The Impact of Human Resource Management Practice on Organizational Effectiveness: The Manager's Mindset

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Abstract: *This research examines the impact of Human resource management practice on organizational effectiveness. The practice of human resource management has come to be understood over time as the cornerstone upon which businesses' effectiveness is built. Human resource management techniques are therefore an essential instrument for increasing a company's effectiveness. In order to determine how human resource management techniques connect to various organizational outcomes, the study conducted a thorough assessment of the relevant constructs. The practice of human resource management has been found to be an essential instrument for increasing organizational effectiveness. The study also explains the dimensions of human resource management practices which are employee relations, performance appraisal and training & development and the measures of organisational effectiveness which are productivity and adaptability. Thus, the study came to the conclusion that organizations should make sure the human resource manager is a professional with the necessary knowledge and abilities since doing so will help increase the human resource capital and attain organizational optimal effectiveness.*

Keywords: Adaptability, Employee Relations**,** Human Resource Management Practice, Organizational Effectiveness, Performance Appraisal, Productivity and Training & Development.

Background of Study

Over time, it has become clear that human resource management procedures and practices are the foundation upon which effective Despite the organization's attempts to ensure that the right people are in the right place at the right time, there are still certain challenges in the process of adopting strong human resources management in the company. Organizations are unable to adequately plan for their human resources, thus employers must adopt a reactive rather than proactive strategy. This tendency to respond causes problems with hurried recruiting, which frequently leads to the improper hire. The subject of effectiveness is more crucial than ever because of the rising organizational death rate in recent years. Efficiency is a goal that organizations strive for in order to create and maintain their competitive position in the market. High levels of inefficiency have debilitated most businesses, which has led to lower profits, a loss of market share, and ultimately the demise of most businesses. Most companies that have been industry leaders for more than a decade can only do so because of their degree of effectiveness, which may be a result of their human resource management strategies. Because companies are open systems, inefficiency in one unit may have an impact on the firm's performance as a whole. Organizational effectiveness was described by Oghojafor, Muo, and Aduloju (2012) as the degree to which a company is able to accomplish its objectives. Over time, the degree of objective achievement has been viewed as the effectiveness of the organization. According to Cameron (1978), a firm's ability to obtain vital resources is a key component of its effectiveness. Goal achievement, happiness, and a positive relationship with the outside world are nevertheless crucial for businesses that must stand the test of time, even though there hasn't been agreement on what constitutes organizational performance. A company's ability to outperform rivals is influenced by both its effectiveness and the caliber of its human resource. Yet, the employees, who make up the majority of an organization's resources, are also responsible for ensuring its effectiveness. In light of the aforementioned claims, it is crucial to make sure that each employee maximizes their effort in order to increase the effectiveness of the company. Enhancing the efficient operation of the workplace through good human resources management is essential (Akhigbe 2013). While personal management was in vogue at the time, the use of manpower planning was suitable. To emphasize the positive view of human resources in line with the human resource management idea, the word "human resource" instead of "manpower" planning, however, gained acceptance in the early 1980s. The management of human resources has a significant impact on an organization's effectiveness. Effective human resource planning, according to Biswajeet (2010), is the process of determining the actions required to meet the changing human resource demands of an organization. Any organization that wants to compete on the world stage must not only rely on its planning capabilities, but also on its ability to find qualified candidates for these positions, hire them, and keep them on board.

This study examined how human resource management practices help in boosting the effectiveness of firms.
STATEMENT OF PROBLEM

Although managing human resources is primarily a line activity, line managers, who are operating managers, are more focused on managing materials and financial resources than they are on managing human resources. Organizations all too frequently overlook the value of their most important asset—their people—in achieving success. According to Akhigbe (2013), a lot of businesses and managers have failed because they underestimated the value of their employees. In the current business environment, which is characterized by fierce rivalry and environmental unpredictability, organizations need excellent human resources planning in the areas of hiring personnel, keeping them, using them, enhancing their performance, and disengaging them. Because there hasn't been a comprehensive study of human resources on a consistent basis over the years, human resource planning has suffered. A complete human resources inventory is required before any systematic study of human resources can be conducted. But many firms today make decisions on human resources without having enough knowledge of the talents that are needed and available within the organization.

