https://doi.org/10.36719/2706-6185/44/103-112

Zerrouk Alili
Blida University
https://orcid.org/0009-0008-6436-6980
zerroukkhemis@gmail.com
Nemroud Abdelkader
University of Khemis Miliana
https://orcid.org/0009-0009-5371-23
anemroud@univ-dbkm.dz

The Role of Human Resources Efficiency in Organizational Effectiveness

Abstract

An organization forms a system and a social entity within the environment to which it belongs, striving to achieve its objectives and strategic goals. This is done by utilizing all available resources in a rational manner that maintains the necessary balance and efficiency. Human resources are considered one of the most important components and elements that provide the energy and dynamism for all activities and processes carried out by the organization in its business environment, whether it is a business organization or even non-profit organizations. Through focusing on human resources, these organizations aim to achieve their goals and objectives, with an emphasis on human resources as a starting point that helps the organization move forward in achieving all its technical and artistic programs both in the short and long term, with comfort and dynamism.

Keywords: *Human Resources, Organizational Effectiveness, Organizational Culture*

Zerrouk Alili
Blida Universiteti
https://orcid.org/0009-0008-6436-6980
zerroukkhemis@gmail.com
Nemroud Abdelkader
Khemis Miliana Universiteti
https://orcid.org/0009-0009-5371-23
anemroud@univ-dbkm.dz

İnsan resurslarının səmərəliliyinin təşkilati effektivlikdə rolu

Xülasə

Təşkilat mənsub olduğu mühitdə qarşısına qoyduğu məqsəd və strateji hədəflərə çatmağa çalışan sistem və sosial varlıq formalaşdırır. Bu, lazımi tarazlığı və səmərəliliyi qoruyan bütün mövcud resurslardan rasional şəkildə istifadə etməklə həyata keçirilir. İnsan resursları istər biznes təşkilatı, istərsə də qeyri-kommersiya təşkilatı olsun, təşkilatın öz iş mühitində həyata keçirdiyi bütün fəaliyyət və proseslər üçün enerji və dinamikliyi təmin edən ən vacib komponentlərdən və elementlərdən biri hesab olunur. İnsan resurslarına diqqət yetirməklə, bu təşkilatlar, təşkilatın həm qısa, həm də uzun müddətdə bütün texniki və bədii proqramlarına nail olmaqda rahatlıq və dinamizmlə irəliləməsinə kömək edən bir başlanğıc nöqtəsi olaraq insan resurslarını vurğulayaraq məqsəd və məqsədlərinə çatmağı hədəfləyirlər.

Açar sözlər: *İnsan Resursları, Təşkilati Effektivlik, Təşkilat Mədəniyyəti*

Introduction

There are many dynamic indicators used to measure the effectiveness of an organization and its contribution to the environment in which it operates and carries out various technical, administrative, and artistic processes, depending on the nature of its subject. Today, organizations strive for the

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highest levels of efficiency and effectiveness in these processes. One of the most effective and proven investments for achieving organizational balance is focusing on human resources. While other components related to the physical, technical, and financial aspects are also important for maintaining this balance, human resources are the actual driving force and dynamic interactive framework that operates all these executive mechanisms through proper structuring, supervision, planning, and management. This helps achieve the organization's short-, medium-, and long-term objectives and goals (Asaad, 2001).

Research

Continuous attention to human resources or neglecting it in a way that prevents it from performing its assigned role in the organization is a contradictory equation in terms of goals and components. The organization must choose one of these paths, whether it aims for progress and advancement or decline and ultimately disappearance from an environment characterized by rapid change and transformation, dictated by the environmental variables. The management culture adopted by the organization is clearly reflected in the behaviors that result from it, whether positively or negatively (Khalili, 2012).

2. The Concept of Organizational Effectiveness 1.2. Definition of Organizational Effectiveness: According to Anan and Friedman, organizational effectiveness is the alignment between organizational goals and the achieved results. These definitions generally focus on linking effectiveness to the achievement of goals based on the available capabilities and resources of the organization in relation to the various environmental factors.

