

Increased Focus on Human Resource Practices leads to Organizational Effectiveness: A Study of Law Enforcement Agencies in Pakistan

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Abstract

Organizational effectiveness, in general, is based on the integration of goals of the organization and the employees. Neither of them should be viewed in isolation. This article is designed to explain effect of increased focus on human resource practices leading to organizational effectiveness. The researchers have examined as to what extent the role of talent management, conflict management and reward management influence organizational effectiveness particularly in hierarchical organizations such as law enforcement agencies. The study was conducted in twin cities of Rawalpindi and Islamabad of Pakistan for law enforcement agencies including their training academies. Sample size consists of 264 respondents, who filled the questionnaire out of 300 respondents. After analyzing the data, findings showed that there is a significant impact of all these human resource practices i.e. talent management, conflict management and reward management on organizational effectiveness. Results showed that increased focus on employee's related issues accelerates organizational effectiveness. As employees get their issues addressed, the organizational effectiveness moves in a positive way. Moreover, this study indicates that the combined effect of most relevant human resource practices on strength of the organizations will be positive rather than application of other least effective/relevant human resource initiatives. Since concept of "happy employees are more productive rather than productive employees are happier" is mostly studied for business organizations and hardly any law enforcement agency applies the same for its effectiveness, therefore, the topic is highly of research interest in current years. Thus Organizational effectiveness should also be researched in the context of non-profit organizations such as law enforcement agencies being most vital for stability and economical strength of countries like Pakistan. Limitations of the study are also highlighted at the end.

Keywords: Organizational Effectiveness, Law Enforcement Agencies, Human Resource Practices.

Introduction

1. Organizational effectiveness has been identified, in earlier theories, with 'maximization of profits' or 'high productivity' or 'efficient service' and good employees morale. Organizational effectiveness is commonly referred to when discussing organizations that have achieved maximum performance. In order to achieve increased and sustainable results, organizations need to execute strategy and engage employees. To create organizational effectiveness, leaders need to focus on aligning and engaging their people, the people management systems, the structure and capabilities (including organizational culture) to the strategy. This engagement results in higher performance, higher employees' satisfaction and higher employee retention. An organization that can sustain such alignment will achieve success. Organization performance is often measured by effectiveness. According to some researchers' organizational effectiveness, in general, is based on the integration of the goals of the organization and the employees. But neither of them should be viewed in isolation. An organization can be made effective not only by augmenting productivity but also by co-coordinating and developing a system for the efficient handling of employees who are deeply committed to the objectives of the organization. Further, an effective organization is characterized by its emphasis on human resource development. Thus, the effectiveness of an organization depends mainly on the behavior of employees. Employees differ in their outlooks, needs, goals and abilities, even when they are placed in the same work environment. It is certain that, it will ultimately affect the entire organization. Moreover, their individual differences can have a direct bearing on organizational effectiveness. An effective management can lead the employees towards its goal which cannot be achieved without the whole hearted and positive co-operation of all categories of employees of the organization. Any organization which wants to achieve its objectives should create a participative climate for mutual benefit. Hence, the needs and wants of the employees should be achieved through participation of employees in all the vital areas of decision-making. Apart from profits, a number of other factors should also be considered to determine the effectiveness of the organization. Management system and proper coordination of employee is one of these factors. Employee should be organized and developed properly, to improve efficiency. This can be made possible only by creating a better environment to work and by improving the satisfaction of the employees through a number of measures. In particular, talent management, conflict management and reward

management can help to achieve organizational effectiveness. A review of earlier studies, in this field, makes it clear that these factors have already been identified as main determinants of organizational effectiveness. A recent trend in the literature also focuses on the possible link between talent, conflict and reward management efforts of organizations and that of organization's effectiveness.

2. Problem Statement.

The researchers intend to investigate as to what extent Human Resource practices like talent management, conflict management and reward management influence organizational effectiveness particularly in hierarchical organizations such as law enforcement agencies in Pakistan.

