

Dynamic Assessment of Human Resource Management on Organizational Effectiveness based on Network Platform

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Abstract

With the development of network economy, modern service industry which based on network technology has developed rapidly; HRM should pay more attention to network knowledge and technology. However, most companies still understood human resources management as recruitment, personnel management and performance appraisal. In this paper, the authors analyze the characteristics of strategic human resource management, and study on how strategic human resource management will influence on organizational effectiveness. By using network data, the result shows that strategic human resource management has a significant positive impact on organizational effectiveness. Strategic human resource management model can explain 62.9% variation of team factor, 63.1% variation of flexible factor, 65.9% variation of hierarchy factor and 66.8% variation of market factor. At the same time, organizational culture and commitment has played an intermediary role between strategic human resource management and organizational effectiveness.

Keywords: Human resource management, network data, organizational effectiveness, empirical analysis

1. Introduction

In the late twentieth century, European companies actively introduce new ways of production and technology in order to improve the competition ability. They hope to improve the efficiency of enterprises, but because of their lack of attention to upgrade to the enterprise human resources management system. As a result, these new technologies did not achieve the expected effect [1]. As competition intensifies, enterprises found that, the past can become competitive advantage of capital, technology and other factors, but now I will be other competitors quickly copy of learning, so enterprise more and more attention to find out more effective way to organizational effectiveness of improving the. They find the relationship between the knowledge and employees in the enterprise employees, that is, the human resources of the enterprise, the competition is difficult to learn and learn from, it is difficult to imitate [2]. This discovery prompted people to reflect on the status of human resources management in the enterprise management and the relationship between human resource management and enterprise strategic management, resulting in the combination of the two ideas. Because management profoundly aware of the need to make a new mode of production to succeed must adopt new human resource management and human resource to the enterprise has the strategic effect, it is under this kind of background, the strategic human resources management came into being. Strategic human resources management system for employees' mental ability and technical ability, the impact on the organizational commitment of employees, and ultimately will have an impact on organizational effectiveness [3]. Therefore, in order

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to have a high level of competitiveness and achieve good organizational effectiveness, enterprises must develop and manage their own human resources effectively.

With the rapid development of economic globalization, the rapid development of science and technology, the diversification of customer needs, organizational survival and development environment is undergoing fundamental changes [4]; enterprises are facing market competition also more and more changeable and intense. The complexity and variety of environment put forward an unprecedented challenge to the organizational effectiveness of the enterprise, which requires the organization to adapt to the increasingly fierce competition in the aspects of reaction speed, product or service quality, innovation and globalization. So, how to improve the organizational effectiveness in the changeable environment, such as adaptability, innovation ability, operation ability and value added ability has become an urgent problem to be solved [5-7]. Why the human resources have become a key source of competitive advantage, mainly because it has the resource heterogeneity, scarcity, replace and imitation *etc* four characteristics, competition is difficult to imitate the human resource management system. Resource based theory advocates that the organization should first look at the existing human resources in a strategic perspective, and then formulates the strategy according to the external environment. Resource based on the combination of human resource management theory and strategic management theory, human resources management to provide the concept and theoretical foundation of strategic areas, help to scholars understand the organization how to through human resource management efficiency.

Based on the above research background, it can be found that how to improve organizational effectiveness in a changing environment has become an urgent problem to be solved. Identify more and more of the management, the enterprise must want to have a high level of competence and organizational effectiveness, it is necessary to effective development and management of human resources, how to choose the correct strategic human resource management mode, has become an problem that urgently need to be solved in the management practice. Although some studies have confirmed that strategic human resource management has a positive impact on organizational effectiveness, but in many ways, it needs further study and validation.