3. Methods for Measuring Organizational Effectiveness: In order to use effectiveness as a means of measuring the organization's achievement of its objectives, its adaptability to the environment, and its rational growth and development, a set of indicators or measurement tools must be adopted, as follows:

1.2. Defining Types of Goals and Measuring Their Achievement: There are two types of goals in the context of measuring organizational effectiveness. The first type is related to the official goals, which are easy to identify directly by reviewing the official documents of the organization, such as the certificate, the founding contract, its internal regulations, and the documents adopted by senior management in this regard. The second type relates to practical or actual goals, which are represented by indicators of production, productivity, and the quantity and quality of goods and services provided to the market within a specific period (Qassimi, 2008). These indicators, particularly when subjected to objective analysis, provide a true reflection of the organization's achievement of its goals. This is true whether regarding the official documents within the organization or what has been derived from practical follow-up. Therefore, the degree of effectiveness achieved by the organization lies mainly in its ability to invest in the available energy and resources. This, of course, becomes evident through the resolution of various problems or organizational phenomena that hinder the actual achievement of organizational goals and objectives. The more the organization is able to achieve what is called dynamic interaction while maintaining a moving balance, the more effectively and efficiently it can utilize its various resources (Al-Hashemi, 2006).

2.2. Measuring Adaptability: Mott pointed out that the adaptability factor is very important for measuring organizational effectiveness. It refers to the organization's ability to predict and proactively detect internal problems that threaten the organization, along with external threats it may face in the near or distant future. This necessitates continuous research for solutions and ways to manage these various problems. This confirms an essential truth that always accompanies the organization on its path to achieving its diverse goals and objectives, particularly its ability to meet the needs of its employees and individuals within the organization while maintaining their morale in order to move forward toward the desired goal (Harim, 2010).

It can also be noted that all these factors are linked to the organization's ability to adapt. Adapting to external environmental changes means that, in its pursuit of achieving its goals, the organization encounters many varied environmental changes with differing degrees of impact. These require a special vision through the decision-making process, followed by selecting the appropriate alternatives in light of the decisions made in this context, which must be characterized by objectivity to create the required environmental balance, ensure relative stability, and guarantee continuity in a dynamic environment (Khidr, 2006). This necessitates the organization’s reliance on forecasting and anticipating unseen or unexpected environmental changes and addressing them using accurate and scientific methods to protect itself from risks or problems it can avoid while minimizing the losses resulting from failure to adapt to these environmental changes. Furthermore, the concepts of effectiveness (i.e., achieving goals) and adaptability are not contradictory; they aim to measure the organization's capabilities to continue and stabilize in an integrated and mutually supportive way under those unstable and relative environmental changes that are beyond the organization’s control. The reality of environmental variation, the nature of the organization’s goals, and the differences in objectives all point to measuring organizational effectiveness through indicators that can enhance the organization’s capabilities and resources to achieve goals and foster gradual and continuous growth (Ali, Al-Mousawi, 2002).

Factors Affecting the Measurement of Organizational Success and Effectiveness:

Effectiveness and efficiency together form the criteria for measuring the success of an organization through its determined efforts to continue its activities in order to achieve its legitimate goals. It can be noted that the success factor is actually an equation composed of two main elements: effectiveness and efficiency. Therefore, success is broader than any one of the two elements mentioned above (effectiveness and efficiency). The organization is in a state of efficiency when it optimally and appropriately utilizes human, material, technical, and informational resources available to it in a rational and objective manner. In both cases, achieving both efficiency and effectiveness allows the organization to continue and remain in the market in a normal manner, while being more capable of achieving all its fundamental goals to strengthen its position and move forward (Kalika, 1998).

An organization that can continuously provide and secure the necessary human, material, financial, and informational resources is the one that can implement all its tasks, challenges, and opportunities related to its future organizational development. It strives to reach and aspire to these objectives at various stages, ensuring optimal utilization of inputs and converting them into outputs, such as material goods or services, to meet the growing needs and demands of its members or those who have commercial or service relationships with it (such as consumers or clients). Despite the importance of these factors, it is worth noting that there are other equally important factors that play a key role in achieving the organization’s current and future goals, as well as providing and securing the means for optimal use and investment of the available resources (Halabawi, 2011).

There is a difference of opinion among thinkers, researchers, and specialists in the field of management in the way these factors are presented and identified, as well as the varying levels and degrees of their impact on the organization in achieving both effectiveness and efficiency, ultimately leading to success. Some of the most important factors include:

1.3. Technical and Technological Factors: These factors relate to all elements concerning buildings, equipment, machinery, tools, working conditions, and the overall climate through organizational and physical work conditions, as well as methods and strategies related to the skills, preparedness, qualifications of employees, and the general policy of the organization. These factors also involve strategies for achieving set goals, with emphasis on the overall organizational behavior within the organization. These general factors are linked to the technical and technological requirements of the organization and the methods and approaches for achieving these matters in a general context (Al-Skarnah, 2010).