3. Objectives of the Study.

To study and present factors affecting effectiveness/strength of law enforcement agencies such as Police and civil armed forces in Pakistan due to increased focus on employee's related issues like talent management, conflict management and reward management. The main objectives of this study are:

- a. To study the impact of increased focus on human resource practices leading to organizational strength of law enforcement agencies in Pakistan.
- b. To study the impact of talent management practices on organizational effectiveness of law enforcement agencies in Pakistan.
- c. To identify the effect of conflict management practices on organizational effectiveness of law enforcement agencies in Pakistan.
- d. To study the impact of reward management practices on organizational effectiveness of law enforcement agencies in Pakistan.
- e. To make a contribution towards research related to organizational effectiveness in hierarchical set ups in Pakistan in general and law enforcement agencies in particular.

4. Research Question.

Do human resource practices like talent management, conflict management and reward management lead to effectiveness/strength of law enforcement agencies in Pakistan?

5. Originality of the Study.

The impact of human resource practices like talent management, conflict management and reward management on organizational effectiveness has been found in previous studies in a scattered form, and that too in research related to business organizations but the same has not been explored by any researcher so far for law enforcement agencies in Pakistani environment in the context the researchers intend. This is a visible gap in the body of knowledge. The present research does fill this gap and is a significant contribution to the body of knowledge.

6. Significance of the Study/Applied Aspects.

The researchers hope that the study findings will be useful as it will help indicating that the combined effect of most relevant human resource practices on success of organizations is likely to be positive rather than the application of other least effective human resource initiatives. In the context of Pakistan, workplace environment and its related issues specifically in law enforcement agencies/hierarchical organizations are significantly neglected. The situation is that employees cannot even complain about their senior managers due to strict organizational discipline. These circumstances are affecting their performance negatively, in the form of delay in work completion, frustration and effect on personal growth etc. Hence, the topic is highly of research interest in current years. The findings of the study can be utilized by hierarchical organizations in Pakistan, as well as law enforcement agencies to strengthen their organizations' human resource systems. Other organizations which do not have talent management, conflict management and reward management systems in place can also use the findings of this study to enhance their performance leading to organizational effectiveness.

Literature Review

7. Organization Effectiveness.

Maslow hierarchy of need (1943) discussed five levels of employee needs, physiological, safety, social, ego, and self-actualizing. According to Maslow lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg (1959) categorized motivation into two factors: motivators and hygienic (Herzberg, Mausner, & Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction. Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Organizational effectiveness was first found in organizational behavior theory of the 1950s. Despite some consensus, there is still significant lack of agreement on the definition and operationalization of this concept. Among researchers in management, organizational effectiveness is characterized as "defining goals, relating resources, and determining if the goals were reached". Efforts to define

the concepts of management and effectiveness in the nonprofit organization are influenced by varying perspectives on what constitutes the nonprofit sector and what makes it distinct. According to Herman & Renz (1998) the theory of organizational effectiveness has a complex history. They described that it may be summarized as the development of alternatives to or modifications of what has been called the goal model of effectiveness while explaining the theoretical perspectives on organizational effectiveness. The Lewin Group (2000) and Henri (n.d) elaborated the concept of "Organizational effectiveness"(referring Ghorpade 1971; Anthony & Herzlinger 1980; Cameron, 1986 and Rojas, 2000) is a phrase used almost exclusively by researchers and one of the most extensively researched issues since the early development of organizational theory. They asserted that effectiveness is reached through processes such as encouraging participation among clients and offering mentoring to volunteers and staff. In this framework, organizational effectiveness is measured as a product of an organization's ability to develop strong leadership, recruit active members, rely on internal resources, and generally survive and grow. According to definition of Yankey & McClellan (2003) "organizational effectiveness is the extent to which an organization has met its stated goals and objectives, and how well it performed in the process. Scott (2008) expressed that the term organizational effectiveness is usually deployed to contrast with development effectiveness. It focuses on the direct results of an agency's interventions, for which it can be held accountable, in contrast with development outcomes, which are the effect of many agencies interventions. The term organizational effectiveness usually focuses on the internal systems that are geared towards producing development outputs and outcomes. In this sense, it is synonymous with results based management and managing for development results. A widely accepted assumption is that better workplace environment produces better results. The performance of an employee is measured actually by the output that the individual produces and it is related to productivity. However, is also dependent on the physical environment and its affect on health and employees' performance.