The effectiveness of the firm may thereby be increased by the organization's human resource management practices.

LITERATURE REVIEW

Concept of Human Resource Management Practice

The most valuable resource in an organization is its people resources, and without them, success in the organization is impossible. Activities, policies, strategies, and practices involved in planning, organizing, leading, commanding, and cooperating as well as in obtaining, developing, utilizing, evaluating, maintaining, balancing, and retaining the proper numbers of workers and employees as well as the right skill mix of employees to achieve the organization's goals constitute human resource management activities (Appelbaum 2001).

Due to globalization and the present changing trend, firms now compete by introducing distinctive HRM methods. To achieve their organizational goals, many organizations embrace the most modern HRM approaches. The best human resources management methods are always beneficial to both employers and employees, and they play a significant part in the organization's healthy development. Finding and controlling its place in businesses has historically been a challenge for the human resource management department. When an organization has a large budget and uses that money for recruitment, staffing, budgeting, communication, and cooperation within the business, such human resource systems receive the earliest attention in this area while facing financial challenges. The practice of human resource management (HRM), in both the public and private sectors, is a crucial strategic instrument used by firms to build and maintain competitive advantage.

Companies are beginning to understand that using human resources can provide them a competitive advantage. According to James (1995), the management role of human resources management (HRM) entails the hiring, choosing, training, and development of employees for the organization. Hence, recruiting, selection, training, and development should be carefully handled to reduce the possibility that an organization won't be able to fill all open positions, which will then hinder the achievement of the organization's overall goals and objectives. The portion of the management process known as human resources management is focused on preserving interpersonal bonds and protecting employees' physical health so they can contribute as much as possible to productive work (Appleby, 1991).

In many cases, a company without a human resources plan may struggle to fulfill its people commitments, which will prevent it from efficiently and effectively achieving its overall goals. Opatha (2010) defines human resource management (HRM) as the effective and efficient use of human resources (HR) to accomplish organizational goals. Principles and methods for managing human resources in competitive organizations are derived from theories in several academic fields. Human resource management, as a discipline and practice in the management of people in an organization, has expanded into various domains (Armstrong, 1995). By a process of trial and error, theory development, and concept testing by academics and practicing managers, these disciplines and practices have evolved.

The booming European economy of the 1900s is where the documentation of the evolution and development of human resource management methods can be found (Roethlisberg 1939). This economy provided the setting needed for more serious consideration of the function of effective people management in the then-emerging labor market. One of the six grounds Armstsrong (1995) and Dessler (2005) stated for implementing human resource management is the fundamental tenet of organisational cybernetics and systems theory, which is that "the sum is less than the whole." Every position, organizational element, division, and personnel category is considered as a whole from the perspective of human resource management. Working collaboratively rather than alone is one way to increase synergy at all levels.

In order to ensure the success of the organization and the survival of its members, Schuler and Jackson (1987) defined HRM practices as a system that recruits, trains, motivates, and retains personnel. Furthermore, HRM practices are also seen as a set of internally consistent policies and practices established and put in place to guarantee that a company's human capital aids in the achievement of its corporate objectives (Delery & Doty, 1996). Similar to Minbaeva (2005), who saw HRM practices as a collection of procedures used by organizations to manage their human resources by promoting the growth of firm-specific capabilities, complex social relationships, and organizational knowledge to maintain competitive advantage.

Storey (1995) defined human resource management (HRM) as "a distinctive approach to employment management that seeks to gain an advantage through the strategic deployment of a highly motivated and competent staff, using an integrated array of cultural, structural, and personnel techniques," whereas Byarsand Rue (2004) defined HRM as "activities designed to provide for and coordinate the human resources of an organization." Also, according to "HRM covers anything and everything connected with the

administration of employee interactions in the firm" (Boxall & Purcell, 2000). The definition's use of the words anything and everything clarifies the wider range of issues covered by policies like employment contracts and the ways in which employees may get involved and participate in activities not specifically mentioned in those contracts, thereby ensuring a suitable work life. So, this study focused on three areas of human resource management: compensation, evaluation/appraisal, and training and development.

