The Impact of Human Resource Management on Organizational Effectiveness

Lin Zhang

Henan University of Animal Husbandry and Economy, Zhengzhou, Henan, China, 450044
54zhang_lin@sina.com

This article takes organizational citizenship behavior as the relationship variables to analyze the relationship between human resource management and organizational citizenship behavior, organizational citizenship behavior and organizational performance, and then to deduce the impact of human resources management on organizational effectiveness, and puts forward the method and suggestion to improve the human resource management, improves the core competitiveness of the organization from the angle of the internal management of enterprises, perfects the practice of human resource management practices and helps the employees make flexible, high quality response in perception management, the importance of procedural justice, improving the performance of the whole organization and other aspects to solve the problem, ultimately promotes the achievements of its goals.

1. Introduction

With the internationalization of economic development and the continuous progress of science and technology, the direction of enterprise management gradually develops from the management of equipment and technology into the management of staffs. Therefore, human resources management gradually becomes the main research object of enterprise management（Amin and Wan (2014）. Most enterprises, especially the enterprise in the early stage, will pay close attention to human resource management, and help enterprises to retain outstanding talent through human resource management, so that the employees can create a higher value for the enterprise.

2. The impact of human resource management on organizational citizenship behavior

Human resource management was introduced into China in the 80's, in the process of the study, because the management of employees is the intangible assets, the impact of human resource management on organizational effectiveness cannot be analyzed in quantitative type, human resource management and organizational performance are the relationship of "black box". However, effective human resource management has a significant impact on the working environment, the enthusiasm of the staff, the role of internal and external behavior, so the introduction of organizational citizenship behavior in this paper as a variable. DYER and Reeves (1995) proposed the model of the theoretical framework of the early human resource value chain, that the four aspects of the organizational performance output actually represents a causal ordering relations: namely, HR affects the output of staff, then the output of staff impacts organizational output, while the organizational output will affect financial output, which eventually leads to the changes in the output of the enterprise in the market. It can be seen that successful human resource management encourages employees to have a good working attitude and behavior, and thus integrates into the impact of the implementation of human resource management on organizational citizenship behavior. One of the theories which is widely supported by the society——the social exchange theory is applied to the study of the relationship between employee and organization(Strohmeier and Piazza, 2013). The social exchange theory claims that all human behaviors are governed by some exchange activities which can bring rewards and remuneration. In the study, it is firstly considered that the employees will give a brief summary of the enterprises and the relationship between enterprise and the employees through the awareness of the human

resource management mode, and decide the attitude and behavior of WRIGHT and NISHII (20042006) on the basis of perception, analyze the difference between the implementation and the staff of human resource management mode, human resource management and the implementation design of human resource management(Yusuf and Taslim, 2014). It is considered that each employee must have a correct understanding of the objective existing mode of human resource management, according to the role and value of human resource management perceived by employees at work. They will show the reaction attitude and behavior of self-understanding management mode(Urtasun and Larraza, 2012).

Table 1: Measure of Organizational Effectiveness

(1) dimension	(2) Sub-dimension	(3) Operation variable description
(4) Interpersonal effectiveness	(5) Open to participate in	(6) The members of this enterprise to widely participate in decision making
		(7) The company have consensus decisions
		(8) The members of this enterprise has the opportunity to participate in important decisions about their work
	(9) Condensed morale	(10) The members of this enterprise of quite hot and steamy a relationship is between each other
		(11) The members of this enterprise get along each other
		(12) Respect and help each other between the members of this enterprise
(13) Open system efficiency	(14) Support growth	(15) The company is a growing organization
		(16) The company attaches great importance to establish a good relationship with the outside world
		(17) This enterprise can get outside support and resources
	(18) Innovation debugging	(19) Suggestion for the innovative encourage members of the enterprise
		(20) The company has enough flexibility to accept new challenges
		(21) The enterprise can respond to the change of external environment and adjust timely change
(22) Internal process efficiency	(23) Stability control	(24) The company according to the laws and regulations, system to guide the organization operation
		(25) The company work in a quantitative way
		(26) The company all kinds of files and data to be able to fully to save them
		(27) This enterprise working environment is quite stable

Human resource management in enterprises has a far-reaching impact on the employee's organizational citizenship behavior, and its positive effect mainly reflects two aspects of organizational citizenship behavior(Li, 2014): benefit for individual's organizational citizenship behavior and organizational citizenship behavior. If the employees feel that the enterprises provide the better human resources management for them, then they will be mutually beneficial to show more organizational citizenship behavior. If employees feel that human resource management just pays attention to the interests of the enterprise, they will play a role in the occupation orientation of the inner, no higher efficiency of organizational citizenship behavior.

