

The Role of Hr in Shaping Organizational Culture

K. Prabu¹, Mr. Rathana Kumar²

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

²*Assistant Professor, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India*

Abstract—Organizational culture is the other factor that greatly determines employees' attitudes, job contentment and organizational performance. This culture is however cultivated, nurtured and developed by the Human Resources (HR) department. In this article, the following aspects of how HR affects organizational culture are discussed: value specification, staffing, training and development, performance management, and diversity, equity, and inclusion. Besides discussing the following essential issues: employee engagement, and HR leadership during the change process. Therefore, the emphasis placed by the article on the centrality of cultural perspective the key function of HR in order to create and sustain a positive and adaptable culture is underlined illustrating the importance of cultural fit in modern management.

Index Terms—Organizational Culture, Human Resources, Core Values, Workplace Culture, Change Management

I. INTRODUCTION

Organizational culture can be explained as an organization's character or personality. Corporate culture includes the assumptions, beliefs, practices, and activities presumed by the organization as acceptable ways of rewarding, organizing, controlling, communicating, disputing, and learning. Culture is a key long-term component of a positive organizational development since it defines how its employees and managers act and feel. But whilst one often associates the formation of the organisational culture to leadership, it is critical to note that Human Resources (HR) also have a central role to play in developing this culture and maintaining it. As to the methods of HRM, the issue of recruitment and training and development as well as employee performance and rewards are fully correlated with the construction of a positive and sustainable organizational culture. HR specialists act as culture managers and enablers

and are tasked with translating the organizational culture into practical strategic concepts and tools.

In this article, we will be able to discuss how HR determining organisational culture by dissecting several strategies and activities. We will also examine the issues involved in the efforts of HRM practitioners in sustaining organisational culture in the recent dynamic global environment.

II. HR'S INFLUENCE ON ORGANIZATIONAL VALUES

Every organizational culture has a set of values which form the foundation of how people within that organization will be expected to behave. It is a set of beliefs or principles that define the acceptable business behaviour an organization seeks to maintain. These organizational values are in one way or another influenced by HR and also used by the same department to disseminate to the employees.

Establishing Core Values: The process of establishing organizational core values involves collaboration with top management and provides that set of fundamental values that define the organization. However, defining these values is only the first part of a process. It is on this basis that HR has to guarantee that these values are articulated to every worker and interlaced throughout the company's operations.

Promoting Values Through Policies and Practices: Once developed these values are incorporated into the policies and practices of the organization and all the employees of HR. This may mean setting up an appropriate grievance processing system, performance appraisal, system of ethics to embrace, and system of communication and cooperation. For instance, if one organizational culture is a focus on teamwork, then you'll find that HR is perhaps developing executive policies that enhance

cooperation between the departments or compensation mechanisms based on the performance of teams. Further, all the organizational tiers must be aligned to these values, particularly HR. Thus, by casting these values not only in leadership and management but also in other employees, HR can way be able to dictate how such issues are perceived and applied in organizational practice. The aim of this alignment is to establish a corporate culture that is built on organisational values and is conducive to achieving its objectives.

III. RECRUITMENT AND ONBOARDING: A CULTURAL FOUNDATION

The recruitment phase is the primary touchpoint for the transformation of organizational culture by HR. Just as people are hired based on skill and experience, employers also have to consider culture more than anything else. The people who join an organization will either enhance or on the other hand weaken the organization's culture if they do impose sentiments that are contrary to those of the company.

Hiring for Cultural Fit: Every candidate, whom the HR is considering for an organization, should be thoroughly researched and analyzed on how they fit into the organization's values and culture. It cannot be done by reviewing the CVs and interviewing skills; it a noble effort that involves studying the character of the candidate, his/her work-related attitude, fellow workers interaction capacity, and character virtues. Contemporary talent acquisition often involves tools from which HR can gather behavioral interview responses, analyze cultural fit, and even situs judgment tests to evaluate if the candidate will be suitable for the company.