8. Talent Management.

The importance of talent management practices stems from their assumed influence on whether an organization will be successful or not within a competitive environment. It has been stated that increasing the company's human talents will lead to the organization flourishing (Michaels, Hadfield-Jones & Axelrod, 2001). Organizations therefore, spend a vast amount of money trying to implement successful talent management strategies. A review of the literature, particularly Melcrum's (2005) study in Britain, suggests that many differing definitions of employee engagement exist (Dalal, Brummel, Wee & Thomas,2008; Robinson, Perryman & Hayday, 2004; Saks, 2006). Similar to talent management, the engagement literature's foundations stems more from practice than from empirical research or coherent theory. Robinson (2004) reflects on this lack of knowledge as worrying as the study of employee engagement has peaked in interest within recent times. At present, Smythe (2007) believes that employee engagement is a disjointed concept, which has inadequate empirical support. Findings from the Hewitt Engagement Survey (2005) and Melcrum (2005) are considered to represent the business orientated literature. Schaufeli and Bakker (2004) found that engaged employees are likely to have greater attachment to their organizations and thus a lower tendency to leave the organization. Employee engagement is therefore of vital significance to the successful retention of talented employees (Bhatnagar, 2007). Both Schaufeli and Bakker (2004), and Bhatnagar (2007) conducted research on employee engagement, however Schaufeli and Bakker (2004) focused on engagement as it relates to burnout (its inverse) and Bhatnagar investigated employee engagement and its possible relationship to talent retention (by investigating attrition rate).

10. Conflict Management.

According to Rahim cited in Lam, Chin and Pun (2007), conflict is defined as the disagreements among the working parties about the tasks being performed, including differences in viewpoint, ideas, and opinions. It exists whenever one party perceives that its interests are being opposed or negatively affected by another. Kolb and Putnam cited in Nair (2008) defined organizational conflict as the process which begins when one party perceives that another has frustrated, or is about to frustrate, some concern of theirs. Walton and Dutton cited in Nair (2008) define Organizational conflict as the perceived incompatible differences that result in interference or opposition. When people perceive that existence of differences, then a conflict exists. Conflict is seen in a number of ways. Mullins (2005) observes that conflict is not necessarily a bad thing. If properly managed, it can arguably have positive outcomes. It can be an energizing force in groups and in the organization. It can be seen as a constructive force and in certain circumstances it can be welcomed or even encouraged. Conflict can be an agent for evolution and internal and external change. If properly identified and handled, it can help to minimize the destructive influences of the win-lose situation. Bagshaw cited in Suliman and Abdulla (2005) notes that conflict is a fact of life in organizations as well as other areas of life, as people compete for jobs, resources, power, acknowledgement and security. According to Rotenberry and Moberg (2007), commitment refers to attachment and loyalty to an organization. The individual who is committed to an organization has a strong identification and involvement with that particular organization. Research has revealed great support for the

relationship between organizational conflict and commitment. Bodker and Jameson cited in Nair (2008) argue that to be in conflict is to be emotionally charged, and as a result such employees cannot be committed to the organization.

11. Rewards Management.

Paying attention to the principal needs of the individual and enjoying fair reward distribution inside and outside of the corporation are among the major principles in any reward system, Laler (1975). The reward system is one of the basic scopes of human resource management performance; Bernardin & Russell (1993). Reward is the benefits that arise from performing a task, rendering a service or discharging a responsibility, Colin Pitts (1995). Pay is the most significant and motivating benefit that is received in return for performing a task or service. If employees are not satisfied with the reward package, it will be hard for the company to recruit and retain good individuals Colin Pitts, (1995). Hence, it seems that the reward system should be effective and efficient so that such actions are realized in the corporation and this system should be designed in a way that creates maximum return both for the corporation and the individual, Karami (1998). Appropriate, effective and timely reward increases employees and managers' motivation. The studies reveal that there is a significant relation among the existing resources of employees, service compensation, the exchanged information, degree of stress and job burnout in the workplace, Schaufeli (2004). If employees are given a suitable reward for their ethical behavior and a fair wage for their performance, the manager has the chance to bind his/her employees to ethical act. In addition to conformation of employees' perception, characteristics such as fairness of the reward and wage system are regarded as legal standards in any country to provide their needs, Carico & Mujtaba (2008). Advocates of the expectancy theory believe that employees will change their behavior by working harder or prioritizing their actions if they know that by doing so they will be rewarded with something of value to them. Hence, incentives are a great way to reward effort and behaviors which the organization wishes to encourage. If the incentive is paid in return for behavior that contributes to the organizations goals, it will in the long run enhance organizational effectiveness and productivity and hence generates a positive outcome for both employer and employee, Torrington, Hall, Taylor & Atkinson (2009). An appropriate reward system for all employees and sellers as a part of performance management plan can be resulted in increasing of efficiency and productivity at the workplace.