Dimensions of Human Resource Management Practices

Insights into how businesses might handle and manage their people resources and capabilities in a micro setting to improve business performance are provided by the examination of the effects of human capital characteristics in a developing country. The company's goals and objectives, which are outlined in strategies, are taken into consideration when performing human resource management processes including hiring, selecting, training, and rewarding employees. Organizations have been able to achieve outstanding achievements by coordinating HR activities with strategic goals of businesses (Thite, 2012). The components of human resource management techniques, according to Kucharkova, Tokarkova, and Blaskova (2015), are staff recruitment and selection, staff adaptation, staff education, staff evaluation, career development, and staff remuneration and incentive.

Human resources management practices in this context, therefore, will look at training, compensation, performance appraisal and employee relations.

Human resource management practices were defined by Al-Shuaibi, Shamsudin, and Subramaniam (2013) as a system of managing people in an organization that entails connected acts beginning before an employee is even hired and continuing after they have left their role. Wright and Kehoe (2007), who were cited by Al-Shuaibi, Shamsudin, and Subramaniam (2013), stated that in order for an organization to achieve its goals and objectives, a number of different but connected activities that make up human resource management must be managed as a system. The operationalization of human resource management procedures used employees' perceptions of performance reviews, job stability, salary, and career advancement.

Akhigbe (2013) defines human resource planning as the systematic analysis of human resource requirements to ensure that the right number of people with the right skills are available when they are needed. He held that a company shouldn't just begin hiring without a need.

In order to maintain a staff of the desired size and caliber to achieve the organizational goal, Lunerbery (2012) describes manpower planning as the process that entails assessing staffing needs, forecasting available workers, and determining what recruitment or layoffs are necessary.

Human resources planning is crucial in identifying the knowledge and abilities necessary to appropriately evaluate human resource requirements, recruit, and manage an effective work force for a corporation. In light of this, Nkechi (2013) argues that human resources planning is a methodical technique to decide and ensure that the business will have a sufficient number of skilled individuals accessible at the right time, doing jobs that fulfill the needs of the organization and the necessary persons. Without the right people in the right positions at the right times, no organization can endure in this fiercely competitive environment. According to Ulferts, Wirtz, and Peterson (2009), human resource planning entails projecting the organization's future demands for human resources and making the necessary plans to meet those needs. Anyin, Ekwoaba, and Anthony (2012) defined human resources planning as a challenging task of forecasting and planning for the right number and land of personnel at the right place and time to carry out activities that will benefit the overall organization in actualizing its goals and in aiding members in satisfying their needs. He noted that manpower is important in every organization and that without it, it would be difficult to know the number of personnel needed for recruitment, to be reassigned, due for retirement, or that need to be trained for optimum utilization. Human resource planning as "the process by which management attempts to provide for human resource to accomplish its task." The goal of human resource planning is to place the right people in the right positions, in the right numbers, with the correct knowledge (Nwachukwu, 2006). According to Odunlami (2012), manpower planning is the process of determining an organization's existing and future needs for human resources, developing those needs, creating and putting into action various plans to meet those needs, and assessing the efficacy of those plans as a whole. Human resource planning, according to Cole (2002), is "any rational and painstaking method for guaranteeing the recruitment of sufficient and suitable personnel, their retention in the business, and the best possible utilization of workers." the enhancement of employee performance and, when necessary, staff disengagement.In order to cover the gap between the desired and actual number of workers, human resource planning involves the methodical recruiting of a sufficient number of qualified individuals at the appropriate time to fill the suitable jobs and the retrenchment of personnel.

Human resource planning has historically been used by organizations to ensure that the right person is in the right place at the right time. The process of evaluating an organization's long-term needs for human resources is known as "human resource planning" (De cencs and Robbins 1996). Planning for human resources cannot be done separately. As a result, it needs to be connected to other HRM activities. An organization can determine what resources it will need now and in the future to achieve its goals by planning for human resources.

