



Human Resources Management and Improving organizational effectiveness

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Abstract

Organizational effectiveness is one of the most important Concepts in Administrative Sciences and Management Sciences as it reflects the ability of an institution or organization to achieve Its predetermined goals efficiently and with High quality as well as its ability to compete with others, human resources management is considered one of the Most important factors contributing to the Achievement of this effectiveness, as it is responsible for recruiting , attracting, and developing the required competencies in accordance with the institution's overall strategy.

This study aims to identify the role of Human Resource Management and analyze its effectiveness in improving organizational performance through the review of field studies and modern theories. The study concludes that investing in human capital through support and motivation, as well as adopting strategic human resource plans, leads to positive outcomes in organizational effectiveness and provides institutions with a sustainable competitive advantage

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1. Introduction

The topic of organizational effectiveness occupies a significant place in the interests of researchers in the field of organizational sociology. It is considered one of the most important starting points of modern management and a focus of attention for its practitioners. Experts believe that this effectiveness is a strong indicator of an organization's success in achieving its short-term and long-term goals and maintaining its efficiency and continuity in an environment characterized by intense competition and rapid developments in administrative and managerial thought. Effective institutions and organizations do not stop at simply achieving their goals; they also strive to achieve a balance between the external environment and its demands and their internal environment and needs to ensure the continuity of their performance.

From the above, the role of human resource management emerges as a strategic and fundamental role in improving organizational effectiveness, especially with the significant developments and transformations that have affected administrative thought. Human resource management is no longer limited to managing personnel affairs; it has acquired a strategic role in building a comprehensive vision to ensure the organization aligns with its surrounding competitive environment.

Based on the above, this study poses the following problem:

To what extent does human resource management contribute to improving organizational effectiveness?

This leads to the following sub-questions:

What are the most important concepts and theoretical trends related to organizational effectiveness?

How has human resource management become a strategic tool for improving job performance within the organization?

What are the most important findings of previous studies on the relationship between human resource management and organizational effectiveness?

This article aims to:

- Identify the concepts and theoretical trends related to organizational effectiveness and human resource management.
- Understand the role of human resource management in improving organizational effectiveness.
- Review the findings of previous studies to benefit our organizations.

The importance of this study lies in:

- Enriching the literature in the field with research on the relationship between

human resource management and organizational effective

- Attempting to provide serious and practical recommendations for organizations to improve their performance through strategic human resource management.

1. Organizational Effectiveness:

1.1. The concept of organizational effectiveness

Organizational effectiveness is one of the most frequently discussed concepts in management thought. It is considered an indicator of an organization's ability to achieve its goals efficiently and effectively. Definitions vary depending on the scientific approaches that have studied it. We will begin by providing a definition of effectiveness to better understand the term. Ali Al-Sharif defines effectiveness as "doing the right things at the right time and in the right way" (Al-Sharif, 1997, p. 39). Steers offers a more specific definition, stating that organizational effectiveness is "the extent to which an organization succeeds in achieving its stated goals" (Steers, 1975). Another definition considers organizational effectiveness to be "a multidimensional concept that includes goal achievement, adaptation to the environment, growth and continuity, and employee job satisfaction." (Cameron & Whetten, 1983), and Fromm summarizes it as follows: "A characteristic of behavior in

which energy is expended and which results in a visible effect." (Sultaniyah, 2013, p. 13)

Organizational effectiveness is a dynamic concept influenced by a range of factors, including internal factors such as leadership and organizational culture, and external factors such as various economic and technological changes and developments.

1.2. The relationship between effectiveness and efficiency:

The concept of effectiveness has long been considered ambiguous in the sociology of organizations and is always linked to the concept of efficiency in order to provide a clear explanation. Effectiveness means the extent to which desired results are achieved through "the proper use and management of resources. Examples of such goals include profitability, market expansion, and employee satisfaction. Good management is characterized by making timely decisions..." Efficiency, on the other hand, primarily refers to the economic dimension of achieving goals and the ratio of outputs to inputs (Al-Sharifi, 2013, p. 21). Here, Al-Sharifi limits efficiency to the material aspect only. However, efficiency is not solely the ratio of outputs to inputs; it also refers to the technical, administrative, and human aspects, which is the focus of our research. The more an organization invests in its human capital through training, motivation, and development, the greater its effectiveness will be.

1.3. Models for measuring organizational effectiveness:

- Models for Measuring Organizational Effectiveness: Experts and researchers have developed several models to measure and interpret organizational effectiveness. Examples include:

- The Goal Attainment Model: This model measures the extent to which an organization achieves its stated goals and succeeds in them. It was proposed by George Poulos and Tannenbaum (1957).