2.3. Factors Related to Human Resources: These factors primarily include the moral aspect of employees, their attitudes, motivations, desires, needs, communication networks, and the quality of communication available to them. They also include forms of organizational conflicts, the work environment, and methods for addressing different organizational problems and negative phenomena in the workplace. Additionally, informal relationships at various administrative and hierarchical levels, though not official, play a role. The foundations and strategies followed to institutionalize and develop these informal relationships are key to maintaining organizational balance and stability.

Thus, these factors are essential in maintaining organizational equilibrium and reaching a dynamic, interactive balance for the organization (Ali, Al-Mousawi, 2002).

4.3. Factors Related to the Organization's Outputs:

The feedback received from beneficiaries or the external environment, in general, includes aspects related to harmony or adaptation to their actual needs, as well as the organization's continuous and sustained ability to achieve satisfaction at the right time and in the predefined place, at the appropriate price. These changes, results, and effects are of paramount importance in creating that rational and targeted alignment between the organization and its environment through the constant provision of the necessary elements to achieve its goals and objectives (Jalab, 2011).

It is clear that these variables and factors have a mutually interactive and reciprocal impact in determining the organization's potential and its ability to continuously improve its effectiveness and efficiency, especially since the technical and technological factors and changes related to human resources and the workforce within the organization, along with the nature of the outputs achieved, form the framework that enables the organization to achieve the required environmental alignment and adaptation. This ensures continuity, progress, and the ability to achieve effective performance while optimally and appropriately utilizing the available resources and qualifications to achieve these goals and objectives at all levels, particularly at the operational or strategic future levels (Francis, Woodcock, 1999).

Thus, the persistent and continuous pursuit of achieving these organizational goals, whether operational or strategic, enables the organization to continue and grow organizationally by creating new foundations and pillars to ensure stability, continuity, and the ongoing dynamic interaction towards achieving its objectives and goals (Al-Skarnah, 2011).

Regarding the relationship between the two concepts, the concept of efficiency is closely related to the concept of effectiveness, but they should not be used interchangeably. An organization may be effective but not efficient, meaning it achieves its goals but at a loss. Inefficiency negatively impacts an organization’s effectiveness. Efficiency can be considered as "doing the work correctly," while effectiveness is "doing the right work." Thus, the two concepts complement each other (Jalab, 2011).

Effectiveness is a widely used term in the field of management science, as its relationship with management is closely intertwined. Management, by nature, aims to make optimal use of and coordinate the available resources to achieve the organization's objectives in the best possible way. Effectiveness, in its essence, refers to the achievement of the desired positive impact, meaning the characteristic of something that fulfills its intended purpose. If the core of management revolves around defining and achieving organizational goals, then effectiveness refers to the characteristic of what achieves these goals (Al-Sayrafi, 2008).

Additionally, management is deeply connected to the process of influence. By definition, management entails influencing human behavior to direct it toward a specific goal. It also concerns the mutual influences between the organization and its surrounding environment, which increases management's focus on effectiveness. The essence of effectiveness involves influence, which is why management science continuously emphasizes the importance of having the trait of effectiveness in the activities, individuals, and tools related to management. This science discusses effective performance, effective organizations, effective managers, effective organizations, and effective programs, as well as effective management, outlining models for each one and attempting to identify the components of effectiveness, set standards for measuring it, establish the criteria for evaluating it, and propose methods for improving it. Often, the discussion about effectiveness is associated with another concept in management, which is efficiency (Al-Maghrabi, 2011).

While effectiveness refers to achieving the desired results and making an impact, it is linked to the relationship between the quantity of inputs and the quantity of outputs. In other words, effectiveness increases as fewer resources are used to achieve the desired results. Efficiency can be understood as "doing things correctly," whereas effectiveness is about "doing the right things." In other words, effectiveness is associated with leadership, while efficiency is associated with management. Leadership shows what is right to accomplish, while management shows how to accomplish these tasks. Both are necessary components that form the essence of effectiveness. If one is absent, effectiveness is not achievable. Only when both are present can effectiveness be realized, and these two components are: achieving the desired objectives and making a positive impact (Abbas, 2006).