Theoretical Framework

12. Keeping in view the literature review, after operationalizing organizational effectiveness, researchers came up with three independent variables. The first is talent management, second is conflict management, and third is reward management. These three together play important part in explaining organizational effectiveness. As employees get more of their issues addressed, the organizational effectiveness moves in a positive way. Moreover, effect of most relevant human resource practices on success of organizations is expected to play a positive role rather than the application of other least effective human resource initiatives.

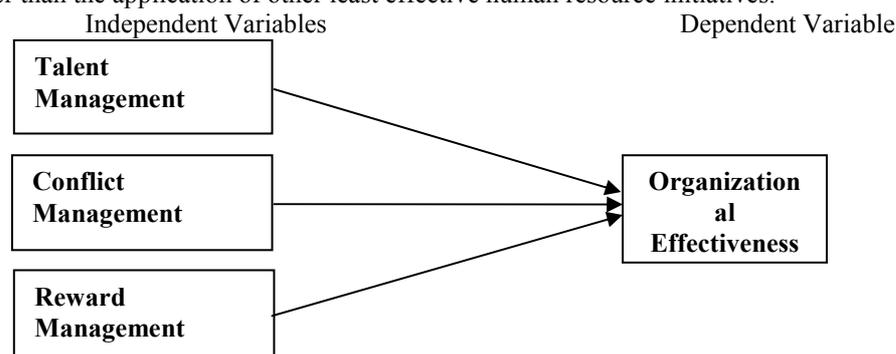


Figure. 1: Research Model
 Source: Researchers' own processing.

13. Hypothesis Development.

The research hypotheses generated for the present study from the above theoretical framework are as under:

H 1: Increased focus on employee's related issues leads to organizational effectiveness of law enforcement agencies in Pakistan.

H2: Talent management practices positively affect organizational effectiveness of law enforcement agencies in Pakistan.

H3: Conflict management practices positively affect organizational effectiveness of law enforcement agencies in

Pakistan.

H4: Reward management practices positively affect organizational effectiveness of law enforcement agencies in Pakistan.

Research Design and Methodology

14. **Area of Selection.** The current study is being furnished in twin cities of Rawalpindi and Islamabad of Pakistan based on surveys for studying the organizational effectiveness with regard to effect of talent management, conflict management and reward management system.

Sample Size and Population

15. The population of this study consisted law enforcement agencies including Police and Civil Armed Forces and their training institutions. The study used the probability sampling and it is further categorized into simple random sampling as the studied variables have the equal chance of being selected and the nature is generalized. A sample of 300 respondents was selected for questionnaire survey but 264 respondents (61 officers and 203 other ranks) from various departments to the questionnaires as per following details in Table 1:-

Table.1: Sampling Details

Organization	Officers	Other Ranks
Police	21	97
Civil Armed Forces	40	106
Total	61	203
Grand Total	264	

Source: Researcher's own processing

16. **Research Instrument.** Primary data was collected through a structured questionnaire. The Questionnaire consisted of 31 questions. The questionnaire used has been adopted from the study of Katherine Roper (2013), Freddie Ntege (2006), from the study of Carolina Mikander (2010) and also from the study of Keith Douglas McCook B. A. (1997). Five point likert scale, marked from strongly disagree to strongly agree i.e. "1" to "5" was incorporated in the instrument of data collection. Complete questionnaire was not used rather only required/relevant items were selected, keeping essence of the question intact. The required augmentation was done prior to collection of data, i.e. seven items for the talent management factors were added, eight items from the conflict management related factors, seven items for reward management and eight items for perception of employees regarding organizational effectiveness were selected. Questions regarding organizational effectiveness were also inbuilt in three independent variables. This research is done in non contrived settings because natural environment is preferred to analyze the organizational employees. Data is collected only once so the study is based on cross sectional analysis. The purpose of this instrument in our research was to find the link between the organizational effectiveness and human resource practices.

