

A Study on Influence of Organizational Culture on HR Practices

Harini R A¹, Dr. J. Rani²

¹*Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India*

²*MBA, M.Phil, P.hD, Assistant Professor, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India*

Abstract-The research has been conducted to gather information from 105 respondents & a structured questionnaire will be used to collect the information from the respondents. The data which was collected from them will be analyzed and classified. The hypothesis solved in the study are Chi -Square, Anova and correlation.

INTRODUCTION

In this present faced passed world companies are rapidly changing to the trends and they are becoming more HR centric for the adaptability and also for rapid growth of organizational culture. The companies have become more of culture in terms of HR practices and the ways of calculation of HR practices. Everything about the HR processes is done now with the organisational changes that takes place everything depends upon the HR organisation and it also has a great influence on the decisions that are made by the HR departments. HR access in backbone of any business or company and everything on the HR side is practiced upon the instructions that are provided by the organisation or by the way the organisational culture is crafted and mainly the HR department acts upon the instructions that are provided by the organisational rules and regulations. The organisation ultimately follows a culture of things to be done or to be done and everything is set up according to it as a Core

OBJECTIVES OF THE STUDY

- To understand the Alignment of HR Practices with Organizational Culture
- To study the impact of strategic role of HR in Organizational Development
- To understand the Impact on Employee Behavior and and their Performance based upon the study.
- To have an idea on the changing workforce and

the expectations of the employees.

NEED FOR THE STUDY

- To understand the Alignment of HR Practices with Organizational Culture
- To study the impact of strategic role of HR in Organizational Development
- To understand the Impact on Employee Behavior and and their Performance based upon the study.
- To have an idea on the changing workforce and the expectations of the employees.

SCOPE OF THE STUDY

- To have an idea on organizational cultural dimensions and their impacts on the employees working habits.
- To study about the different mode and models of HR practices.
- To have a clear-cut idea on the changes that are being expected by the employees.
- To study about the HR practices that is causing a hindrance for the employees and to have a control on that.

LIMITATIONS OF THE STUDY

- Limited sample size
- Subjectivity in employee responses
- Influence of external business environment
- Rapid changes in HR policies affecting data consistency

REVIEW OF LITERATURE

- Gordon and Cummins (2019), organizational

culture motivates members of an organization in recognizing their contribution and efforts and provides the overall perspective of what must be done, cross linking goals, and in how each employee shall make the goals. They suggest cross linking goals as state of development for the business

- Deal and Kennedy (2022) have acknowledged the connection between high performance and corporate culture through their human resource development programs. These cultural values and human resource development initiatives have been adopted successfully by these organizations and associated tactics
- Adeniji et al., (2022) Theoretically, the link between training and development in an enterprise and organizational culture has been analysed Training and development processes are effected by the company culture, thus planning them can decrease the risk of the clash of company culture with the training and development program.
- Ardit, Nayak, and Damci (2017) assert that an organization's culture is shaped by its many employees and associated clients as well as by its consistent and genuine behaviors. The organizational culture affects many aspects of the firm, including the general tone of the enterprise, employee conduct, timeliness, and company policies. Prioritizing the culture of the workplace is crucial, so that the business will continue to function well even during challenging times.

RESEARCH METHODOLOGY

Research methodology's main objective is to specify the research procedure as well as the designs and tools that will be used for the project. Customer thoughts on the product are ascertained with the help of the research procedure. Finding out a study on influence of organizational culture on hr practices

Research design:

Research design refers to the full research methodological process. A researcher's study plan is created before to starting any research project. This is known as research design. The researcher used a descriptive research design in this work in order to examine and analyse the given issue.

Sampling technique

Convenience sampling method

For the study the sample, study participants are employees present in the various it firms present in this location. They were selected and interviewed for present study. The methodology for selecting respondents for this study through convenience sampling method.

Sources of data:

Primary Data:

Primary data is that data which is collected for the first time. These data are basically observed and collected by the researcher for the first time. I have used primary data for my project work. It is collected through Structured Questionnaire.

Secondary Data:

Secondary data are those data which are primarily collected by the other person for his own purpose and now we use this for our purpose. It is collected through journals, articles, books, foot notes, etc.

Sample size

The number of elements of the population is to be sampled. Total sample size for the research study is 105.

Tool used for the study:

Statistical Tools:

- Chi-square test.
- Anova
- Correlation

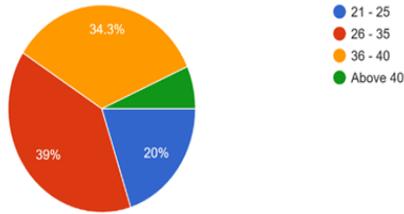
Data interpretation:

Table : Table indicating Age of the respondents

Age	No. of respondents	percentage
21-25	21	20%
26-35	41	39%
36-40	36	34.3%
40 & Above	7	6.7%
Total	105	100%

Chart: Chart represents Age of the respondents

Age
105 responses



Interpretation

From the above table it is interpreted that 20% of respondents are in the age category of 21-25, 39% respondents are in 26 to 35 years, 34.3% respondents

are in the age category of 36 to 40 years and 6.7% of the respondents are Above 40 years

Inference

39% of the respondents are in the age category of 26-35 years.

Chi square:

Hypothesis 1

H0- There is no significant association between work experience of the employees and company culture impact employee retention

H1- There is a significant association between work experience of the employees and company culture impact employee retention

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Work experience of the employees * Company culture impact employee retention	105	100.0%	0	0.0%	105	100.0%

Work experience of the employees * company culture impact employee retention Crosstabulation						
Count		Company culture impact employee retention			Total	
		Yes	No	May be		
Work experience of the employees	Less than 1 year	10	7	2	19	
	1 - 3	13	11	8	32	
	4 - 6	29	11	5	45	
	Above 7	2	5	2	9	
Total		54	34	17	105	

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.061 ^a	6	.170
Likelihood Ratio	9.125	6	.167
Linear-by-Linear Association	.005	1	.941
N of Valid Cases	105		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 1.46.