2. Literature Review

2.1. Strategic Human Resource Management

Due to the strategic emphasis on the aspects of different, so the meaning of strategic human resources management is divided into three types of process concept, the results of the concept and comprehensive view. The results emphasize the strategic significance of strategic human resource management on organizational effectiveness, which is considered to be a system of human resource management designed to gain sustainable competitive advantage. Comprehensive view should also include the contents of the above two points of view [8-9]. This view not only clearly specified in the human resource management on organizational obtain competitive advantage has a strategic significance, and pointed out that the way to achieve this is human resource management and business strategy, as well as the matching of human resource management in the internal matching. Strategic human resource management strategic essential characteristics are mainly embodied in two aspects, one is strategic human resource management consciously and organizational strategy combining; the second is the strategic human resources management pay more attention to the strategic elements that affect the long-term development of the organization, pay attention to from the angle of human resources construction organization core competencies [10]. Matching strategic human resource management in the organization operation emphasizes the practical process of matching. Specifically, matching, including the longitudinal matching and

matching horizontal and longitudinal matching the human resources management must be in harmony with the enterprise strategy, horizontal matching is the human resources management system of parts or elements of the internal consistency between. Each element in the internal organizational human resources management play a synergistic role and common services in the combination mode of a specific target; strategic human resource management with clear objectives, that is, through the construction of human resources management system and enterprise strategy to match the, rely on human resources and related HR practices to achieve the strategic goal of the enterprise, to enable an organization to obtain sustainable competitive advantage.

Human resource management activities to each other are not independent, but with complementary and integrated. In recent years, there are many empirical studies have found, the organization shall establish with high internal consistency of the human resource management system, making human resource management activities each other with matching and support each other [11]. Human resources philosophy is defining the organizational value and culture; human resources policy is expressed shared values; human resource plan is of human resource strategic clarity of expression; human resource practices involving the role of leadership, management and operation; human resources flow processing other activities is how to identify, formation and implementation of the. Model according to level with clear strategic human resource management are involved in various activities, to clarify the different levels of strategic human resource management activities, but this multi-level division is too complex, is not easy to master, is not conducive to the practitioners in the practical operation of key aspects of the grasp. There are also some scholars from the system constitute content perspective to illustrate the strategic human resource management system. For example, the first one is and attract talent and the development of the system, by recruitment, selection, division of labor, flexible work arrangements, training and development, control, career development, work design, performance evaluation, evaluation, promotion plan composition. The purpose is to attract and develop the human resources; the second is with reward and relationship related subsystem consists of a combined reward, incentive plan, welfare, employee participation, communication, health and safety, and to retain and motivate human resources[12]. Interpretation of this part of the scholars, in fact, often only related to the content of human resource management practice, not fully explain the strategic human resource management system of all elements. And some scholars believe that from the point of view of different nature to interpretation of strategic human resource management system, the strategic human resource management system is divided into the level of strategy and tactics.

2.2. Organizational Effectiveness

The research literature at home and abroad can be seen that there are some obvious differences between these meanings. According to the starting point of the study of organizational effectiveness, the research will be classified into two categories:

- 1) **Contingency approach:** using the method of contingency scholars according to the organization model, focuses on different stages of organizational effectiveness are defined. Among them, some scholars pay attention to the resources put into the stage to define organizational effectiveness, organizational effectiveness is refers to the enterprise organization for the predetermined objectives are achieved results of members of the implementation of a kind of collective efficacy management, including in the process of production and operation of the group working ability, efficiency, quality and other. Some scholars focus on the run from the internal organization of the stage to define the organization efficiency; some scholars pay more attention to the organizational output stage to define organizational effectiveness[13-14]. Organizational effectiveness is the organization to achieve

its goals; in the definition of organizational effectiveness, should pay attention to three key points: one is the overall performance of the fabric is set, the organizational effectiveness should be more macro and comprehensive perspective to explain the overall situation and performance of enterprises; two is the goals of the organization, namely the evaluation of an organization's business activities, we must consider a number of multi level measure between the standard and the relationship between the three; is a common social expectations, which is not only the success of the enterprise focuses on the internal operation, but also effectively meet the needs of different stakeholders on its requirements and expectations.