In addition, human resources management will affect the organizational justice of the employees, and then affect the organizational citizenship behavior of the employees. Organizational justice of the employees weights human resource management and organizational citizenship behavior, and plays a mediating role in the relationship between the two aspects of organizational citizenship behavior (Stein and Scholz, 2013). At the same time, according to the research results of many scholars, in the three dimensions of distributive justice, interactional justice and procedural justice, the procedural justice has more great roles in human resource management and the relationship between organizational citizenship behavior and the behavior benefit to organizational citizenship. Employees' perception of organizational support has a significant impact on the relationship between human resource management and the procedural justice of employees. This

perception has a positive effect on the relationship between human resource management and employee's procedural fairness, that is to say, the relationship between the two is closer when employees have more perception to the organizational support.
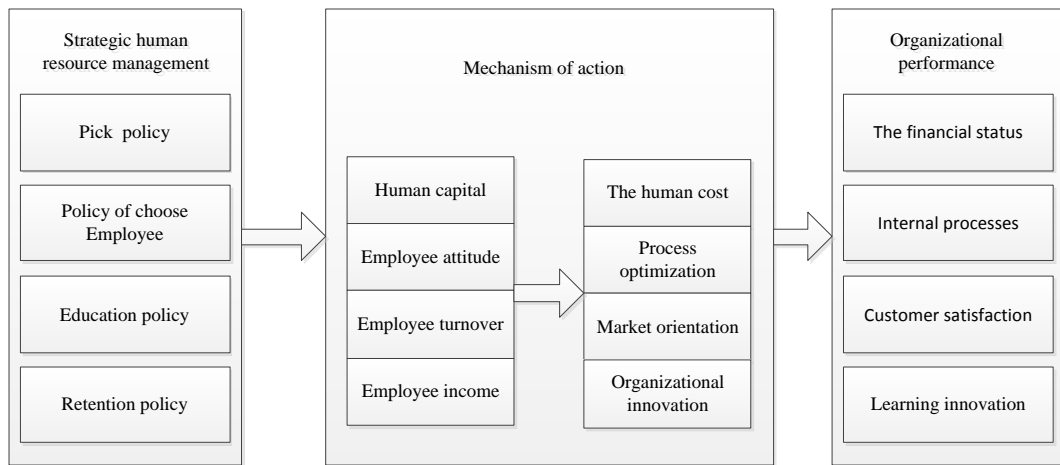

Figure 1: The mechanism of the strategic human resource management on organizational performance

3. The impact of organizational citizenship behavior on organizational effectiveness

In the organization, each employee has independence, and for the study of organizational performance, whether start from the theory or the implementation, is all from the specific performance of the employees in the work, and ultimately hopes the employees to work more efficiently, so as to enable enterprises to get more profits. The concept of organization, can be understood as unite grouped because of common goals or interests, which is a cooperative system. Practice has proved that a high performance team, although can improve the efficiency of production by the use of the equipment and environment, but never can do without the initiative and positive staffs. At the same time, the efforts and initiative spirit of the employees will also have a profound impact on the performance of the organization. In any organization work, it also needs mutual coordination and cooperation between the members, and the full play of organizational citizenship behavior of the employees, such as citizen morality, altruism, a sense of responsibility, also plays a vital role to improve the team effectiveness in the process of cooperation (Jie, 2014).
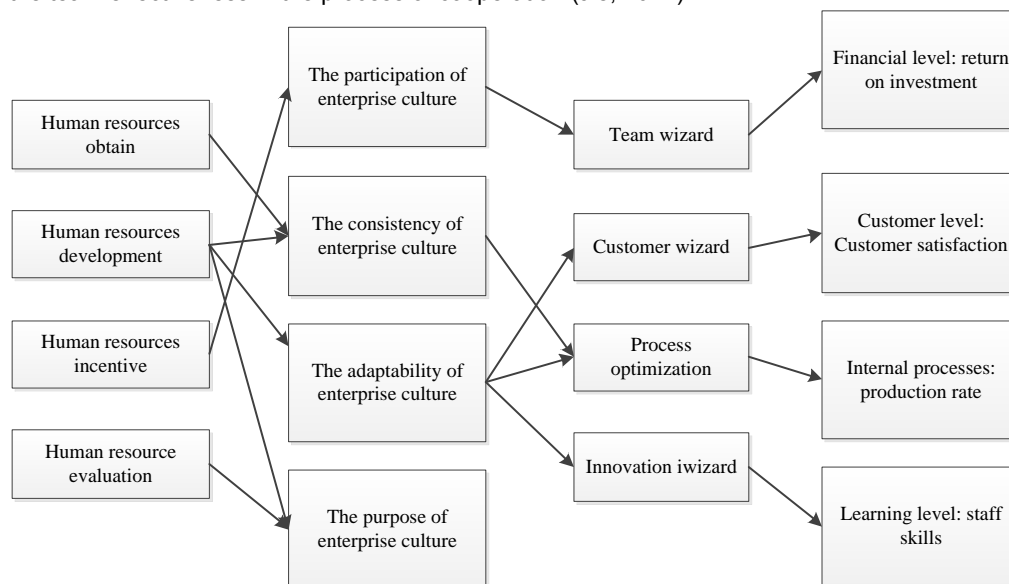