In order to meet these objectives, an organization must first anticipate its future demand and supply for workers based on its business needs, and then create and implement the necessary strategies. It entails analyzing the gap between the supply and demand of human resources today and in the future. Then, strategies are developed to close the gap. These strategies may include downsizing-related activities, internal staffing, training, development, and contracting. Understanding the organization's future business directions is required for "forecasting future needs" in order to accurately identify the organization's human resource demands. Planning for

humans can be done at any component level or at the organizational level. It is essential to success because it paves the path for corporate strategy.

Dimensions of Human Resource Management Practices
Some of the dimensions of human resource management practices include;

Training and Development
Every organization is facing many challenges regarding changed nature of work and workplace environment due to technological advancement or any other factor. This rapid change requires competent, efficient, skilful, flexible and knowledgeable workforce for attainment of organizational goals and long term profitability. For developing such skills and competencies in employees, training plays a vital role along with motivation and encouragement (Aidah, 2013). Training is getting more important day by day to many companies for their survival, their growth and to get competitive advantage among competitors. Training provides help to growth of the organization as its various departments' survival relies on training. Both the employees' and organizational goals are affected by training outcomes and it is considered as an important and necessary human resource practice that can impact on organization's success. In most of the cases training is considered for new employees only, it is good to invest more on development of their skills so that they can increase their productivity. But ongoing training of current employees is as important as of new employees; it helps them to adapt their daily routine work according to rapidly changing job requirements and to improve their performance on current job and prepares them for an intended job. And it also helps reducing resistance to change among employees. For making training process purposeful and successful company leaders should work closely with functional department heads and Human Resources personnel to follow a systematic approach to training and to get desired and fruitful outcomes from it (Clavell, 2012).

According to various authors, training is considered to be a vital activity in order to have well qualified, flexible and well prepared workforce to achieve the higher standards of performance. Employee training promotes a learning culture, reduces resistance to change, develops decision making skills and involves employees actively in the process of decision making rather than to give only new knowledge, skills and abilities to employees (Sanchez, Arago, Arago, & Valle, 2003). Knowing what sort and how much training is essential for a given work need is just as vital as understanding the value and necessity of training. In considering this, one needs to determine who should be trained, what areas of training should be covered, what methods and resources can be used and who should conduct the training (Holton, 1996). Holton also added that the image of a company rises to peak when an employee becomes able to implement the skills successfully in his practical work which he has acquired from training. Only those organizations can achieve high performance and satisfaction both in the short and long term which invest heavily in their employee development and training programs.

Employees provide variety of skills, knowledge and talents to a company and they consider the most important and useful asset of any company, so organizations are needed to retain such human asset by keeping them motivated through effective trainings for further development and to enhance their skills for betterment and success of the company (Swart, Mann, Brown & Price, 2005). Heavy investment of time, effort and money in training process promotes employee commitment towards organizational goals. Employees through training programs usually report higher levels of commitment to their job and are less likely to have turnover intentions (Owens, 2010). It is important to consider that development and implementation of training procedures, systems and strategies must align with the organizational needs and strategies to accomplish business objectives (Baird, &Meshoulam, 1998). To achieve the real purpose of training process and to make it systematic, it is very important that company leaders must integrate with functional departmental heads and Human Resources personnel for planning (Holton, 1996). Lewis (2009) remarked that the training objectives usually clear what goals and objectives are required to be accomplished at the end of the training program. While delivering an employee training and development program it must be kept in mind that its success mainly depends upon its proper execution and development of methods to identify training needs that must align with organizational goals (Vemice, 2012). It is essential according to Cumming (1975) as cited in Sule (2013) that you have to look after the best staff finally employed among the applicants. Looking after the staff could be through continuous training and competitive welfare package. In Sule (2013) training, therefore, is that part of human resources management which is directed to helping people acquire the knowledge, skills and capacities necessary to do their work well, to prepare them for transfer to other jobs and for promotion, and to help them to fit into the working group, department and enterprise in which they work. Amah (2016) said training refers to the teaching of lower level employees how to perform their current tasks or jobs. It is aimed at acquiring specific knowledge and skills for the purposes of an occupation or task. According to Wexley and Lethan (1981) cited in Essien (2002) said training was defined as a planned effort by an organization to facilitate the learning of job-related behaviour on the part of its employers.