- 2) ***Integrated approach:*** using the method of scholars is that the contingency approach definition cannot truly reflect the complexity of organizational effectiveness; they use a comprehensive perspective, in order to comprehensively define organizational effectiveness. Among them, some scholars through all phases of the integrated model to define the organization efficiency, to illustrate the effectiveness of the organization's mean from the static and dynamic state of mind, and ecological four views [15]. A static view, organization efficiency is the goal of the organization to achieve; dynamic view, Organization negotiations in the environment, to a favorable position to obtain the necessary with such resources, ability, organization can survive and maintain its equilibrium; mentality view, organizational effectiveness refers to meet members of the organization and the needs of the participants, the level of interest; ecological view, organization efficiency is to consider the time level, organizational level, diversification of the molecular composition of different or diverse standards and other factors, organizations play the goals, adaptation, integration and potential functions of degree. Some scholars through the synthesis of various stakeholders need to define organizational effectiveness. Organizational effectiveness is divided into two parts: a part is associated with the quality of such as product quality, employee satisfaction, and total quality; the other part and corporate social responsibility related, such as environmental protection and community responsibility.

In order to measure the effectiveness of organizations should first determine the organizational effectiveness of the measure, a common way is to find a number of standards, and then based on these standards, to measure the performance and efficiency of enterprises in different aspects[16]. Different people in the evaluation of the same organization, there will be different results appear. Because organizational effectiveness standard choice depending on the purport of evaluation of orientation and evaluation of the individual. The evaluation results presented is the evaluation value of value, of the above answer makes the use of performance criteria are also different. According to the nature, characteristics and time range of various standards, the standards of organizational effectiveness are divided into five categories: the purpose and means. Some measure standards represent the results or goals of business activities, which can be evaluated according to their own level of implementation; some criteria are necessary for the organization to achieve the main purpose. Some of the criteria for the study of the past, some of the standards is related to the current situation, but also some of the standard is expected in the future. Some standards belong to a relatively short period of time, while others are attributed to a longer period of time. Some measures is based on the characteristics of the object and event, or the number of frequency measurement, and others standard is measured according to the results of the qualitative observation or poll. Some of the variables showed a linear trend, while others showed a curve trend.

3. Model Design and Variables

3.1. Questionnaire Design

The data collected in this study used by network data, as a questionnaire survey, the first must be designed to be reliable. The theoretical conception and purpose, the format of the questionnaire, the statement of the questionnaire and the questionnaire of the four aspects are used in the questionnaire. According to the purpose of the questionnaire to determine the questionnaire content and a sub scale elements; questionnaire should try to pay attention to avoid complex statements or with a leading question, sentence level to make project language clear and specific, as far as possible avoid multiple meanings or implied certain assumptions. The questionnaire design process is the following, by collecting a large number of documents and the enterprise were on-the-spot investigation; the research variables are detailed, scientific and reasonable theoretical ideas, to ensure that the operational definition of each variable is clear. Collection of strategic human resource management, organizational culture, organizational commitment and organizational effectiveness related literature, finding and measurement object measurement table and according to the theme of this study and the existing scale reliability and validity, hoof, lay the foundation for the variables measured. Through discussion with experts, scholars and small-scale interviews, to further improve the questionnaire, the formation of an initial questionnaire. First in the academic team discussion and doctoral students lecture of frontier in, experts in terms of measurement of content, structure and expression of rationality put forward many valuable comments and suggestions to modify; secondly and the business community practitioners of each items of communication, according to interview the views of the enterprise personnel, on some of the variables are too academic terms of modifications and supplements, to ensure that the questionnaire can accurately reflect their views.

3.2. Variables

The dependent variable in this study is organizational effectiveness, organizational effectiveness is refers to the organization in a certain period of time to achieve the multiple objectives and the future of sustainable development ability, it contains three core elements: the overall performance of the organization, the organization's goals and social general expectation. Organizational effectiveness measurement has the characteristics of complexity and comprehensiveness, the majority of domestic and foreign scholars use the form of questionnaire survey to measure organizational effectiveness, forming a number of high quality scales.