Figure 2: Organizational culture mechanism between HRM practices and organizational performance Based on the perspective

4. Suggestions on improving organizational effectiveness of human resources

(1) Improve the core competitiveness of the organization in terms of enterprise internal management. Many companies pay more attention to employees' loyalty to the organization, while relatively neglect organization's loyalty to employees in management. The reuse and concerns provided by enterprises for the employees are the vital reason that employees are willing to stay in the organization and make a significant contribution to the organization, which means that only when the organization establishes good relationships with employees, it can attract and retain the talents and exert a positive impact on employees' positive behaviors within occupational roles and roles outside(Jabbour and Charbel, 2016). Thus, the people-centered concept should run through the enterprise management, and the construction of talents is the basic corporate culture of the organization loyalty first, employee loyalty second. Enterprises should also pay attention to the employee's pay, form a positive interaction between employees and organizations, construct a comprehensive human resources management system of organizational relationships to motivate the employees.

(2) Improve the practice of human resource management on the whole, and make the awareness management of the employees. As the link of human assets and the overall performance results together, the enterprise shall take the initiative to implement and improve human resources management system, improve human resources advantages, affect the positive behavior inside and outside the employee's professional role for the enterprises through the implementation of human resource management.
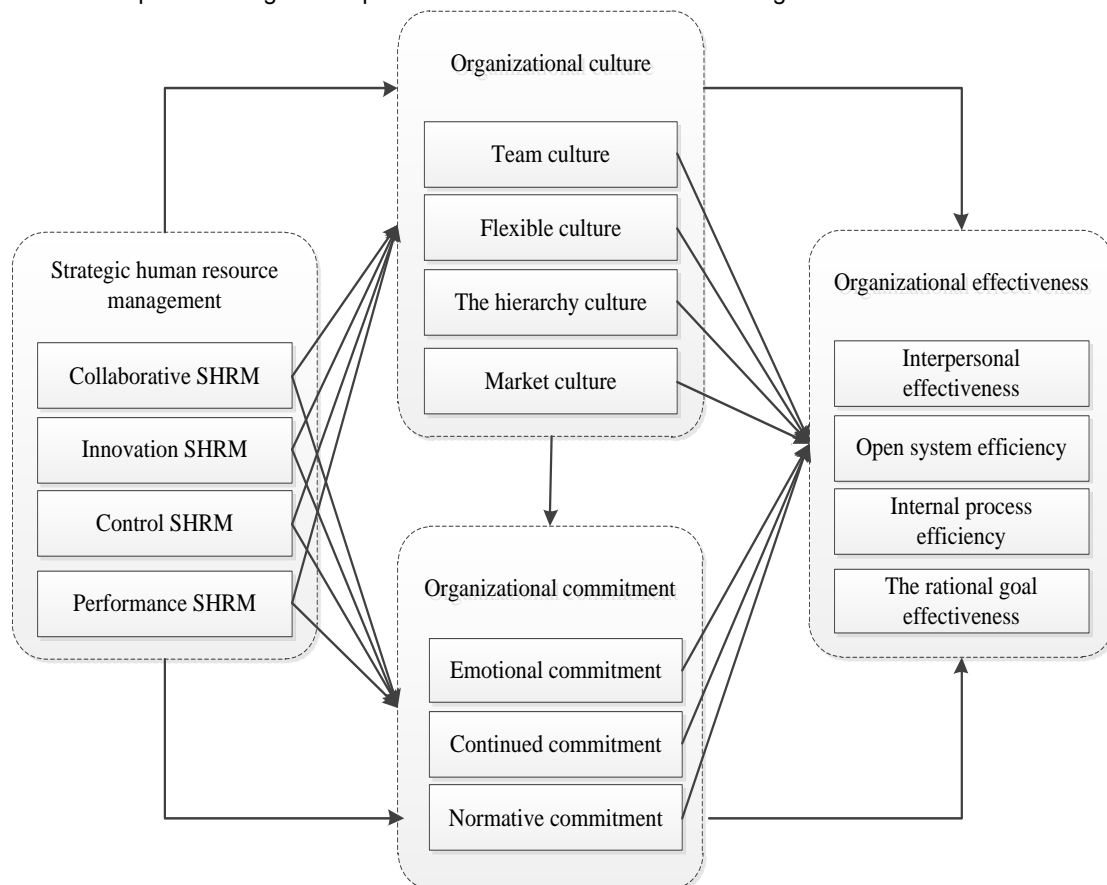