Training is essential to the generality of the workforce from unskilled worker who needs skill to lift, carry, move and assemble with ease and efficiency, to the senior manager, who may need to understand the use of computers and of operational research as well as aspects of human behaviour which effect performance at work and relations between groups Sule (2013). Training employees apart from improving their skill and knowledge assist them in area of relationship among themselves and consequently, the organization. Amah (2016) opined that training assist workers on how to efficiently and safely carryout their tasks and have positive attitude to work with less friction between worker and his boss thereby reduce insubordination greatly. It, therefore, indicates training will reduce negative workplace deviant behaviour of employees.

Performance Appraisal

A formal system of reviewing and evaluating an individual's or a team's performance on a task is called performance appraisal. The word "formal" in the definition is crucial since, in reality, supervisors should be continuously evaluating a person's performance (Jeffery, 2010). Performance appraisal is especially critical to the success of performance management. Although though it only makes up a small part of performance management, performance evaluation is crucial since it immediately reflects the organization's strategic strategy. Although evaluation of team performance is critical when teams exist in an organization, the focus of performance appraisal in most firms remains on the individual employee. Regardless of the emphasis, an effective appraisal system evaluates accomplishments and initiates plans for development, goals, and objectives. Performance appraisal is a process that is carried out to enable both the individual and the organization to analyse, examine and evaluate the performance of specified objectives over a period of time. This process can take up formal and informal forms (McCourt & Eldridge 2003). The purposes of performance appraisal have been classified into two groups that is the developmental and administrative purposes. The developmental purposes of performance appraisal include providing performance feedback, identifying individual strengths/weaknesses, recognizing individual performance, assisting in goal identification, evaluating goal achievement identifying individual training needs, determining organizational training needs, improving communication and allowing employees to discuss concerns. On the other hand, administrative Under the developmental purposes are purposes of performance appraisal include but are not limited to documenting personal decisions, determining promotion candidates, determining transfers and assignments, identifying poor performance, deciding layoffs, validating selection criteria, meeting legal requirements to mention a few. Performance appraisal serves many purposes, and improved results and efficiency are increasingly critical in today's globally competitive marketplace. Furthermore, Alo (1999) describes performance assessment as a process that involves taking a careful inventory of the accomplishments that a person or organization has made in carrying out assigned duties or accomplishing predetermined objectives over time. As a result, it demonstrates the need for purposeful, as opposed to accidental, performance evaluation techniques. It necessitates a serious effort to understanding how well the person is accomplishing his or her duties. According to Atiomo (2000), who concurs with Fajana (1997), performance evaluation is a method that gives businesses a way to determine not just what people's performance levels are, but also where those levels need to be raised in order to make the most use of their human resources. According to Atiomo (2000), in order for performance evaluation to be effective, every business needs make sure that the person is fully informed of his roles and duties. The process of performance assessment is used by organizations to assess their workforce in terms of current performance, each employee's aptitude and interest, strengths and weaknesses, and potential for growth. The information gathered from such an exercise should be shared with the subordinate as it serves as the main database for personal growth. Performance appraisal is a crucial issue in human resource management (HRM) and is an important responsibility of managers and supervisors. In order to attain organizational goals, an organization needs greater awareness of its position. Such awareness increases knowledge of strengths and weaknesses in organizational performance and behaviors which help provide compensation. Moreover, in an attempt to improve its human resources (HR) and, thus, increase production volume and services, an organization needs to develop awareness of personnel efficiency Mahmoud, Mehrdad, (2015). Performance appraisal is used interchangeable with performance management and was defined by Noe, et al. (2000) as cited in Amah (2016) as the process through which managers ensure that employees' activities and outputs are congruent with the organization's goals. According to Berret (1987) as cited in Essien (2002) performance appraisal was described as a systematic review of an individual worker's performance on the job which is used to evaluate the effectiveness of his or her work. Performance appraisal can, therefore, be used to get the results for administrative purpose which is mostly that which compares an employee's performance with that of other employees (Amah, 2016).