- The Systems Model: This model views the organization as an open system that strives to adapt to its environment and ensure the continuous flow of resources (Katz and Kahn, 1978).

- The Competing Values Model: This model posits that organizational effectiveness is the result of the interaction and integration of several internal values and elements, such as flexibility and cohesion, and external values, such as stability and productivity. It was proposed by Quinn and Rohrbaugh (1983).

- The Stakeholder Model: This model suggests that organizational effectiveness is achieved by satisfying all stakeholders (Donaldson and Preston, 1995).

2. Human Resources Management

2.1. The concept of human resource management

The concept of human resources management has evolved from a purely administrative function concerned with employee records, attendance, absenteeism, and payroll management, into a strategic function focused on attracting, developing, and retaining qualified talent. It aims to develop human capital through appropriate training and motivation, enabling employees to contribute effectively to organizational goals. Dessler (2020) defines human resource management as “a set of policies and practices designed to ensure the optimal use of human capital in order to achieve organizational goals.”

2.2 Functions of Human Resources Management

The main functions of human resources management include:

-Recruitment and selection: Attracting and selecting suitable candidates based on specific criteria to meet organizational needs.

-Training and development: Enhancing employees' skills and competencies to adapt to changes in the work environment and improve performance.

-Performance management: Monitoring, evaluating, and improving employee performance in alignment with organizational objectives.

-Motivation and compensation: Encouraging employees through fair compensation systems, incentives, and reward programs.

Communication: Promoting effective communication and coordination between management and employees to ensure organizational harmony.

3. The relationship between human resource management and organizational effectiveness

Recent studies have concluded Until success Institutions He depends to a large extent on management role Human resources, Resource theory Resource-Based View) proposed by (Barney, 1991), You look at capital Human beings as an important strategic resource It is difficult Its repetition, and it is a basic element in creating the advantage Competitive.

And it came in the book (Wright, McMahan, 1992) that the role of human resources management has shifted from simply performing routine tasks to a strategic role that contributes in Improving organizational effectiveness through:

Increase employee satisfaction and commitment, Improving the quality of administrative decisions, Increased ability to adapt to environmental changes, Supporting innovation and organizational renewal.

Thus, it becomes clear that investing in human resources and adopting strategic practices in their management has a positive impact on the level of organizational effectiveness, both in terms of achieving goals and ensuring the continuity of the organization.

4. review Literature and studies Previous:

4.1. Foreign Studies

Here is the accurate academic English translation of your paragraph:

Foreign management thought has shown extensive interest in studying the relationship between organizational effectiveness and human resource management. The main studies can be summarized as follows:

-Huselid (1995): Conducted a study on 968 American organizations and found that the adoption of high-performance human resource practices (High Performance Work Practices), such as training and motivation, is positively associated with productivity and a reduction in employee turnover.

-Wright & McMahan (1992): Developed a theoretical framework explaining how strategic human resource management can serve as a source of competitive advantage by improving organizational performance.

-Delaney & Huselid (1996): Found that organizations implementing advanced human resource practices achieve higher

levels of organizational effectiveness through increased employee satisfaction.

-Barney (1991): Within the Resource-Based View (RBV), he argues that high-level, inimitable human competencies are a key foundation for achieving organizational effectiveness.

-Guest (1997): Argues that a close relationship exists between integrated human resource practices (such as training, motivation, and participation in decision-making) and organizational performance, which enhances long-term effectiveness.

4.2. a for studies Arabic:

Despite the limited number of Arab studies compared to foreign research, some studies have addressed this topic:

-Al-Zaidi (2014): His study in Iraqi universities found a strong positive relationship between continuous employee training and organizational effectiveness, particularly in the fields of scientific research and community service.

-Al-Harbi (2016): Showed that human resource policies in the Saudi health sector have a direct impact on the quality of healthcare services and the effectiveness of hospitals.

-Al-Issawi (2018): Found that organizations that invest in motivation programs and fair evaluation systems achieve higher levels of employee

commitment, which positively reflects on organizational effectiveness.

-Ben Dada (2020): In a field study conducted in Algeria, he concluded that weak employee training and unclear human resource policies lead to a low level of organizational effectiveness in public institutions.

3.4 General Conclusion from Previous Studies:

Based on a review of previous studies on the topic, the following points can be observed:

-There is a consensus among scholars and researchers that strategic human resource management practices contribute positively to enhancing organizational effectiveness.