Inference:

Since p value is 0.170 is greater than 0.05. We reject alternative hypothesis and accept null hypothesis so there is no significant association between work experience of the employees and company culture impact employee retention

FINDINGS

- 58.1% of the respondents are in the category of male.
- 39% of the respondents are in the age category of 26-35 years.

- 49.5% of the respondents have completed Master's degree and others are at 4.8%.
- 42.9 % of the respondents are senior level
- 30.5% respondents in the category moderately positive and neutral for describe the organizational culture.
- 41.9% respondents are saying somewhat well to HR policies align with company values
- 30.5% respondents say neutral to Company's culture encourage employee engagement
- 38.1% of respondents say somewhat transparent to transparent is HR policy communication
- 37.1% respondents say somewhat supportive to how supportive is the company in maintaining work-life balance
- 33.3% respondents say somewhat and neutral are tat recruitment process aligns with the company culture
- 39% of respondents say sometimes for employees encouraged to provide feedback on HR policies
- 41% respondents say somewhat effective are at effective are the training and development programs
- 37.1% of the respondents say somewhat fair to fair do you find the performance evaluation process.
- 35.2% respondents say neutral are at organization handle employee grievances.
- 45.7% respondents say sometimes to often do you feel recognized for your contributions
- 65.7% respondents say yes to do HR Policies foster diversity and inclusion.
- 53.3% of respondents say probably to recommend this company as a great place to work
- 57.1% of respondents say yes to company's culture impact employee retention
- Since p value is 0.170 is greater than 0.05. We reject alternative hypothesis and accept null hypothesis so there is no significant association between work experience of the employees and company culture impact employee retention
- Since p value is 0.001 is lesser than 0.05. We accept alternative hypothesis and reject null hypothesis so there is a significant association between age of the respondents and current job role of the employees
- Since p value is 0.267 is greater than 0.05. We

reject alternative hypothesis and accept null hypothesis so there is no significant association between how well do you HR policies align with company values and how transparent is HR policy communication.

SUGGESTIONS

- To make sure that the HR policies are beneficial to the workers and not against them.
- To focus on employee experience and engagement and find ways to better by enabling, more opportunities.
- To examine how a company's culture affects its diversity and inclusion initiatives and how HR procedures change to promote a more welcoming workplace.
- To examine the ways in which company culture affects HR procedures during times of organizational transition, such as reorganizations, mergers, or acquisitions.
- To conduct a study that assesses how employee feedback and especially within certain organizational cultures
- To examine the ways in which company culture affects succession planning, leadership development initiatives, and hiring practices.
- To examine the ways that corporate culture affects HR procedures pertaining to worker well-being, such as stress management plans, work-life balance, and mental health initiatives.
- To explore the reciprocal relationship between HR practices and organizational culture

CONCLUSION

This study reveals that organizational culture in back several key HR factors such as recruitment, employee development, performance management and everything depends upon the organization and the rules that they follow. The HR department should align with the organizational rules and should make sure that everything is as per the records and rules of the company. This creates a task for the HR department to properly control and have a on the power on the key HR factors. In addition, organizational culture and HR practices alignment is of great impact in foster a pleasant employee experience. HR practices are more likely to resonate with the organisation's cultural

values when employees believe they work for an organisation that values the same. Using this alignment creates trust and an open communication, which is required for an excited harmonious workplace. On the contrary, inconsistency between organizational culture and HR practices would result into dissatisfaction, disengagement and high turnover

International Journal of Management Studies, 2(4), 24-37.

- [11] Aycan, Z., Al-Mudimigh, A., & Koç, E. (2020). Cultural values and rewards systems: A cross-cultural comparative study. *Journal of Cross-Cultural Psychology*, 1(3), 316-338.

REFERENCES

Books:

- [1] *Organizational Culture and Leadership*" by Edgar H. Schein
- [2] *Corporate Culture and Performance*" by John P. Kotter and James L. Heskett
- [3] *The New Human Capital Strategy: Improving the Value of Your Most Important Asset – Simply, Safely, and Affordably*" by Bradley W. Hall
- [4] *Human Resource Management: A Contemporary Approach*" by Ian Beardwell, Len Holden, and Tim Claydon
- [5] Abbasi, S. G., Tahir, M. S., Abbas, M., & Shabbir, M. S. (2022). Examining the relationship between recruitment & selection practices and business growth: An exploratory study. *Journal of Public Affairs*, 22(2), e2438.
- [6] Adewale, O. O., & Anthonia, A. A. (2013). Impact of organizational culture on human resource practices: A study of selected Nigerian Private Universities. *Journal of Competitiveness*, 5(4), 115-133.
- [7] Adhikari, D. R., & Gautam, D. K. (2011). Employees' commitment and organizational performance in Nepal: A typological framework. *SEBON journal*, 5(1), 1-17.
- [8] Alhileen, R. M., & Mahdawi, B. E. (2021). Culture And Strategic Human Resource Practices Practices: Case of Jordan and Turkey. *NVEO-NATURAL VOLATILES & ESSENTIAL OILS Journal* NVEO, 4063-4096.
- [9] Al-Sarayrah, S., Obeidat, B. Y., Al-Salti, Z., & Kattoua, T. (2016). The effect of culture on strategic human resource management practices: A theoretical perspective. *International Journal of Business Management and Economic Research*, 7(4), 704-716.
- [10] Anitha, B., & Nagabhushanam, M. (2018). Power Distance Cultural Influence on Human Resource Management: A Comparative Study in India.