17. **Data Collection.** For pilot testing of the tool, out of 60 questionnaires, only 45 were received. For hypothesis testing, out of 300 questionnaires, 264 questionnaires were received back.

18. **Model Specification.** The regression model employed to test the impact of talent management, conflict management and reward management on organizational effectiveness is as follows:

$$OE = \beta_0 + \beta_1 TM + \beta_2 CM + \beta_3 RM + e$$

Where: - OE = Organizational Effectiveness

β_0 = Intercept Coefficient

TM = Talent Management

CM = Conflict Management

RM = Reward Management

e = Gaussian white noise or error term

Data Analysis and Interpretation

19. Data analysis is done by using "Statistical Package for Social Sciences (SPSS-20). The following tests are applied, to test the validity and reliability of the questionnaire and further testing of the hypotheses.

20. **Normality Test.** The histogram of the residuals shows that most of the data taken lie within the normal bell shaped curve but few values lie outside it. This indicates that the data has a little Skewness towards the left and has a little kurtosis as few data lie above the curve peak. The Normal Probability Plot of the data is drawn in a straight line showing that the data is normally distributed with the exception of a small portion which does not lie on the straight line.

21. Reliability of Measure.

Measurement scale in this study examined by the questionnaire are adopted from the research studies. The relationship between employees' perceptions of talent management practices and levels of engagement: A Botswana organization case study by Katherine Roper,0305899J; Department of Human and Community Development, University of the Witwatersrand, Johannesburg, 15 May 2009; Organizational Conflict, Psychological Contract, Commitment and Organizational Citizenship Behaviour: A Case of Kyambogo University by freddie ntege, registration no. 2006/hd10/6129u ; B. Ed, Makerere University, Dip. Ed, ITEK. Other sources which are pitched in and supportive for measurement are Carolina Mikander, "The impact of a reward system on employee motivation in Motonet-Espoo", Degree Thesis, International Business, 2010; and Organizational perceptions and their relationships to job attitudes, effort, performance, and organizational citizenship behaviors by Keith Douglas McCook B. A., University of Texas at Dallas, 1997 M. A., Louisiana State University, 1999 December, 2002. All the measures used in this study are indicating an acceptable reliability.

22. Cronbach's Alpha Calculations.

This parameter is used to check the reliability of the questionnaire of research in progress. Value of cronbach's alpha closer to 1 is considered better in terms of reliability. In general, if this value falls below 0.5, then it is not acceptable from the research point of view. Values above 0.7 are normally taken as benchmark for good research. The reliability tests of all the constructs are above the set thresholds.

Table. 2: Construct Cronbach Alpha

Talent Management	0.828
Conflict Management	0.930
Reward Management	0.834
Organizational Effectiveness	0.739

23. Descriptive Statistics

Table.3: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Org Effectiveness	264	1.17	5.00	4.0480	.63086
Talent management	264	1.20	5.00	5.0265	1.08823
Reward management	264	1.40	5.00	3.9197	.72975
Conflict management	264	1.00	5.00 ^a	5.1987	1.08590
Valid N (listwise)	264				

The above values are the descriptive statistics which tell about the mean value which comes out in case of all the independent variable and the dependent variable i.e. organizational effectiveness.

24. Correlation

Table.4: Correlation

		Talent Management	Conflict Management	Reward Management	Org Effectiveness
Talent management	Pearson Correlation	1	.505**	.571**	.381**
	Sig. (2-tailed)		.000	.000	.000
	N	264	264	264	264
Conflict management	Pearson Correlation	.505**	1	.543**	.366**
	Sig. (2-tailed)	.000		.000	.000
	N	264	264	264	264
Reward management	Pearson Correlation	.571**	.543**	1	.467**
	Sig. (2-tailed)	.000	.000		.000
	N	264	264	264	264
Org Effectiveness	Pearson Correlation	.381**	.366**	.467**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	264	264	264	264

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation explains the strength of relationship between all the variables i.e. dependent and independent. Its value ranges between -1 and +1. From this variable it is obvious that all the independent variables are correlated with the dependent variable i.e. organizational effectiveness.