Table 1. Measurement of Organizational Effectiveness

| Dimension | content |
|----------------------------|---|
| Interpersonal relationship | D1: members get along each other |
| | D2: widely participate in decision making |
| | D3: mutual respect and assistance |
| Open system | D4: enterprise is a growing organization。 |
| | D5: establish relationship with outside world |
| | D6: encourages members to propose innovative |
| Internal process | D7: according to laws and regulations |
| | D8: working environment is quite stable |
| | D9: quantify the evaluation |
| Rational goal | D10: constantly striving to achieve goals |
| | D11: clear overall goal |
| | D12: always has detailed plans |

Organizational commitment is a psychological state that reflects the relationship between employees and organizations, which reflects the attitude of employees whether they want to stay in the organization. The organizational commitment scale consists of 9 items, including three dimensions: affective commitment, continuance commitment and normative commitment, as shown in table 2.

Table 2. Measurement of Organizational Commitment

| Dimension | Content |
|----------------------|--|
| Affective commitment | C1: I'm very happy with my career. |
| | C2: I'm a member of the corporate family |
| | C3: work has great significance to me |
| Sustained commitment | C4: if leave, my life will be disrupted |
| | C5: if leave, there are too few job opportunities |
| | C6: other units may not provide the unit's treatment |
| Normative commitment | C7: maintains loyalty to the organization |
| | C8: I has the responsibility to do |
| | C9: conducive to the development of personal |

Strategic human resource management is refers to the pattern of planned human resource allocation and activities in order to achieve the goal of organization, strategic human resource management system with complexity and comprehensive characteristics, most of scholars at home and abroad used in the form of questionnaire to measure strategic human resource management system, forming a some high quality scale. In this study, the following items are used, as shown in table 3.

Table 3. Measurement of Strategic Human Resource Management

| Dimension | Content |
|--------------------|---|
| Collaborative SHRM | B1: value employees' team work |
| | B2: team building and interpersonal relationship |
| | B3: building performance evaluation index |
| Innovative SHRM | B4: pay attention to the staff industry knowledge |
| | B5: develop employee skills |
| | B6: encourage employee innovation |
| Controlled SHRM | B7: training staff General ability |
| | B8: pay attention to reflect qualifications |
| | B9: set evaluation index according to rules |
| Performance SHRM | B7: improve short-term production efficiency |
| | B8: focus on employee motivation |
| | B9: achieve short-term goals of enterprises |

4. Empirical Analysis

In this paper, the large sample survey data analysis mainly uses the structural equation. The structural equation model is the application of a system of linear equations represents a statistical method the relationship between observation variables and latent variables and latent variables, which integrates the factor analysis and path analysis of two kinds of statistical methods, and to test the relationship model contains the dominant variables, latent variables, interference or error between the variables, and then obtain the independent variable to direct effect of independent variables affecting indirect effect or total effect. In the measure of model fitting degree, must check multiple fitting indexes, including absolute fit index including relative fit index, absolute fit index is the theoretical

model and the saturated model are obtained by comparing the statistics; relative index is the theoretical model and the reference comparing the statistics model.