Performance appraisal can either be informal when subordinates are being observed by superior with the sole intention of ascertaining the worth of such subordinates to the organization and formal when the appraisal is planned and take place at certain intervals, for instance, quarterly, bi-annually or annually. Because performance appraisal comes up between superior and subordinates, among employees and between subordinates and the organization represented by bosses. This signifies that the subordinates may on some occasions appraise their boss; employees might appraise one another and/or the boss representing the employer might appraise their subordinates. Consequently, there is bound to have a drastic reduction in the deviant behaviour of employees at workplaces both to co-worker and the organization. This is because virtually everybody need clean appraisal result be it from the co-worker or the boss. Though, the performance appraisal process should be more objective than political. Amah (2016), therefore, concluded that performance appraisal stimulates initiative, develop a sense of responsibility and increases the employees' efforts towards achieving personal organizational goals. Also, it strengthens the superior-subordinate relations in the organization making subordinated to be loyal to their superiors and the organization as well (Amah, 2016).

Employee Relations

Employee relations have to do with each and every employee's relationship in the organization with the co-employees and the organization as well. Relationship can be seen as intangible things since it can only be felt and cannot be seen physically but still it is very important in every organization. Employee relations are slightly different from labour relations. While employee relations talk about both formal and informal relationships among employees and their employer, labour relations is strictly a formal relationship existing between employees and employers usually guided by collective bargaining through labour/trade union (Amah, 2016). Employee relations is a concept that is being preferred over the older industrial relations because of the realization that there is much more at the workplace than industrial relations could look or cover. In general, employee relations can be considered to be

a study of relations between employees as well as employer and employees so as to find ways of resolving conflicts and to help in improving productivity of the organization by increasing motivation and morale of the workers. The field is concerned with providing information to employees regarding the goals of the organization so that they have a better understanding of the aims and policies of the management (Krume, Janka & Blagica, 2000). Employee relations focus on creating a healthy psychological contract and managing the employment connection in general. They specifically deal with employment terms and conditions, workplace problems, giving workers a voice, and interacting with workers. When trade unions are recognized, employers interact with employees directly or through collective agreements (Guest & Pecci, 2008).

In the core of the work relationship, where employees consent to allow management guide their labor, is a zone of acceptance, as noted by Marsden (2007). This could be in reference to the variety of tasks that staff members are willing to carry out under management's direction, but it could also be in reference to the priority to be given to various types of work, as well as the willingness to alter working hours in accordance with management's requirements. Marsden (2007). Throughout the organization, there are many levels where the employment connection occurs (management to employees generally, and managers to individual employees and their representatives or gr oups of people). Processes like communication and consultation, as well as the management style used by individual managers or the business as a whole, will also have an impact on how the relationship functions. Employee relations examine the various aspects on how people at work inter-relate. Employee relations, therefore, is the interaction between employees themselves and also with their employers. Such interaction can either be formal or informal. It encompasses all areas of management that may include labour relations, employee involvement and participation, employee communication and industrial relations (Armstrong, 2008).

Employee relation has become a vital ingredient for enhancing performance and the productivity of an organization. The management and co-ordination of human activities has become the cornerstone for achieving organizational survival. This achievement facilitates the protection of employees' interest and their welfare for the purpose of avoiding conflict between the employer and the employee (Mike, 2008). Furthermore, the study conducted by Muhammad and Hamdy (2005) claim that in the organizational setting direct relationship exists between supervisor's supportive relations and employees' work performance. Again, employees are encouraged to exert their best efforts in doing their work when superior maintain strong relations with their fellow employees in the workstation (Gomez-Mejia, Balkin & Cardy, 2001).