25. **Linear Regression**

Table.5: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.190	.205		10.672	.000
Conflict management	.071	.039	.123	1.841	.067
Reward management	.279	.061	.323	4.601	.000
Talent management	.078	.040	.134	1.966	.050

Dependent Variable: Org Effectiveness

The intercept or β_0 for this equation is 2.190 which mean the regression line intercepts the y-axis at this point. Now, if we want to find out the effect of each variable separately on org effectiveness, we will keep the influence of all the other independent variables as constant.

a. **Talent Management.** If we increase the value of Talent Management by 1 unit, organizational effectiveness level will increase by 0.078 units. T-statistics value shows the independent significance of the independent variable on dependent variable at 5% (.05) level of significance. Now the standardized value of β is interpreted in the same way as for un-standardized. The only difference is the interpretation will be done mentioning the standard deviations. If talent management by 1 standard deviation is increased, the organizational effectiveness will increase by 0.134 standard deviations.

b. **Conflict Management.** 1 unit increase in conflict management will increase organizational effectiveness by 0.071 units and the coefficient of conflict management is statistically significant at 10% (0.06) level of significance. If we increase conflict management by 1 standard deviation, the org effectiveness will increase by 0.123 standard deviations.

c. **Reward Management.** 1 unit increase in reward management will increase organizational effectiveness by 0.279 units and the coefficient of reward management is statistically significant at 0.01% (.000) level of significance. If we increase reward management by 1 standard deviation, the org effectiveness will increase by 0.323 standard deviations.

26. **Model Summery**

Table.6: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.497 ^a	.247	.238	.55052	1.582

The model summary shows the total model fitness. 24.7 % Variation in dependent variable, org effectiveness is due to the independent variables i.e. talent management, conflict management and reward management system.

27. **Autocorrelation.** As the Durbin Watson value comes out to be 1.582 at 0.01% level of significance which clearly indicates that value lies inside the no autocorrelation zone.

28. **Heteroscedasticity.** Park Test was applied using SPSS 20.0. Results are in Table.4.

Table.7: Results of Park Test

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	.240	.098		2.450	.015
LTM	-.157	.026	-.455	-6.124	.000
LCM	.026	.024	.069	1.075	.283
LRM	-.056	.032	-.129	-1.748	.082

All the coefficients (CM and RM) are statistically insignificant except LTM, suggesting no heteroscedasticity problem.

29. **Multicollinearity.** There are three independent variables, running three auxiliary regressions; researchers got r square of each regression as follows:

$$r_{TM}^2 = 0.516$$

$$r_{CM}^2 = 0.383$$

$$r_{RM}^2 = 0.494$$

According to Klien's rule of thumb, if Auxiliary r^2 s are greater than the R^2 obtained from regular regression than multi collinearity will be a troublesome. In this case:

Regular regression (R^2)	R^2	=	.2460
Auxiliary regressions (r^2):	r^2_{TM}	=	0.516
	r^2_{CM}	=	0.383
	r^2_{RM}	=	0.494

All auxiliary r^2 are greater than regular regression R^2 , showing severe multicollinearity. However, this is not model fitness problem rather data problem, which can be remedied by applying remedial measures.

30. ANOVA Analysis

Table.8: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25.872	3	8.624	28.455	.000 ^b
Residual	78.798	261	.303		
Total	104.670	264			

a. Dependent Variable: Org Effectiveness

b. Predictors: (Constant), Talent management, Conflict management, Reward management

In this table the analysis of variance is done. The first column shows that the variation caused by the explanatory variable is only 25.872 and that of residual (error term) is 78.798. It means there are other factors existing which directly affect the organizational effectiveness, but they are not presented in this model. The df represents the degree of freedom (df) which means to explain 264 observations we need 264 variables but here we are only considering 3. So, to find out the df for regression we use formula $(K-1)$ where K is equal to variables which equals to 3 in this case and for residual df we use formula $(N-K)$ which equals 261 in this case, where K = total number of variables and N= total number of observations. When sum of square for the regression is divided by the df of regression we get the mean square value for the regression. Same procedure will be adopted to get the mean square value for the residual. Now if we divide the mean square value of regression with the mean square value of residual we get the value of F-statistics (calculated). This value when compared with F-Statistics (tabulated) gives us the joint significance effect of all the independent variables on the dependent variables. In this case the F-calculated is 28.455 which is greater than F-tabulated. It means that all the independent variables have joint significant effect on the dependent variable i.e. organizational effectiveness.