4.1. The Effect of SHRM on Organizational Effectiveness

From the absolute fit index point of view, $X^2/df=2.598$, reached a significant level; $RMSEA=0.059$, the initial display model can be accepted. From the point of view of the relative fit index, $NFI=0.988$, $CFI=0.922$ were significantly, and, in all the standard path coefficient including between the latent variables and latent variables and observed variables, after the test of significance are showed significant, as shown in Table 4 shows. Therefore, from the whole point of view, the model fit well, which shows that strategic human resource management has a significant positive impact on organizational effectiveness. Based on the competing values framework mode of thinking, to the relationship between the more accurate measurement of internal factors in the organization must more specific analysis of the relationship between each factor, in particular, to reveal the relationships between due to the contradiction between the effect, and ultimately makes the influence weakened the phenomenon. Regression analysis further shows the direction of the causal relationship between the factors. Therefore, the impact of the various dimensions of the strategic human resource management on organizational culture dimensions can through regression analysis was performed to study. This study uses multiple regression analysis method, on the one hand, through the standard regression coefficient numerical variables due to variable contribution rate: numerical value is greater, the variable to variable contribution due to greater; positive value judgment, independent variables on the dependent variables have a positive impact, as shown in table 5.

Table 4. Goodness of Fit Index of SHRM

| X^2 | df | X^2/df | NFI | CFI | RMSEA |
|-------|----|----------|-------|-------|-------|
| 35.5 | 14 | 2.598 | 0.988 | 0.922 | 0.059 |

Table 5. The impact of SHRM on Organizational Effectiveness

| Independent variable | Dependent variable | | | |
|-------------------------|--------------------|----------|-----------|---------|
| | Team | Flexible | Hierarchy | Market |
| Collaborative SHRM | .475*** | .358*** | .138*** | .296*** |
| Innovative SHRM | .345* | .487 | .474*** | .377* |
| Controlled SHRM | .107*** | -.035* | .253 | .141* |
| Performance SHRM | -.096* | .020* | .046*** | .099* |
| Adjusted R ² | .629 | .631 | .659 | .688 |
| F value | 185.162 | 186.819 | 210.856 | 219.544 |
| Sig. | 0.000 | 0.000 | 0.000 | 0.000 |

According to the results of the full model, from the overall regression equation of the adjusted coefficient of determination of view, four strategic human resource management model can predict team culture 62.9% variance, can predict flexible culture 63.1% variance, can predict hierarchy culture 65.9% variance, joint prediction market culture 66.8% of the variance, indicating that strategic human resource management on organizational culture has a high ability to explain and predict the effect; from the full F value and significance level is less than the critical value of 0.001, the war that there is a strong linear relationship between human resource management and organizational culture, and it is proved that strategic human resource management has a significant positive impact on organizational culture. According to the standard regression coefficient

can be obtained. Effects of each kind of strategic human resource management model of the four types of organization culture, both positive effect and negative effect, collaboration of four culture types of SHRM have positive effect, innovative SHRM on four types of culture have positive effect, SHRM control of flexible culture is plays the negative role, the performance of SHRM on the team culture play negative role.

4.2. The Effect of Organizational Culture on Organizational Effectiveness

From the absolute fit index point of view, $X^2/df=171.8$, reached a significant level; RMSEA=0.102, the initial display model can be accepted. From the point of view of the relative fit index, NFI=0.830, CFI=0.854 were significantly, and, in all the standard path coefficient including between the latent variables and latent variables and observed variables, after the test of significance are showed significant, as shown in Table 6. Therefore, from the whole point of view, the model fit well, and the culture has a significant positive impact on organizational effectiveness. This research will verify the structural relationship between organizational culture and organizational effectiveness, in order to reveal each types of organization culture of organization effect.

Regression analysis further shows the direction of the causal relationship between the factors. Therefore, effects of various dimensions of organizational culture to organizational effectiveness of each dimension can through regression analysis were performed to study. This study uses multiple regression analysis method, through the standard regression coefficient variables due to variable contribution rate: numerical value is greater, the variable to variable contribution due to greater; positive value judgment, independent variables on the dependent variables have a positive impact. The goodness of the adjusted coefficient of determination of variables to illustrate the extent of variation in the dependent variable is revealed. That adjusted R^2 is greater than 0.5, it shows there is a significant linear correlation between the models fitting of the data with a high degree. The value can be the fitting degree of regression model and data: if the value and significance level is less than the critical value, it indicates that the variables and between the dependent variable has a strong linear relationship, regression equation significantly. The table summarizes the regression relation between the organizational culture and organizational effectiveness, as shown in table 7.

