive effect on workers and the effectiveness of an organization (Vlachos et al., 2009). The succeeding hypothesis was anticipated:

**H4:** Compensation & benefits have a significant influence on organizational effectiveness.

### 2.2.5 Career Development

The fundamental aspect of professional growth is career development (Rogers, Creed, & Ian Glendon, 2008; Werther & Davis, 1996). Besides, career planning to discover the possible options available to pursue a career that is intended to achieve the goals also results in improving professional growth (McGraw, 2014; Rogers et al., 2008). A lot of scholars such as Osman et al. (2011), Qureshi et al. (2010), Katou and Budhwar (2006), DeNisi and Griffin (2001) agree that career planning, as well as development, influences the performance at individual and organization level. Furthermore, career development and planning as a practice, bring into line the comforts and expertise of the workers with the requirements of the workplace (Awa & Nwuche, 2011), which leads to improving the firm's effectiveness. Career development involves scheduling, controlling, and developing worker's professions in the workplace. Career development and planning indicate workers profession safety, hence decreasing the dangers of outer mechanism (Howard & Foster, 1999), intrinsically, career development raises the contentment level of an individual. Furthermore, the process of career development might fulfill the necessity aimed at relatedness by indicating workers that they are respected

by the organization and they are eager to spend in a longstanding association with them (Suazo et al., 2009). Correspondingly, Victoria, Umoh and Amah (2018) found that career development plays a considerable role in improving the effectiveness of an organization. The succeeding hypothesis was anticipated:

**H5:** Career development has a significant influence on organizational effectiveness.

### 3. Research Methodology

The philosophy incorporated with the study is epistemology, as it is treated as a philosophy of knowledge. The research strategy incorporated is a survey and the method of data collection is mono-method (Saunders & Bezzina, 2015), and the purpose of the study is correlational (Sekaran & Bougie, 2016). The questionnaire was adapted from various past studies and circulated among respondents to get responses, using a Likert scale. The target population for this research includes all employees of Abbas Steel Group. These employees comprise of skilled & unskilled workforces, supervisors, and managers directly working on various fields of the steel manufacturing plant. Besides, the number of employees employed at the company is approximately 350 including technical, non-technical & administration staff. The data were collected from various sections and departments of the organization as the focus of this research is around the employees working at different plant subunits. The population is comprised of 350 employees while the sample size is calculated for this research based on Krejcie and Morgan (1970) table which is 184. This sample size consists of a blend of all types of employees including low level, middle level, and top-level employees. The technique used for sampling in this research is the conventional technique. The research instrument for this research consists of two sections: Section-A comprises of demographic details about the respondent providing the data. Besides, Section-B is a comprehensive part and includes all the closed-ended survey questions. The questionnaire consists of 30 question statements prepared on a Likert scale (1-5). The data was integrated into SPSS 23 software for the analysis of quantitative data by applying different statistical tools for testing the hypotheses which involve the descriptive statistics, regression analysis, coefficients, and Pearson correlation.

#### 4. ANALYSES

##### Reliability and Correlation Analyses

Table 1: Reliability and Correlation Analysis

Variables	Cronbach's Alpha	N of Items	Correlation	OE
Recruitment & Selection	.675	05	R & S	.744
Training & Development	.750	05	T & D	.757
Performance Appraisal	.685	05	PA	.737
Compensation & Benefits	.790	04	C & B	.655
Career Development	.557	05	CD	.226
Organizational Effectiveness	.819	06	OE= Organizational Effectiveness	
Total of All Variable Items	.922	30		

The alpha value of all variables is displayed in table 1. The value of alpha for recruitment and selection is  $\alpha = 0.675$  ( $n=5$ ), for training & development, the alpha value is  $\alpha = 0.750$  ( $n=5$ ), for performance appraisal, the value of alpha is  $\alpha = 0.685$  ( $n=5$ ). While the alpha value for compensation & benefits is  $\alpha = 0.790$  ( $n=4$ ) and career development is  $\alpha = 0.557$  ( $n=5$ ). Besides, the alpha value for organizational effectiveness is  $\alpha = 0.819$  ( $n=6$ ). While the alpha value for all the items of variables intricate in the questionnaire is  $\alpha = 0.922$  ( $n=30$ ) which shows that the survey is highly reliable for analysis of data as the alpha value is greater than 0.5 (Chang, Tseng, Chou, & Chen, 2011). Moreover, table 1 also shows the correlation between organizational effectiveness and HRM practices. A significant relationship (at 1% level) has been established between organizational effectiveness and recruitment & selection (.744), training & development (.757), performance appraisal (.737), compensation & benefits (.655) and career development (.226). A significant relationship (at 1% level) has been established between organizational effectiveness and HRM practices.

