

# Strategic Human Resource Management Influences Organizational Effectiveness Conceptual Model

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**Abstract:** With the rapid development of social and economic environment, strategic human resource management has a negligible effect on enterprise development. This paper analyzes in detail the mechanism of strategic human resource management affecting organizational effectiveness and constructs a theoretical relationship between the two. The conceptual model theoretically illustrates the positive impact of strategic human resource management on organizational performance. It has a certain guiding role in the organization of human resource management work and organizational effectiveness.

## 1. Introduction

With the rapid development of the social and economic environment, enterprises have higher requirements for the improvement of organizational efficiency. In the fierce social competition, improving the efficiency of all aspects of the organization has become an urgent problem to be solved. In practice, although some enterprises understand the importance of strategic human resource management, they do not know how human resource management affects organizational effectiveness, and cannot take effective measures to maximize organizational effectiveness[1]. Therefore, it is the key to solve the problem to understand the relationship and role between strategic human resource management and organizational effectiveness. Relevant research finds that organizational culture and organizational commitment play an important intermediary role between strategic human resource management and organizational effectiveness.

Organizational culture is a set of basic hypothetical patterns created or developed by members of the organization in adapting to the external environment and internal integration[2]. It is taught to new members of the organization as the correct way to recognize, think and feel the problem. Organizational culture is divided into four types: team culture, flexible culture, hierarchical culture and market culture. Organizational commitment is a state of mind that reflects the relationship between employees and organizations, and reflects the employee's willingness to remain in the organization[3]. Organizational commitments have three dimensions: emotional commitment, ongoing commitment, and normative commitment.

## 2. Strategic Human Resource Management Affects the Construction of Organizational Effectiveness Mechanism

### 2.1 The Mechanism of Strategic Human Resource Management Affecting Organizational Effectiveness.

Strategic human resource management is a series of planned and strategic human resource deployment and management actions to achieve organizational goals. Its most striking feature is to emphasize the organic combination of human resource management and corporate strategic objectives, systematically and comprehensively design and implement human resource management activities around the realization of strategic objectives, which are divided into collaborative,

innovative, control and performance. In this way, effective strategic human resource management can bring higher organizational efficiency. Choosing appropriate mediator variables can help to deeply analyze the mechanism of strategic human resource management and organizational effectiveness. The mechanism of strategic human resource management on organizational performance is shown in Fig.1.

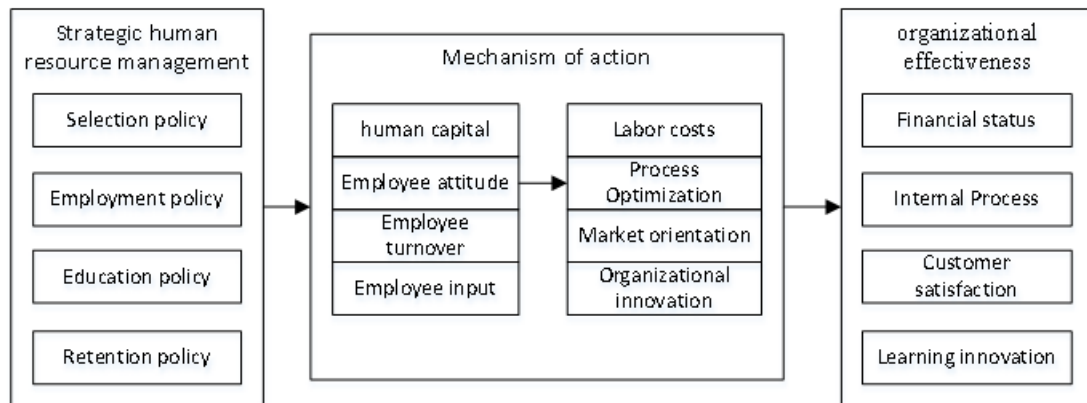


Fig. 1 The mechanism of strategic human resource management on organizational performance.

Organizational culture is the key to affecting the role of human resource management systems in organizational effectiveness. Through organizational management, human resources management can make members of the organization influence the organizational cultural values and understand what is needed by the organization to adjust their behavior. Different organizational cultures enable organizations to demonstrate different aspects of effectiveness, including interpersonal effectiveness, open system effectiveness, internal process effectiveness, and rational goal effectiveness.

The implementation of organizational strategy is inseparable from employees. All aspects of human resource management practice have a decisive role in employee competence, motivation and attitude, and the ability, motivation and attitude of employees will have a direct effect on organizational effectiveness. High employee commitment to the organization, to bring good employee loyalty to the organization, spontaneously willing to work in the organization, and actively contribute to the organization to help the organization achieve its goals.

In summary, the mechanism of strategic human resource management affecting organizational effectiveness includes two aspects. First, strategic human resource management affects organizational culture and thus affects organizational effectiveness. Second, strategic human resource management affects organizational commitment and thus affects organizational effectiveness.