Regarding the first component, the goal is a vision of a desired future state, accompanied by a readiness to allocate the necessary resources to achieve this vision. A low achievement of goals, and thus low effectiveness, primarily results from the absence of this future vision, its unclear features and dimensions, or the forgetting of its characteristics after it has been defined, rather than from the misuse of resources or unforeseen external circumstances (Al-Heiti, 2005).

The second component of effectiveness is impact, which refers to leaving a mark or impression. Impact indicates the sign or form that the influencer leaves on the influenced. If you reflect on the term "impact," you will find that it is closely associated with the meaning of change and transformation, moving from one state to another. In other words, creating an impact leads to changing an existing situation to a different one (Ali, Al-Mousawi, 2002).

The field of influence, of course, is the surrounding environment. The influence can impact various aspects of this environment, such as prevailing ideas, values, perceptions, attitudes, concepts, beliefs, and behaviors. It may affect the prevailing economic situation, the machinery and technological tools used, communication methods, or the tangible material aspects of the natural environment. Impact can be measured in several ways, such as the depth of the effect, its breadth, its duration, its usefulness, and its alignment with ethical values (Al-Sayrafi, 2008).

It is essential to emphasize that the type of impact being referred to in the context of effectiveness is positive impact. There are actions that only leave a negative influence, but they cannot be described as effective. Effectiveness itself is inherently positive, and it increases the more profound, wider, beneficial, longer-lasting, and more aligned with existing values the impact is.

4. In the Concept of Organizational Culture:

1.4. The Concept of Organizational Culture:

Shin defines organizational culture as: "A set of basic principles created, discovered, or developed by a group during solving its problems related to external adaptation and internal integration. These principles prove to be effective and are taught to new members as the best way to perceive, understand, and address problems."

2.4. Indicators for Measuring Organizational Culture in the Institution:

The aspects of measuring organizational culture are varied, including motivation, organizational structure, leadership, and communication. These are discussed as follows:

- **Motivation Indicator:** Incentives, whether material or moral, are crucial factors influencing employee behavior to align with the organization's goals. Numerous studies have shown that an individual employee will not perform their assigned tasks correctly without motivation that drives them to do so.

Organizational culture can be measured using motivation indicators as follows:

- **Role Culture:** This refers to optimal exploitation of factors related to the fear of punishment, which rarely relies on rewards.
- **Mission Culture:** It relies on economic motivations that seek profit and the need of actors to fulfill these motivations. New and useful experiences are discovered through participation, which generates economic reinforcers and motivations to achieve shared goals.
- **Individual Culture:** It relies on economic reinforcers, with a possibility of punishment, and focuses on personal incentives through compensation with rewards based on the principle of participation.

Organizational Structure Indicator: The organizational structure plays a prominent role in organization as it distributes authority, defines powers, responsibilities, and functions across all administrative levels of the organization. It also sets the channels of formal communication between them and the levels of supervision and control. The structure is not an end in itself, but rather a means and organizational tool used to achieve the goals for which the organization was created. The more effective this tool is, the more success the institution will achieve, and vice versa, because the organizational structure is considered the overall framework for coordinating the various efforts of human resources (Mahmoud, 2003).

The organizational structure is considered an indicator of culture, as it is influenced by the fact that organizations exist in diverse societies, and each organization has its own culture that distinguishes it from others. Each type has its own organizational structure, which are as follows:

Role Culture: This represents the classic bureaucratic model that relies on written reports and submitting them to higher administrative levels through adherence to core values and the required expertise within precisely defined roles and tasks.

Power Culture: This type exists in organizations that have developed and grown through a strong and authoritarian personality. This structure is similar to the classic model, but what distinguishes it is its central authority, which, through its powers, issues pre-determined decisions to deal with specific conditions and requirements. It is, therefore, not based on fixed rules (Joudah, 2005).

Task Culture: To achieve this type, structures must be flexible and adaptable to different conditions, characterized by lateral communication channels, not only horizontal, and a particular focus on the expectations and achievements of individuals.

Individual Culture: This type focuses on the independence of individuals and the nature of the relationships that connect them within a framework characterized by decentralization and mutual control.

Leadership Indicator: "Shane" emphasizes the significant role leadership plays in building and shaping the features of organizational culture. Leaders establish, develop, or change it, as the personality of the leaders is an inseparable part of the organization's culture.

There are three basic leadership styles that influence the shaping of the organization's culture: the **democratic style**, the **authoritarian style**, and the **permissive style**. Regardless of these styles, leaders must meet a set of requirements to succeed in influencing the culture of the organization, as follows (Robbers, 2011):

- The need to assume responsibility and respect the basic regulations and laws.
- Setting the right example for other members.
- Supporting strategic thinking that achieves well-being and prosperity.