Table 6. Goodness of Fit Index of Organizational Culture

| X^2 | df | X^2/df | NFI | CFI | RMSEA |
|-------|----|----------|-------|-------|-------|
| 171.8 | 31 | 5.511 | 0.830 | 0.854 | 0.102 |

Table 7. The Effect of Organizational Culture

| Independent variable | Dependent variable | | | |
|----------------------|----------------------------|-------------|------------------|---------------|
| | Interpersonal relationship | Open system | Internal process | Rational goal |
| Team culture | .306*** | .296*** | -.006 | .333*** |
| Flexible culture | .232*** | .174* | -.180 | .030 |
| Hierarchy culture | .032 | .118 | .436*** | .211*** |
| Market culture | .177* | .161* | .389*** | .137 |
| Adjusted R^2 | .485 | .482 | .423 | .445 |
| F value | 103.286 | 102.349 | 80.831 | 88.282 |
| Sig. | 0.000 | 0.000 | 0.000 | 0.000 |

Open according to the model results from the overall regression equation of the adjusted coefficient of determination, four organizational culture types can predict interpersonal effectiveness 48.5% variance, can predict system performance 48.2%

variance, can predict internal process performance 42.3% variation, can be combined with the rational forecast efficiency target 44.5% of the variance, indicating that the organizational culture on organizational effectiveness have a high explanatory power; from the full model value, the value is large and significant level is less than the critical value, indicating that the organizational culture and organizational effectiveness. There is a strong linear relationship, once again verify the organizational culture on organizational performance has a significant positive effect.

4.3. The Effect of Organizational Commitment on Organizational Effectiveness

From the absolute fit index point of view, $X^2/df=365.8$, reached a significant level; RMSEA=0.072, the initial display model can be accepted. From the point of view of the relative fit index, NFI=0.948, CFI=0.963 were significantly, and, in all the standard path coefficient including between between the latent variables and latent variables and observed variables, after the test of significance are showed significant, as shown in Table 8 shows. Therefore, from the whole point of view, the model fit well, and the culture has a significant positive impact on organizational effectiveness. This study will verify the relationship between organizational commitment and organizational effectiveness in order to reveal the effect of organizational commitment on organizational effectiveness.

Regression analysis further shows the direction of the causal relationship between the factors. Therefore, effects of various dimensions of organizational commitment on the various dimensions of organizational effectiveness can through regression analysis were performed to study. This study uses multiple regression analysis method, through the standard regression coefficient variables due to variable contribution rate: numerical value is greater, the variable to variable contribution due to greater; positive value judgment, independent variables on the dependent variables have a positive impact. The adjusted goodness of fit coefficients are used to explain the degree of variation of the dependent variable. It is considered that there is a significant linear correlation between the adjusted R2 and the, and the fitting degree of the model to the data is very high. The value can be the fitting degree of regression model and data: if the value and significance level is less than the critical value, it indicates that the variables and between the dependent variable has a strong linear relationship, that is, the regression equation been significant. Table the regression relationship between organizational commitment and organizational effectiveness, as shown in table 9.

Table 8. Goodness of Fit Index of Organizational Commitment

| X^2 | df | X^2/df | NFI | CFI | RMSEA |
|-------|----|----------|-------|-------|-------|
| 365.8 | 82 | 3.241 | 0.948 | 0.963 | 0.072 |

Table 9. The Effect of Organizational Commitment

| Independent variable | Dependent variable | | | |
|----------------------|----------------------------|-------------|------------------|---------------|
| | Interpersonal relationship | Open system | Internal process | Rational goal |
| Affective commitment | .456*** | .589*** | .561*** | .522*** |
| Sustained commitment | -.007 | .003 | .059 | -.145* |
| Normative commitment | .446*** | .265*** | .171*** | .340*** |
| Adjusted R2 | .660 | .619 | .511 | .501 |
| F value | 283.093 | 186.819 | 152.648 | 146.394 |
| Sig. | 0.000 | 0.000 | 0.000 | 0.000 |