-Training and development are among the most important practices in improving organizational efficiency and performance.

-The relationship between organizational effectiveness and an organization's ability to attract and retain talent is an interactive relationship.

-There is a research gap in the Arab context, as most studies have focused on the public sector or higher education, with a lack of applied research linking human resources management and effectiveness in the private industrial, economic, and service sectors.

5. Discussion and Analysis

Most theoretical literature and empirical studies indicate that the relationship between organizational effectiveness and human resource management is a reciprocal and complementary one. It can be discussed through the following aspects:

5.1 .Human Resource Management as an Entry Point to Organizational Effectiveness

Research findings (Huselid, 1995; Guest, 1997) confirm that organizations adopting strategic human resource management practices achieve better performance compared to others. Investment in training and continuous development enhances employee competencies, which in turn improves the overall quality of organizational performance and effectiveness.

In the Arab context, Al-Zaidi (2014) found that continuous training of academic staff and employees in Iraqi universities was a key factor in enhancing university effectiveness, confirming that human resources are a major driver of organizational effectiveness.

5.2. Organizational Effectiveness as a Supportive Environment for Human Resource Management

The relationship between effectiveness and human resources is one of mutual influence. It is not limited to the impact of human resources on effectiveness; rather, organizational effectiveness itself provides a supportive environment for implementing best human resource management practices. An effective organization is characterized by its ability to invest rationally in human resources, enabling the implementation of advanced training and motivation programs and enhancing employee trust and commitment.

5.3 .The Strategic Dimension of the Relationship

From the Resource-Based View (RBV), human resources are considered a strategic resource that is difficult to imitate, making them a key source of competitive advantage. Therefore, the role of human resource management should not be limited to traditional administrative tasks but should be integrated into the overall strategy of the organization (Wright & McMahan, 1992).

5.4 .Challenges in the Arab Context

Despite findings from foreign studies indicating a strong link between human resource practices and organizational effectiveness, the Arab context faces several challenges, including:

Limited investment in continuous training and development (Ben Dada, 2020).

Lack of objective and fair performance evaluation systems within organizations.

Traditional recruitment methods that rely heavily on personal relationships and favoritism rather than competence.

Weak organizational culture that does not sufficiently encourage innovation.

These issues make the relationship between human resources and organizational effectiveness weaker in some Arab institutions compared to their foreign counterparts, creating significant challenges for development and goal achievement.

5.5. Mechanisms to Strengthen the Relationship Between Human Resource Management and Organizational Effectiveness

The relationship between organizational effectiveness and human resource management can be strengthened through:

-Strategic alignment: aligning human resource policies with the strategic objectives of the organization.

-Transparent evaluation systems: adopting fair, competence-based performance management systems.

Advanced training and development programs: continuous investment in human capital.

-Motivation and empowerment: encouraging participation, innovation, and both financial and moral incentives.

-Environmental adaptability: developing employees' ability to respond to technological, scientific, and economic changes.

Conclusion

It is clear from the theoretical presentation and review of literature and previous studies that human resources management is no longer merely administrative activities concerned with wages, employment, and workers' affairs, but rather has become an essential strategic foundation in achieving organizational effectiveness, as its functions of attracting and employing the workforce, training, motivating, and managing performance contribute to improving the ability of institutions to achieve their goals and adapt to environmental variables.

Studies, whether Western or Arab, have shown that organizational effectiveness is more clearly achieved in organizations that invest in human capital and consider it a strategic resource, and that job satisfaction and organizational commitment constitute mediating mechanisms linking human resources practices and effectiveness results.

However, the Arab context faces special challenges, the most important of which are weak investment in training, the absence of

modern performance evaluation systems, and the lack of some institutions in an organizational culture that supports innovation. These challenges relatively limit the impact of human resources on organizational effectiveness compared to Western contexts.

Recommendationsp:

- Adopting a strategic perspective for human resources management so that its policies and plans are linked to the long-term goals of the organization.
- Enhancing training and development programs in line with the requirements of the digital age and technological changes.
- Designing comprehensive motivation systems that take into account the material and moral dimensions to increase job satisfaction and commitment.
- Developing performance management mechanisms by adopting quantitative and qualitative measures that link individual performance and institutional performance.
- Encouraging a culture of organizational innovation by investing in young talent and adopting flexible management practices.
- Future research: It is recommended to conduct comparative field studies between Arab and Western institutions to understand the specifics of the relationship between human resources and organizational effectiveness.

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