For instance, if innovation is cherished by the organization, it becomes the expectation of HR to source candidates who embrace creativity, risk takers and flexible in their working techniques. If customers were valued, then HR could concentrate on persons with a customer-first attitude and who have satisfied many customers' demands in the past.

Onboarding and Cultural Alignment: It is incumbent upon the HR to investigate every candidate the organization is supposed to hire and find out how each of them will fit into the organization in regards to values as well as culture. This cannot be done simply by going through the CV and the interview based on

skills; it is a tremendously fruitful effort aimed at studying the candidate's character, his or her work-related attitudes, interpersonal skills at the workplace, and other character virtues. Modern selection is often based on technologies from which HR can obtain responses to behavioral questions, assess compatibility with company values, or conduct situs judgment tests to determine their suitability for the company. For example, let the organization value innovation, it is then expected that the candidates that the HR will be finding for the organisation are people who embrace innovation, risk takers and freewheelers in their endeavours in organisations. In case customers were respected, then, HR could focus on such persons who have a closer attitude to customers or on those who met many customer's requirements.

IV. TRAINING AND DEVELOPMENT: REINFORCING CULTURE

This means the culture change is a much broader responsibility of far than what most people perceive in HR's purview, consisting of recruitment and training. In order for new and improved cultural change to be effective in a company, continuous training and development mechanisms need to be integrated to support and sustain these changes. An effective culture can therefore not be an unchanging culture; it must be fostered and evolved at the same time as the organization is developed and as the operating environment evolves.

Cultural Integration in Training Programs: This means it is a far cry for what most people think of the culture change as an affair within Human Resource Department which is a mere recruitment as well as training. For new and improving cultural change to work in the company, the training and development enablers have to be incorporated to maintain the changes. An effective culture can therefore not be an organisational stuck culture; it can only be partnered and developed contemporaneously with the organisation and alongside the operating environment.

Promoting Continuous Learning: As far as training is concerned, HR departments have a major responsibility of ensuring that learning is a continuous process. In this manner, Human Resources can help people in an organization to consider

knowledge, innovation, and adaptability as major priorities. This is particularly important, especially in the areas where new technologies, trends and markets are emerging regularly. Moreover, as already indicated, this focus on development serves to ensure that the culture of the organization emulates the future of the business. New training programs can be initiated by HR as the business grows to meet the new cultures that are likely to arise in future.

V. PERFORMANCE MANAGEMENT AND CULTURE

Performance management is a powerful tool HR uses to drive cultural alignment across the organization. Traditionally, performance reviews have focused solely on quantitative measures, such as productivity and goal achievement. However, HR is increasingly shifting toward performance management systems that also evaluate how employees demonstrate the company's cultural values in their work.

Cultural Alignment in Performance Reviews: Instead, HR builds systems that not only identify quantifiable outcomes of work but also how those outcomes were produced. This shift also assists in reinforcing cultural behaviour such as team work, management and creativity. The organization's performance is measured with regard to how employees perform in relation to enhancing the corporate culture. For example, if teamwork is one of a company's top organizational culture characteristics, then it might try to measure an employee's ability to share information, cooperate, and help others achieve collectively agreed-upon objectives. When transparency is listed as one of its quintessential values, HR might likely search for interpersonal dynamics that include, open communication and ethical actions from an employee.

Recognition and Rewards Systems: HR can also play a great role in the organizational culture through recognition and reward channel. Thus, people who are loyal to the organizational culture should be motivated. This not only stresses on cultural match but also encourages others to set the pace as well for the same culture. Bonus points for tangible things: Staff reward and recognition schemes, including employee of the month or year, or other peer-elected awards, can emphasize the behavior and approach that means most to the organization.

Through recognition, HR makes sure that the behaviours that reflect the ideologies of the company are repeated by employees in the company.

