

The Influence of Organizational Culture on HRM Practices at Academic Institutions in Oman

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Abstract— Organizational culture is one of the factors which affect employee's behavior. Culture is the most important factor accounting for success or failure in organizations and it is even more important today than it was in the past because of increased competition and changes. Studies in the organizational psychology literature have shown that organizational culture and HRM practice are major factors to the Organizational Success. Organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of an organization. Organizational culture also represents the collective values, beliefs and principles of organizational members. Culture and HRM are connected to each other from many ways and as pointed out by Jackson and Schuler organizational culture and HRM cannot be separated in an organization and culture has influential effect on the administration of HR. This paper shows the results of the influence of organizational culture on human resource practices in some selected departments in the institution where the authors are working. The statistical analysis was based on one hundred respondents from different departments and it shows that there is a close relationship between organizational culture and recruitment process, training programs, job performance management, performance of employees, pay structure, and compensation administration.

Index Terms—Organizational Culture, HRM practices, Recruitment and Selection, Compensation, Training and development

I. INTRODUCTION

Organization Culture: Culture is the combination of shared values, beliefs, traditions and the way of behavior which gives direction to people. Organizational culture is the value system which determine attitude (Schein, 1985). Values refer to the guidelines which tell how people and the organizations should behave. Rousseau (2000) defines organizational culture as set of norms and values that are shared by individuals and groups across the organization. Organizational culture is the most significant factor that drives the organization and affects its competitiveness (Barbars, Arturs & Dubkēvičs, Lotārs, 2010). It creates an operational environment in which every employee thrives to achieve the goals set by Organization. Organizational culture is the chain that bonds people together and makes them feel part of the organizational experience.

HRM practices: Schuler and Jackson (1987) defined HRM practices as “a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members”. It focuses on recruiting and selecting staff, training, evaluating and rewarding employees, following the leadership of the organization and ensuring compliance with labor laws. HRM department ensure that the Human Capital of the Organization achieve the objectives of the organization.

Organizational Culture and HRM: A combination of Organizational culture and HR practices is used by the organizations to create values and uniqueness in the organization (Barney & Wright, 1998). Organizational culture has the potential to enhance organizational performance, employee job satisfaction, and the sense of certainty about problem solving (Kotter, 2012). Organizational culture and performance are clearly related (Kopelman, Brief, & Guzzo, 1990), but some Studies show that the relationship between many cultural attributes and high performance are not consistent over time (Denison, 1990). This study will be beneficial for the organization in identifying the influence of organizational culture on HRM and to know which factors of organizational culture are more conducive for the employees.

II. OBJECTIVES

The objective of the study is to investigate and analyze the influence of organizational culture on human resource management practices. The research is expected to answer the important question: Are HRM practices influenced by Organizational culture or not? The main objectives are

- To analyze the influence of organizational culture on HRM practices.
- To analysis the perception of lectures in different gender class and age group on influence of organizational culture on HRM.

III. RESEARCH METHODOLOGY

The present study is to examine the relationship between HRM practices and organizational culture. To this end, HRM practices are viewed in terms of planning, recruitment, selection, training and development, performance evaluation, career management and rewards. Organizational culture is

viewed in terms of self-realization, status enhancement, inventive values and socio-economic support. This study uses descriptive design and uses survey method. The population of this research is lecturers from different departments of Colleges of Technology in Oman. We used two types of data to complete this study, which are: primary data and secondary data. Hundred lectures were selected randomly for the survey. The quantitative data collected through the questionnaire were statistically analyzed using frequency distribution, ANOVA and t-test. Secondary data, collected from the internet, journal, publications, article, books, newspaper and magazines for background studies and literature review. In this study, many challenges and difficulty faced in order to complete the work. Some lectures not filled up full questionnaire and some are not honest and many were very busy in their work and not interested in responding right away.

IV. RESULT AND DISCUSSION

Gender Distribution of Respondents

For analyzing the gender distribution of the respondents, the data was categorized among males and females. We observed that out of 100 respondents there were 62 males and 38 females (See Table 1).