## 2.2 Strategic Human Resource Management Affects Organizational Effectiveness Mechanism Construction.

First, the role of strategic human resource management in organizational effectiveness needs to be achieved through organizational culture. Strategic human resource management is an important factor in the formation and maintenance of organizational culture. Incorporating organizational values and organizational development goals through human resource management can influence employees' thinking and behaviors and work toward the strategic goals of the organization. At the same time, organizational culture is an important factor affecting organizational effectiveness. When the organization's clear values are familiar to employees, employees can quickly respond to and solve problems encountered according to the organization's orientation, which can effectively guarantee the realization of organizational effectiveness.

Second, the role of strategic human resource management in organizational effectiveness needs to be achieved through organizational commitment. Strategic human resource management can help employees increase their commitment to the organization. The organization's selection of employees, training development, performance evaluation and rewards will directly affect the level of employee commitment to the organization. At the same time, organizational commitment is also

one of the important factors affecting organizational effectiveness. Organizational commitment involves the total emotional response of the organization as a whole. Organizational behavior, management strategy, organizational development and change are all related to organizational commitment. The employee's attitude toward the organization influences and determines the employee's behavior, which in turn affects the outcome of the behavior, ie organizational effectiveness.

Finally, organizational culture significantly influences organizational commitment in the relationship between organizational culture and organizational commitment. Because organizational commitment is an attitude toward the organization, attitude is directly influenced by organizational culture. In summary, the mechanism of strategic human resource management affecting organizational effectiveness includes two aspects. First, strategic human resource management achieves organizational effectiveness through organizational culture and organizational commitment; second, organizational culture has an impact on organizational commitment[4]. effect. Therefore, the impact mechanism of strategic human resource management on organizational effectiveness can be expressed as Fig. 2.

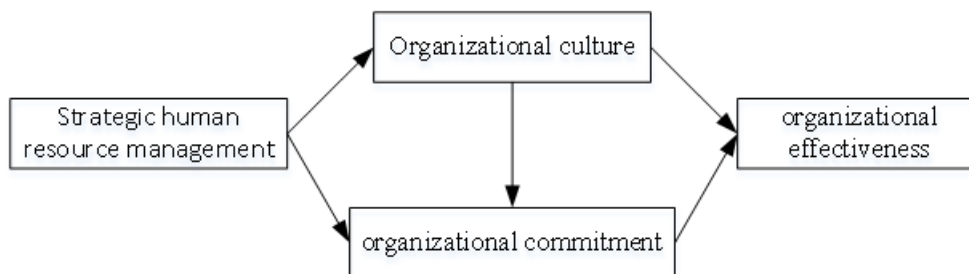


Fig. 2 The impact of strategic human resource management on organizational effectiveness.

### 3. Strategic Human Resource Management, Organizational Culture, Organizational Commitment and Organizational Effectiveness

#### 3.1 The Mechanism of Strategic Human Resource Management Affecting Organizational Effectiveness.

Human resources are the source of enterprise competition. Effective human resource management can create greater value for enterprises. A large number of scholars have demonstrated from an empirical perspective that strategic human resource management has a positive impact on organizational effectiveness. However, some scholars believe that the relationship between strategic human resource management and organizational effectiveness is weakly or irrelevant. The above-mentioned results are likely to be due to the existence of intermediary variables in the process of strategic human resource management affecting organizational effectiveness. Therefore, research on strategic The relationship between human resource management and organizational effectiveness is more able to explain the impact of strategic human resource management on organizational effectiveness.

#### 3.2 The Relationship between strategic Human Resource Management and Organizational Culture.

The management of the organization and the management methods of the employees in the organization are inseparable from the transmission and enhancement of human resource management. The training activities in the strategic human resource management can enable the senior managers of the organization to clearly convey the basic assumptions of human nature. Performance appraisal activities can make a clear distinction between the organization's emphasis on behavioral processes or outcomes. Through human resource management policies, managers can form organizational culture atmospheres that focus on profit targets or focus on teamwork, so that employees can clearly define organizational goals and adopt organizational behaviors.

This paper divides the role of human resource management into core competence into three aspects: acquisition, promotion and maintenance, and combines the functions of human resource management to sort out the role of human resource management measures on core competence.

### **3.3 Relationship between Strategic Human Resource Management and Organizational Commitment.**

Human resource management has a significant impact on organizational commitment. Organizations adopt human resource management practices that are authorized to participate. Employees will have emotional commitment to the organization because of organizational trust, and hope that they will work harder in their work. The organization successfully transmits the concept of loyalty to the organization through activities such as training, which will enable employees to consciously or unconsciously improve their commitment to regulation.

### **3.4 Relationship between Organizational Culture and Organizational Effectiveness.**

The organizational values and organizational spirit embodied in excellent organizational culture are conducive to the formation of organizational cohesion and the realization of corporate management objectives; excellent organizational culture can achieve the normative nature of organizational management system, thus contributing to the high efficiency of organizational operations, Minimize operating costs; good management ethics and ethical awareness embodied in excellent organizational culture can help attract external resources and gain support from external environmental factors, enabling organizations to grow and develop.