According to the results of the full model, from the overall regression equation of the adjusted coefficient of determination of view, three kinds of organizational commitment can predict interpersonal efficacy 66.0% of the variance, combined prediction of open system effectiveness 61.9% variance, can predict internal process performance 51.1% variance, can predict rational goal efficiency 50.1% variance, indicating that the organizational commitment on organizational effectiveness have a high explanatory power; from the point of view of the value of the full model value and significance level is less than the critical value, show that between organizational commitment and organizational effectiveness exists a strong linear relationship, once again verify the organizational commitment on organizational performance has a significant positive effect. Affective commitment has a positive effect on four performance mode, continuance commitment open system performance and internal process performance of the positive effect, of interpersonal efficacy and rational performance is plays the negative role, normative commitment of four performance models were produced positive effect, the most significant influence on all the effectiveness model is affective commitment, followed by normative commitment, continuance commitment is the weakest.

5. Conclusions

Although research on strategic human resource management and organizational performance has aroused wide attention of scholars, but due to the difficulties of measurement and evaluation, so the strategic human resource management to research on the impact of organizational effectiveness, although in the theoretical research is very much, but empirical research study is not rich. This study uses a combination of theoretical and empirical, qualitative and quantitative analysis methods, discusses the strategic human resource management on organizational effectiveness and influence mechanism. The value perspective of strategic human resource management and organizational effectiveness of the partition model based on, through large sample empirical study, a detailed analysis of the effects of different modes of strategic human resource management of the various dimensions of organizational effectiveness. First, the analysis of the different modes of strategic human resource management impact on organizational effectiveness. The results show that Collaborative Strategic Human Resource Management on organizational effectiveness are the most significant positive effect, innovation strategic human resource management on organizational effectiveness also has significant positive effect on the control type of strategic human resource management model of the effectiveness of the organization's specific impact although it is positive but not significant, and performance of strategic human resource management model of organizational effectiveness is not significant negative impact. Secondly, in strategic human resource management on organizational effectiveness of different mode specific effects, the empirical results show that collaborative strategic human resource management mode of interpersonal efficacy of the most significant positive effect, innovation strategic human resource management mode of open system effectiveness the most significant positive effect, innovation strategic human resources management mode of the internal process performance the most significant positive impact, Collaborative Strategic Human Resource Management Model of rational target efficiency the most significant positive impact. This indicates that strategic human resource management on organizational effectiveness in the role of various human resource management mode still exist in the specific influence degree and influence.

Through the analysis of the mechanism and process of strategic human resource management influence organizational effectiveness, build the independent variables, mediating variable and dependent variable of the relationship model and the empirical results basically support the conceptual model and the vast majority of hypothesis. According to the empirical results, on the one hand, strategic human resource

management on organizational effectiveness exist direct effect, although the effect is not very high, but this can prove that strategic human resource management on organizational effectiveness has a direct effect; on the other hand, this study found that strategic human resource management is very significant to influence organizational culture and organizational commitment, and organizational culture and organizational commitment and significantly influence organizational effectiveness, and prove that the mediating role of organizational culture and organizational commitment between strategic human resource management and organizational effectiveness. This shows that the effect of strategic human resource management system on organizational effectiveness is complex and multi path. Innovation strategic human resource management on organizational culture plays a most significant positive impact, Collaborative Strategic Human Resource Management on organizational commitment plays a most significant positive influence; secondly, in strategic human resource management on organizational culture and organizational commitment the influence degree of the specific type, the most significant positive impact of Collaborative Strategic Human Resource Management Model of team culture, cultural hierarchy and market culture, has the most significant positive impact on flexible culture to strategic human resource management mode innovation; Collaborative Strategic Human Resource Management Model of three types of organizational commitment and positive effect were the most significant.

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