Discussion and Findings

31. The study has achieved its objective of providing insights into the relationship between organizational effectiveness influenced by various human resource practices like talent management, conflict management and reward management system. These four are positively related as it's clear by the findings of two cities of Punjab (Pakistan). The findings provide evidence that largely confirm the hypotheses as well as raising questions that invite further research. The study targets the law enforcing agencies of Pakistan. It has been argued that for effectiveness, organizations must focus on human related issues. The results of this study support the stated hypotheses very well. The results of correlation analysis show that there is a strong positive correlation among the dependent and independent variables considered. The correlation value between talent management and organizational effectiveness comes out to be 0.381 which means that they have a significant positive relationship. It means that when the employees' interests with regard to management of their talent are safeguarded they will perform better thereby contributing towards organizational effectiveness. They will be more motivated and satisfied resulting into organizational strength. The correlation value between conflict management and organizational effectiveness is 0.366 showing significant positive relationship. It tells that if employees' conflicts are resolved properly then there will be cohesion amongst them which will ultimately lead toward strength of the organization. The value of correlation between reward management and the organizational effectiveness is 0.467 which says that the two variables are positively correlated. If the employees are rewarded well and encouraged for their contribution towards organizational success they will try to perform even better for organizational effectiveness. The independent variables are positively and significantly correlated to each other as well. This means that when the employees' issues are addressed they will have a positive attitude towards organizational effectiveness. The regression analysis suggests that up to 24.7% variation in organizational effectiveness is explained by talent management, conflict management and reward management. Reward management has the highest contribution in increasing the chances of organizational effectiveness. The overall results of this study reveal important facts which are of great significance for the organizations opting for increased focus on human related issues. Overall, after looking into all the figures and percentages which are being mentioned in the tables, it is clear that employee performance is directly influenced by their motivation they get by implementation of human resource practices by organizations in the shape of incentives and other benefits. Employee motivation will increase their performance which will ultimately enhance organizational effectiveness. They will also be

more loyal to the organization management. And in the end all these factors will lead to make a positive affect over the organization. In this way organization effectiveness will be directly influenced by the employee's performance.

32. **Summary.** The analysis of the perception of the employees about the various dimensions of organizational effectiveness establishes the fact that all the groups of employees generally feel more satisfied when maximum of their issues are addressed. The share of the each factor in the level of organizational effectiveness is more or less the same. Thus all factors are equally responsible in augmenting the level of organizational effectiveness.

33. **Conclusion and Recommendations.** This study focused on employee issues related to management of their talent, conflicts and rewards for organizational effectiveness. Employee performance has a positive relation with organizational effectiveness and increased focus on employee related issues has also positive relation with organizational effectiveness. There is a relation among these variables but very strong relationship does not exist. Law enforcement agencies especially Police and Civil Armed Forces should give proper attention to their employee performance and motivation by addressing their major issues. Happy employees are more productive rather than productive employees are happier. Employees of these services sectors should be considered as assets of their respective organizations. This study further suggested that most relevant human resource practices have key importance for the organization's strength.

Conclusion

34. This research study provides an understanding of some of the factors creating organizational effectiveness namely talent management, conflict management and reward management. The study reveals that human resource practices positively and significantly contribute towards organizational effectiveness. When employees' interests are taken care of, it helps the organization to manage them well, thus increasing the chances of success of organization.

Limitations and Direction for Future Research

35. The sample size is relatively small therefore; this study may not be generalizable on other sectors of hierarchical organizations. Sample size should be increased and cover more organizations all over Pakistan. Moreover, instead of just studying few law enforcement agencies, a comparative study of two organizations, one being most effective and other not very effective, should have been carried out.

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