Working to listen to everyone by maintaining a constant and continuous readiness to modify or change the organization's message through opening channels of dialogue and prioritizing the principle of participation for members at all administrative levels.

Utilizing the cultural heritage and history of the organization to support development in the most optimal and suitable way, by drawing on the past to understand the present and anticipate the future, without neglecting the true identity of the organization.

Encouraging and motivating all behaviors that contribute to the elevation of the organization according to the expectations and strategies set by the leaders.

Official Communication Indicator: Communication involves the exchange of messages between two or more parties who interact with each other based on various stimuli, with interaction occurring through symbols that have been previously agreed upon by the communication parties.

Communication is considered an indicator of measuring organizational culture through:

Role Culture: This culture represents the traditional bureaucratic model that relies on downward communication from the top to the bottom in the form of orders, instructions, and regulations. However, upward communication from the base to the top remains weak due to the gap between leaders and subordinates (Kotter, Heskett, 2000).

Task Culture: This culture is characterized by a balance between downward and upward communications, meaning a balance between the orders and instructions from senior leadership and the expectations and concerns of the base, while providing them the opportunity to prove their competence with mutual trust.

Individual Culture: In this type, communication is dense and varied in all directions, resulting in strong, genuine relationships among different members at all professional levels, reducing the distortion or alteration of information that negatively impacts the nature of these communications.

Organizational Culture and Human Resource Diversity: This diversity in human resources provides additional expertise within the organization and greatly shapes its culture, reflecting the shared meanings and symbols carried by employees, which distinguish the organization from others. "Lozier" noted that human resource diversity can take many forms, such as:

- **Diversity in norms**: The Japanese worker places more importance on human relations within the workgroup and the organization in which they work.
- **Diversity in time perception**: The American worker does not give importance to social relationships or the group, viewing social events as a waste of time and an economic drain.

Diversity in Work Ethics: The Japanese worker, compared to their American or European counterpart, is more committed to ethical aspects of work. In the same context, "Brown" described the opportunistic behavior of workers who use unscrupulous methods to earn income with minimal effort, referring to it as **unethical behavior**. In a study conducted by "Massawe" on monetary incentives and self-set goals, he expected unethical behavior to be at its highest levels among men, with no significant difference in ethical behavior between men and women (Al-Swaisi, 2004).

Diversity in Pay Structure: It is no longer just the American worker who is the most serious; European and Japanese workers have also caught up, along with the vast array of regulations and legal rules that multinational companies care about, reflecting ethical diversity. Workers in developing countries are more in need of training and development programs than others.

Both **Dalf** and **Noy** emphasized the main dimensions of diversity, which relate to fundamental differences from birth and the conditions affecting an individual's entire life. These main dimensions include all the elements that an individual uses in their perspective on everything around them, such as gender, age, and origin. As for **secondary dimensions**, they can be acquired or changed during a certain life stage and have less impact than primary dimensions.

Diversity is also linked to the differences between individuals and groups, with some being more obvious, powerful, and focused than others.

The Nature of Human Resources in the Organization: These are groups of individuals who are capable and willing to perform work diligently and committedly. Their ability must integrate with their willingness in a harmonious framework. The opportunities for effective utilization of these resources increase when systems are in place to improve their design and development through education, testing, training, development, and maintenance.

Human Resources and Major Challenges: Human resources management faces many major challenges, especially with the development of HR management objectives and processes and the complexity of its activities. Some of the most important challenges can be summarized as follows:

- **Technological advancement**, which has brought about radical changes to organizational structures and frameworks, especially in business organizations.
- **Cultural diversity** among resources, which originally stems from perceived differences between workers within the organization, particularly in terms of age, professional specialization, and gender.
- **Economic conditions** such as recession or prosperity. By reviewing the results of the global economic crisis, the extent of its impact on human resources management can be realized. For example, some large companies, such as **General Motors**, announced plans to cut approximately 10,000 jobs at the beginning of 2009, and **Nissan** made similar announcements. Workers' benefits and entitlements, such as health insurance, child care, and educational assistance, increased, raising the cost of workers for the organization.
- **Disseminating knowledge and innovation**, which requires the distribution and sharing of different knowledge and creative ideas across all branches of the organization, regardless of their source or reference.
- **Reliance on total quality management**, especially after the mid-20th century, leading to the emergence of many new concepts and terms, such as worker integration and enabling workers to perform the correct task the first time.
- **The Necessity of Developing a Human Resource Management Strategy**: This is an inseparable part of the overall strategy of the organization. The huge increase in the number of

employees, which is often due to the growth of organizations, especially with the rise of multinational companies, requires a well-thought-out approach.