VI. DIVERSITY, EQUITY, AND INCLUSION (DEI)

It is important for organizations today to have a positive and progressive organizational culture because DEI are important consideration. DEI is an essential aspect of the organization because HR has to engage organizational members in activities that foster an environment of inclusion. DEI culture is not only beneficial to employees because it improves their satisfaction and performance, but also for innovation, including because Millet Corners brings a more extensive range of solutions to the table.

Fostering an Inclusive Culture: Compensation and succession planning are chief responsibilities of HR which are directly involved in the formulation of policy that creates a diverse workforce, free from discrimination, harassment, and prejudice. Such measures may entail procuring additional, or altering existing measures, promoting unconscious bias training, or establishing a mentorship programme for minorities, or offering work flexible arrangements.

The Impact of DEI on Organizational Culture: While there are various definitions of a positive organisational culture to be found, it must be understood that the closest a business can come to positive, accepting organisational culture is when all enlisted employees are given the same consideration irrespective of race, colour, religion, age, gender, sexual orientation, mental or physical ability, national origin, veteran's status or any other classification protected by law. These DEI efforts put in place by HR lead to improvement of the work environment that encourages work organization, cooperation, as well as recognition of each other's rights. This results in a stronger employee morale correlated by the general increased level of employee satisfaction and this forces the employees to stick to that company because of better treatment and care. In addition to that, DEI enhances the organisational culture whereby diversity brings new ideas into the firm, increases innovation, and enhances the firm's problem-solving techniques. DEI culture is an important factor that makes an organisation well-equipped to develop

strategies and escalation plans in today's globalised business environment.

VII. STRATEGIES TO MAINTAIN HIGH LEVELS OF EMPLOYEE ENGAGEMENT

Eventually, for HR to encourage high levels of employee' engagement, they can apply the following measures. This could encompass things like rewarding employees, creating promotions as well as possibly oriented organized employee promotion or childcare services for example. With focus on engagement, HR fosters an environment in the organization in which people would want to work as hard as they can.

VIII. HR LEADERSHIP IN MANAGING ORGANIZATIONAL CHANGE

Culture is not something fixed within an organization, but it changes with time as organizations transform in some way or the other. Change can be in various forms including mergers, acquisitions, or shifts in organizational strategy so it's up to HR to manage culture during such a change.

IX. NAVIGATING CULTURAL SHIFTS DURING TIMES OF CHANGE

It is important that in the course of change, the organizational culture fosters the achievement of the goals of the change process. This is done by ensuring that those affected are given grounds for change, their concerns listened to and efforts made to sell the new culture outlining the gains to be made by the organization and its employee.

X. HR'S ROLE IN ALIGNING CULTURE WITH BUSINESS TRANSFORMATIONS

Human Resource managers are change champions who engage people in culture congruency with new business strategies. It implies a strong coordination with the top management in order to align cultural adjustments with the stated business strategies. This way of working also leads to less resistance and increases the probability that employees will get on board with the change.

XI. OVERCOMING RESISTANCE AND MAINTAINING CULTURAL INTEGRITY

People usually do not like change and hence there may be a lot of resistance from the employees; which has to be dealt with by HR. Since the introduction of the change is being facilitated by the HR department and getting feedback from the employees, the change process can be made smoother and the employees supported.

XII. CONCLUSION

The social and organizational process of culture management within organisations constitutes an important part of work human resources and expertise. Starting from defining core values elaborated to the recruitment process, training, performance and employee engagement process, HR is central to the development of values that reflect the mission and strategic directions of an organization. In a way, though such as communication, continuing education, and reward, HR guarantees that the organization has not only a clear well-communicated culture but also has it brought to life by people. Furthermore, based on arising issues or changes in business environments, strategies that have been applied by HR are as follows: The promotion of inclusive and engaged culture that makes all employees to feel that they belong to the business organisation. Therefore, as the business environment continues to evolve in its detail and in the velocity of its changes, the need for a powerful organizational culture will only increase.

In conclusion, positive organizational culture makes employees to be productive, committed and give them the authority to work hence increasing organisational performance and revenue in the long run.

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