Figure 3: The concept of human resource management influence organizational effectiveness mode

(3) Pay attention to procedural justice, so as to enable more positive organizational citizenship behavior of the employees, thereby affect the overall performance of the organization. Procedural justice can effectively reflect the master's position of employees in the enterprise. The specific behavior of the importance that enterprises attached to the employees can be represented by performance appraisal, salary management mode, communication process, staff promotion and career development and so on. LEVENTHAL (1980) proposed six criteria of procedural justice: program distribution should be the same for different people in different time, that is, follow the consistent principle; there is no personal prejudice and self-interest in the allocation process, following the principle of no prejudice; in decision-making, accurate information should be collected and used, following the principles of accuracy; an organization should correct the error decision

mechanism, that is, follow the modified principle; program distribution can represent the interests of all relevant personnel, that is, adhere to the principle of representative; allocation procedures must conform to certain moral and ethical standards, follow the moral and ethical principles.

(4) Actively promote organizational culture and organizational performance management, cultivate employees' perception to support the organization, and actively give support to the employees and make them felt, so as to obtain the employee's return in action. The social exchange relationship between the employee and the organization, is to establish a relationship between the rights and obligations of the parties on the basis of trust and reciprocity, and if the social exchange relationship can be fully and effectively promoted, it will be beyond the scope specified in the clear professional orientation. If employees receives more attention, support and recognition from the organization, then they will form a strong organization sense of obligation, and enhance organizational justice, and they'll be consciously concerned about the organization's interests, especially when the organizations confronts with a problem, they make a flexible and high quality of response to solve the problem, ultimately promote the achievement of its goals. First, give full play to the role of senior leaders, effectively convey the support of the senior leader, which will make the employees awareness of the confidence and recognition of senior leaders to staff's, and help the staffs have a significant positive impact on the feelings of organizational support. Second, create a positive human resource management model, fully demonstrate the organization's support and encouragement of employees. In the design and the implementation of the human resources management system, we should actively do our best to fully show the organization's full affirmation for the contribution of the employees and care and support for the welfare of staffs starting from reward model, internal promotion system, career planning and other aspects, which will make the employees aware of organization's loyalty to its employees. Third, establish effective interaction between employees and direct supervisor. Direct supervisor should increase the opportunity of communication and exchanges with employees because he/she is someone on behalf of the enterprise who is the most easily to be seen by employees, and establish the relationship of mutual trust and mutual support, form a team of benign interaction with shared vision through the initiative concern and affirmation for the subordinates in the process of human resources management. Fourth, create the work atmosphere supported by the organization. Organizations should a lot of attention and care about the employees career needs, encourage employees to participate in enterprise management, and use the actual behavior to improve staff welfare and happiness, so that the employees can be aware of their status as the master, and make to returns to the organization by the positive behaviors inside and outside the role.

(5)In the organization, each employee has independence, and for the study of organizational performance, whether start from the theory or the implementation, is all from the specific performance of the employees in the work, and ultimately hopes the employees to work more efficiently, so as to enable enterprises to get more profits. The concept of organization, can be understood as unite grouped because of common goals or interests, which is a cooperative system. Practice has proved that a high performance team, although can improve the efficiency of production by the use of the equipment and environment, but never can do without the initiative and positive staffs. At the same time, the efforts and initiative spirit of the employees will also have a profound impact on the performance of the organization. In any organization work, it also needs mutual coordination and cooperation between the members, and the full play of organizational citizenship behavior of the employees, such as citizen morality, altruism, a sense of responsibility, also plays a vital role to improve the team effectiveness in the process of cooperation. In the design and the implementation of the human resources management system, we should actively do our best to fully show the organization's full affirmation for the contribution of the employees and care and support for the welfare of staffs starting from reward model, internal promotion system, career planning and other aspects, which will make the employees aware of organization's loyalty to its employees. Third, establish effective interaction between employees and direct supervisor. Direct supervisor should increase the opportunity of communication and exchanges with employees because he/she is someone on behalf of the enterprise who is the most easily to be seen by employees, and establish the relationship of mutual trust and mutual support, form a team of benign interaction with shared vision through the initiative concern and affirmation for the subordinates in the process of human resources management. Fourth, create the work atmosphere supported by the organization. Organizations should a lot of attention and care about the employees career needs, encourage employees to participate in enterprise management, and use the actual behavior to improve staff welfare and happiness, so that the employees can be aware of their status as the master, and make to returns to the organization by the positive behaviors inside and outside the role.

5. Conclusion

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