Organizational Effectiveness

In the 1980s, organizational effectiveness became more advance being popular and switched to being a concept from the status of a creating (Henry, 2011). Barnard (1964) stated that effectiveness relates to the achievement of the cooperation purpose which is social and non-personal in character, insisting that companies cannot continue to live without effectiveness and that this effectiveness can easily be ascertained. Only executive effectiveness can enable this society of ours to harmonize its two needs: the needs of organization to obtain from the individual, the contribution it needs and the need of the individual to have organization serve as his tool for accomplishing his purposes (Drucker, 1967). Baker and Branch (2002) pointed out, the organizations, laboratories and universities that are involved in scientific researches suffer most, because they have to present effective management, behave more responsibly, and do jobs with limited resources in order to improve their effectiveness. Organizational effectiveness is a broader term encompassing multiple constituents for measuring organizational performance. Therefore, organizational effectiveness has been connoted as one aspect of organizational performance (Lee & Choi, 2003). Organizational effectiveness is a company's long term ability to achieve consistently its strategic and operational goals (Fallon and Brinkerhoff, 1996). Though, it has been hard to describe what exactly constitutes organizational effectiveness (Cameron & Whetton, 1981; Rahimi & Noruzi, 2011), it has been widely accepted that organizational effectiveness is "the extent to which an organization achieves its goals (Steers, 1977). Due to its multidimensional and paradoxical character (Cameron, 1986), an organization can be simultaneously judged effective by one criterion and ineffective by another. Mott (1972) defined organizational effectiveness as the ability of an organization to mobilize its centers of power, for action, production and adaptation.

Organisational effectiveness cannot be over emphasized as it is seen as the activeness of the organisation in terms of competition and delivery of services as well as achieving the goals and objective of the organisation.

THE MEASURES OF ORGANIZATIONAL EFFECTIVENESS

The measures of organisational effectiveness consist of productivity and adaptability

Productivity

The effectiveness of a firm depends on it productivity. For organisation to be seen as effective, they are doing very well in productivity. Productivity stands as a pointer to organisational effectiveness. Any firm that is not productive cannot be effective as productivity drive the growth and increase competition in the hostile business environment. According to Battu (2008), as cited in Anyim, Chidi & Badejo (2012), states that employee productivity is the result of a combined employee ability, motivation and workplace environment. Okereke & Daniel (2010) also suggest that employee productivity is a consequence of effectiveness and efficiency of the employees, while Chaudhary and Sharma (2012) posit that productivity is that which people can produce with the least amount of effort. Productivity is a ratio to measure how well an organization converts input resources (labor, materials, machines, money) into goods and services (Tokarčíková, 2013). Dorgan (1994) defines productivity as the increased functional and organizational performance, including quality. Rolloos (1997) claims that productivity is that which people can produce with the least effort. Nda & Fard (2013) describe employee productivity as the measure of output per unit of input economically.

Adaptability

A firm can only survive in the harsh business world if they can be able to adapt in the business environment. Most organizations have been relegated to the background because they are unable to adapt. For organization to be seen as effective, they should be able to adapt in the business environment. Adaptability goes a long way in keeping the firm in the competitive business environment as it also shows their effectiveness. Adaptability provide organizations with the needed adjustment to improvise to achieve the goals and objectives of the organization.

Multiple perspectives have underscored the role of adaptation in explaining organizational success (Aldrich & Ruef, 2006). Underlying much of the literature is the assumption that managers possess the capacity to assess their environments and capitalize on relevant opportunities to act, be successful, and increase the organizations' survival odds.

Conclusion

A human resource management practices in organization is a key and bedrock on which the effectiveness of firms is founded. This implies that when the human resource management of the organization is enhanced, such help boost the effectiveness of the organization. Organization should ensure that the human resource manager is a professional with relevant knowledge and skills as this will help boost the human resource capital and achieve organizational optimal effectiveness.

Recommendation

1. All organization that must be effective should have a sufficient databank of all the skills available within the organization as negation to such tends to lack of information for administration of recruitment and selection, lack of information for advertisement of jobs, lack of information for training and development and lack of record of labour turnover.In planning the human resources need, for the organization, the financial strength of the organization must also be considered.

2**.** The implementation of the policy of manpower planning must be free and fair.

3. The management of organizations should ensure periodical training of their employees in order to ensure that the employee stay abreast with the changes in business environment as such will help enhance their effectiveness.

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