#### 4.1 Respondents Demographics

Table 2: Age Group, Education and Tenure (Years) at ASG of Respondents

Age	Frequency	Percent
>50	5	2.7
20-30	104	56.5
31-40	51	27.7
41-50	24	13.0
Total	184	100.0
Education	Frequency	Percent
Graduate	32	17.4
Intermediate/ Diploma	124	67.4
Undergraduate	28	15.2
Total	184	100.0
Tenure (years) at ASG	Frequency	Percent
<1	41	22.3
>6	6	3.3
1-3	114	62.0
4-6	23	12.5
Total	184	100.0

Table 2 expresses the age group of respondents. The figures indicate that 56.5% of respondents fall in the age group 20-30 years while 27.7% falls in the age group 31-40 years, 13% in the age group 40-50, and 2.7% in the age group >50. Besides, Table 2 also illustrates the education breakup of respondents. Besides, the data specifies that the majority of the respondents have done intermediate/diploma i.e. 67.4% while 17.4% have done Graduation and 15.2% are undergraduates. Furthermore, table 2 also shows the categories of years of respondents spent at ASG. The figures show that 62% of respondents fall in the 1-3 years category, 22.3% in <1 year, 12.5% in 4-6 years, and 3.3% in >6 years category.

## 4.2 Regression Analyses

Table 3: Outcomes of Regression Analyses

<b>Model Summary</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std-Error</b>
Model 1	.794	.630	.620	.41783
<b>ANOVA</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	5	10.601	60.719	.000
Residual	178	.175		
Total	183			
<b>Coefficients</b>	<b>B</b>	<b>Std. Error</b>	<b>t</b>	<b>Sig.</b>
Recruitment & Selection	.193	.184	1.052	.294
Training & Development	.330	.117	2.822	.005
Performance Appraisal	.076	.181	.420	.675
Compensation & Benefits	.200	.051	3.947	.000
Career Development	.065	.048	1.366	.174

Table 3 exhibits the regression analysis (model summary, ANOVA, and Coefficients values). In the model summary, the value of R shows a correlation of 0.794. While, the R Square value is 0.630 which shows a 63% variation of all independent variables (career development, performance appraisal, compensation & benefits, training & development, and recruitment & selection) on the dependent variable (organizational performance). Also, the value of F shows the frequency which is 60.719 at the level of significance 0.000. As the significance value is less than 0.05, so the outcome of this study is significant. Moreover, the findings of the study unveiled an insignificant influence of recruitment and selection on organizational effectiveness as a significance value is greater than 0.05. Furthermore, training and development has a significant effect on organizational effectiveness because the significance value for training and development is less than 0.05. Also, performance appraisal has an insignificant influence on organizational effectiveness as the significance value for performance appraisal is more than 0.05. Similarly, compensation and benefits have a significant effect on organizational effectiveness as per the significance value for compensation and benefits is less than 0.05. While career development has an insignificant influence on organizational effectiveness as per the significance value for career development is more than 0.05.

## 5. DISCUSSION

The fundamental focus of this study was to examine the influence of selected HRM practices on organizational effectiveness at ASG. The research literature identified five salient HRM practices that have a significant influence on organizational effectiveness. The regression analysis was run for determining the influence of IVs on DV and the results (Table 3) are found somewhat different than the past studies. It may be due to the lack of attention being paid by the managers at ASG to the HRM practices. The significance value of the first IV (R&S) in table 3 is .294 which is greater than 0.05. The result is not in conformity with the study of Thus, the first hypothesis is not accepted, although it is a useful variable as it creates an insignificant impact on organizational effectiveness at ASG. The value of significance specifies that R&S is not being implemented effectively at ASG. In the case of the second variable i.e. training and development, the sig value in the regression test is .005 which is less than .05; hence, H2 stands accepted. Training & Development is a good predictor and has a significant positive impact on organizational effectiveness. The results match with the study of Ahmed and Kolachi (2013). The third variable (PA) is not having a significant impact on DV since its sig value is .675, which is greater than .05. The result does not coincide with the study of Mehreza and Alamirib (2019) perhaps appraisal of employees is not reaping its benefits as perceived by the employees. Hence H3 stands rejected. The fourth IV (Compensation & Benefits) is having sig value .000 which is less than .05. Thus, the fourth hypothesis (H4) is accepted. The results coincide with the study of Osibanjo, Adeniji, Olubusayo, & Heirsmac, (2014). The value of significance for the last IV i.e. Career Development in the regression test is .174 which is greater than .05. The findings are not in conformity with the study of Victoria, Umoh and Amah (2018). Hence Career Development is not a good predictor since it is perhaps not being implemented effectively at ASG as perceived by the employees. Hence, H2 and H4 are accepted whereas H1, H3, and H5 are rejected.

## 6. CONCLUSION AND RECOMMENDATIONS

The study has found out the HRM practices' influence on organizational effectiveness. It is important because HRM practices play a significant role in developing workers by encouraging progressive activities within the workplace and constructing work surroundings which help organizations to keep

competent employees in the company. The management practices related to HR analyzed in this research involve recruitment and selection, training and development, performance appraisal, compensation and benefits, and career development. It is evident from the results that all the independent variables chosen for this research have a positive association with the effectiveness of an organization. Yet, two of the five independent variables i.e. training & development, and compensation and benefits have a substantial influence on organizational effectiveness at ASG, whereas the remaining three independent variables i.e. recruitment and selection, performance appraisal, and career development have insignificant influence on organizational effectiveness at ASG. It is perhaps due to the poor transparency of the recruitment and selection process, performance appraisal system, and fewer opportunities for career development at ASG.