### **3.5 Relationship between Organizational Commitment and Organizational Effectiveness.**

Organizational commitment consists of emotional commitment, sustained commitment, and normative commitment. The emotional commitment is the emotional dependence, recognition, and commitment of the organization's members to the organization. The organizational members show loyalty to the organization and work hard; Sustained commitment is the awareness of the members of the organization about the loss caused by leaving the organization[5]. As members are reluctant to lose the treatment they have paid in the past or continue to stay in the organization for continued development, they continue to create efficiency for the organization; Normative commitment is the sense of obligation of the members of the organization to remain in the organization, so that they work hard and bring benefits to the organization.

### **3.6 Relationship between Organizational Culture and Organizational Commitment.**

Organizational culture communicates the members' ideas through the subtle cultural psychology of organizational members' perceptions, habits, motivations, expectations, and beliefs, enabling members to identify with organizational goals and concepts, and to create a sense of belonging and pride in the organization. This has led to organizational commitment. Members of the organization actively participate in organizational affairs and develop their capabilities to contribute to the development of the organization.

## **4. Strategic Human Resource Management Affects Organizational Effectiveness Concept Model**

Based on the above-mentioned relationship between strategic human resource management, organizational culture, organizational commitment and organizational effectiveness, a conceptual model of strategic human resource management affecting organizational effectiveness is constructed. As shown in Fig. 3, the model clearly depicts strategic human resources. On the one hand, strategic human resource management indirectly affects organizational effectiveness by influencing organizational culture. On the other hand, strategic human resource management indirectly affects organizational effectiveness by affecting organizational commitment. Third, organizational culture can also promote employee organizational commitment, and organizational commitment serves as a mediator between organizational culture and organizational effectiveness. Although the above

analysis is carried out separately, the impact process occurs at the same time. Strategic human resource management has the final impact on organizational effectiveness through intermediary variables.

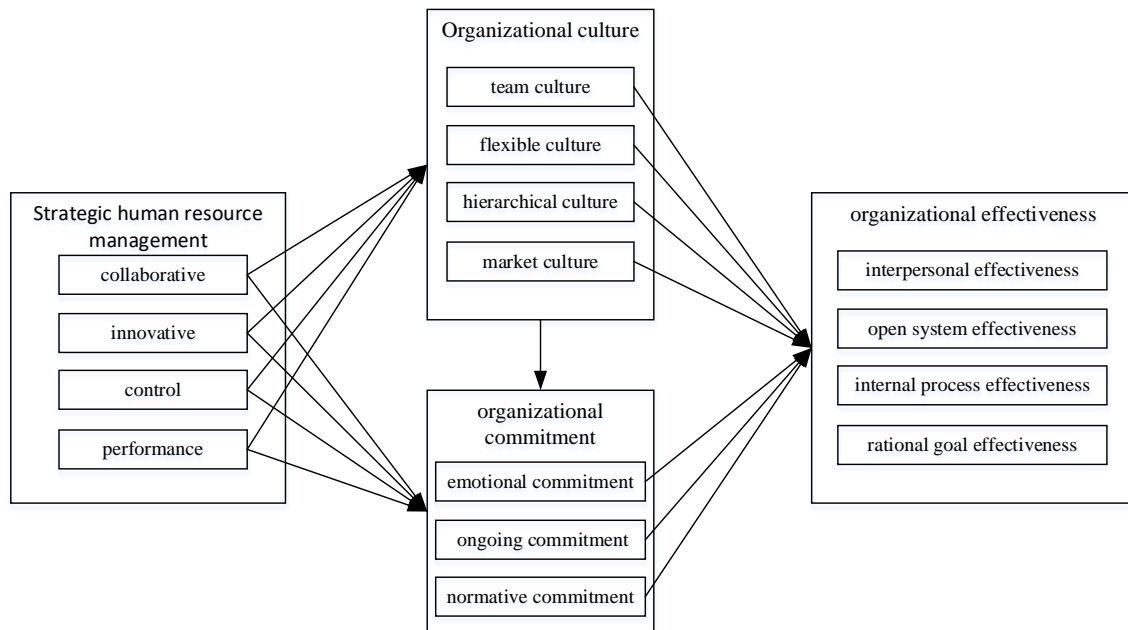


Fig. 3 Strategic human resource management impacts organizational effectiveness conceptual model.

## 5. Conclusion

This paper explores the path and mechanism of strategic human resource management affecting organizational effectiveness, and constructs a model to describe the theoretical relationship between the two. Specifically, firstly, the mechanism and mechanism of strategic human resource management affecting organizational effectiveness are analyzed in detail, and the mediator variables are extracted to find out the specific impact path. Then a conceptual model of strategic human resource management affecting organizational effectiveness is constructed. Theoretically, strategic human resource management indirectly affects organizational effectiveness by affecting organizational culture and organizational commitment. It has certain guiding significance for enterprises to carry out effective strategic human resource management and improve organizational effectiveness.

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