- The development of tools and techniques for recruitment, selection, and appointment has significantly advanced, especially with the widespread use of the internet in conducting exams and interviews. It is also important to note the impact of competition in the labor market on the availability of qualified human resources, particularly after the noticeable increase in new graduates from various universities and disciplines, which has led to higher unemployment rates in many countries.
- **6. The Role of Human Resource Management in the Organization's Overall Strategy**: Human resource management plays a crucial and pivotal role in shaping and solidifying the organization's overall strategy. It does this by aligning its functional strategies with the overall organizational strategy, adapting and integrating with it, whether concerning selection, recruitment, training, or promotion strategies.
- In this context, **Desler** mentions that the role of human resource management in formulating and implementing the organization's overall strategy can be summarized as follows:
- **1.6. Role of Human Resources in Formulating Strategy**: The formulation of the organization's overall strategic plan requires identifying and analyzing the alignment between two key forces in the external environment: threats and risks on one hand, and opportunities on the other, along with internal environment factors such as strengths and weaknesses. Human resource management can play a distinguished role in the environmental scanning process, enabling the organization to analyze and identify opportunities and threats in the external environment that have a significant and pivotal impact on the organization's success or failure. Furthermore, human resources can contribute actively in shaping the organization's strategy by providing valuable information about the internal environment's strengths and weaknesses and working to create opportunities for improving conditions within the organization (Nawar, 2004).
- **2.6. Role of Human Resources in Implementing the Strategic Plan**: The execution of the strategy is a critical aspect where human resource management plays a central role. For example, the competitive strategy of **Federal Express**, which distinguishes its products from those of competitors through exceptional customer services and timely, accurate deliveries, is largely based on the human resource capabilities within the company. Since the technology used by the company is similar to that of its competitors, it relies on the efficiency of its human resources as a key competitive advantage. This creates significant pressures and constraints on human resources management, which must ensure a committed and capable workforce that meets customer and client needs. On the other hand, human resources management supports the strategy's implementation by working on restructuring, reducing size, and ensuring that employees are placed in positions that align with their qualifications. This also involves setting appropriate compensation plans and reducing costs related to healthcare and employee training.

From the above, it is clear that each department has a set of key activities and its own strategic plan, which are interlinked to form the organization's overall strategic plan. Therefore, one can conclude that the functions of human resource management serve the functional strategies of other departments and, consequently, the overall strategy of the organization, in a context of integration, harmony, and alignment. This approach is based on the concept of strategic integration, which is centered around the organization's overall strategy and its alignment with its mission, the organizational structure strategies, and the strategies of human resources, all of which align with the organization's overall strategy and organizational structure strategy (Halabawi, 2011).

This strategic integration becomes clear through the example of a company that decided to build an overall strategy to change its current product to a new one. In light of this new strategy, the human resources department developed a strategy that integrates, aligns, and harmonizes with the company's overall strategy, which included the following:

- Describing new jobs and designing new tasks that align with the new product or service.
- Identifying the human resources needs while also determining which current human resources will be phased out.
- Launching a recruitment campaign to meet the company's new needs.

- Developing and designing training programs related to the production of the new product for newly hired human resources as well as those retained from the previous staff.
- Including and preparing health programs within occupational safety frameworks that align with the new risks that may affect the new human resources.

As mentioned in this context, the activities and systems of various human resource management practices must align with and complement the general strategy of the organization in all its aspects and details.

Conclusion

The issue of organizational effectiveness is linked to various strategic and vital variables that ensure the integrity of the overall system in which the organization operates and its relationships with both direct and indirect stakeholders. The general policy within the organization's vision of managing and supervising its human resources generates the required efficiency and quality in the management process in general. This confirms the role of organizational culture in controlling the organizational reality within the capacity and scope that human resources can manage according to the expectations set by management. This results in the creation of a set of values that establish and clarify the relationship between these different factors in an organizational framework, enabling the institution to fulfill its human resource functions, thereby enhancing its capacity and strength to continually contribute to the organization.

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Received: 24.09.2024
Revised: 10.11.2024
Accepted: 21.01.2024
Published: 30.01.2025