To further improve organizational effectiveness, the organization must pay more concentration to 'training and development', and compensation and benefits though the workers are contented with these practices as the company offers market competitive packages, training programs, medical and other benefits. The detailed analysis identified several weaknesses in the organization; to reduce the issues and improve the existing practices, it is proposed that ASG should implement a clear and transparent performance appraisal system to get the anticipated results and to retain the employees. The organization should be aware of the struggle and hard work of the workers and should also reward them for their exceptional performance. The organization should also work for the career development of their employees by creating opportunities for them. The organization should also improve its working environment and take measures to reduce the communication gaps between different employee levels. Regular programs related to training should be initiated to upsurge the employee's efficiency and performance.

## **7. SUGGESTIONS FOR FUTURE RESEARCH**

This paper focused on one major group of steel industries and the results may not be a true reflection of the entire steel industry at Karachi. Future researchers may expand their research and include more organizations in the steel industry. Moreover, this study was limited to only five HRM practices whereas more such practices may be included by future scholars for better comprehension about the factors responsible for organizational effective-



ness. Similar research may also be conducted for other manufacturing and service providing organizations.

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## SURVEY QUESTIONNAIRE

### Respondents' Profile:

Gender:	<input type="checkbox"/> Male	<input type="checkbox"/> Male	<input type="checkbox"/> Female		
Age Group:	<input type="checkbox"/> 20-30	<input type="checkbox"/> 20-30	<input type="checkbox"/> 31-40	<input type="checkbox"/> 41-50	<input type="checkbox"/> >50
Education:	<input type="checkbox"/> Inter/Diploma	<input type="checkbox"/> Inter/Diploma	<input type="checkbox"/> U.G	<input type="checkbox"/> Graduate	<input type="checkbox"/> Postgraduate
Tenure at ASG (Years):	<input type="checkbox"/> < 1	<input type="checkbox"/> < 1	<input type="checkbox"/> 1-3	<input type="checkbox"/> 4-6	<input type="checkbox"/> > 6

### Instructions

Please fill-out the questionnaire and kindly check the appropriate box where it deems necessary.

Choices are defined as: (1) Strongly Disagree (SD), (2) Disagree (DA), (3) Neutral (N), (4) Agree (A), (5) Strongly Agree (SA)

Question Statements	SD (1)	D (2)	N (3)	A (4)	SA (5)
<b>Recruitment &amp; Selection</b>					
RS1. The organization has extremely scientific and rigorous selection system.					
RS2. The organization selects individuals having the anticipated knowledge, abilities and attitudes.					
RS3. Departmental and HR Managers take part in selection process.					
RS4. The organization has clear job description and specification.					
RS5. The organization has written and operational recruitment and selection policy.					
<b>Training &amp; Development</b>					
TD6. The organization identifies the training needs of employees through a formal performance appraisal mechanism.					
TD7. The organization provides formal trainings to new hires to perform their jobs.					
TD8. The organization conducts widespread training programs for its employees in all aspects of quality.					
TD9. Training needs identified are realistic, useful and based on the business strategy of the organization.					
TD10. Training programs are provided for employees every year.					
<b>Performance Appraisal</b>					
PA11. Performance of the employees is measured on the basis of objective quantifiable results.					
PA12. The organization provides employees the performance based response and counseling.					
PA13. Appraisal system has a strong influence on individual and team behavior.					
PA14. Appraisal system in our organization is progress and development oriented.					
PA15. Employees have confidence in the performance appraisal system.					

<b>Compensation &amp; Benefits</b>					
CB16. Compensation is decided on the basis of competence and ability of employee.					
CB17. The organization offers market competitive salary and benefits.					
CB18. Rewards in the organization are strictly associated with the employee performance.					
CB19. Job performance is an important factor in determining the incentive reward of employees.					
<b>Career Development</b>					
CB18. Rewards in the organization are strictly associated with the employee performance.					
CD20. Each employee is aware of his career path in the organization.					
CD21. The organization favors an internal employee each time an opening exists.					
CD22. Employees and organization progress needs are coordinated in the organization.					
CD23. Career goals are achieved with the help of career planning and development.					
CD24. The organization plans for the career and improvement of employees.					
<b>Organizational Effectiveness</b>					
OE25. The organization innovate new products.					
OE26. The organization adapt quickly to unexpected changes.					
OE27. The organization quickly adapts its goals and objectives to industry changes.					
OE28. The organization reacts to new information about the industry or market.					
OE29. Employees are eager to go away from their self-interest for mutual organizational goals.					
OE30. Employees show commitment thus improving organization's progress.					