Gender	Frequency	Percent
Male	62	62.0
Female	38	38.0
Total	100	100.0

Age Distribution of Respondents

For analyzing the age distribution of the respondents, the data was categorized among various ages such as lecturers. We observed that out of 100 respondents there were 18-25years, (4) Lecturer, 26-35years (43) lecturer,36-45years,(38)lecturer and 46-above years (15) lecturer (See Table 2).

Age in Years	Frequency	Percent
18-25	4	4.0
26-35	43	43.0
36-45	38	38.0
>=46	15	15.0
Total	100	100.0

Mean Difference across Gender

There are no significant difference among gender class(male& Female) related training & development programmes and Organizational Culture ,Organizational culture and performance management ,Organizational culture and Compensation administration but there are significant

difference in Organizational culture& recruitment and selection.

Sex	N	Mean	Std. Deviation	Std. Error Mean	
Organizational culture & recruitment and selection	Male	62	16.69	2.906	.369
	Female	38	17.71	1.784	.289
Training & development programmes and Organizational Culture	Male	62	16.84	2.656	.337
	Female	38	16.95	2.382	.386
Organizational culture and performance management	Male	62	12.53	2.201	.279
	Female	38	12.63	1.746	.283
Organizational culture and Compensation administration	Male	62	19.69	3.181	.404
	Female	38	19.42	2.786	.452

Variables	t-test for Equality of Means				
	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Organizational culture& recruitment and selection	-2.168	97.995	.033	-1.017	.469
training & development programmes and Organizational Culture	-.212	84.963	.833	-.109	.513
Organizational culture and performance management	-.250	91.500	.803	-.099	.398
Organizational culture and Compensation administration	.450	86.311	.654	.272	.606

Mean Difference across Age Group

Variables	Sum of Squares	df	Mean Square	F	Sig.
Organizational culture & recruitment and selection	2.992	3	.997	.146	.932
training & development programmes and Organizational Culture	12.997	3	4.332	.663	.577
Organizational culture and performance management	3.283	3	1.094	.259	.855
Organizational culture and Compensation administration	12.538	3	4.179	.449	.719

There are no significant difference among age group (male & female) related training & development programmes and Organizational Culture, Organizational culture and performance management, Organizational culture and Compensation administration and Organizational culture & recruitment and selection.

Culture and Recruitment and Selection

	Frequency	Percent
Strongly disagree	1	1.0
Disagree	1	1.0
Undecided	4	4.0
agree	36	36.0
Strongly agree	58	58.0
Total	100	100.0

The table number 6 shows that only 1 respondent were strongly disagreed with the statement but 36 respondents agree and 58 respondents strongly agree with the statement organizational belief positively affect recruitment of highly performing individuals.

Culture and Training

The table number 7 shows that 49 respondents agree and 41 respondents strongly agree with the statement training programs should be aligned with the organizational value.

	Frequency	Percent
Strongly disagree	2	2.0
disagree	1	1.0
undecided	7	7.0
Agree	49	49.0
Strongly agree	41	41.0
Total	100	100.0

Culture and Performance Management

	Frequency	Percent
Strongly disagree	1	1.0
disagree	2	2.0
Undecided	9	9.0
agree	48	48.0
Strongly agree	40	40.0
Total	100	100.0

The table number 8 shows that 48 respondents agree and 40 respondents strongly agree with the statement organizational value positively affect job performance management.

Culture and Pay structure

The table number 9 shows that 48 respondents agree and 29 respondents strongly agree with the statement Pay structures depends on the kind of value an organization adopts.

Culture and Compensation

Table number 10 shows that 47 respondents are undecided about whether compensation administrators always seek to achieve internal equity and consistency through organizational belief.

V. FINDINGS

58% of respondent strongly agree that Organizational belief positively affects recruitment of highly performing individuals. 51% of respondent strongly agree that

	Frequency	Percent
Strongly disagree	5	5.0
disagree	24	24.0
Undecided	47	47.0
agree	23	23.0
Strongly agree	1	1.0
Total	100	100

Organizational value positively affects individual's objectives. 51% of respondents were agreed that Organizational value positively affects individual values and culture. 49% of respondents opined that training programmes should be aligned with the organizational value. 52% of respondents were agreed that training and development positively improve the organizational belief. Only 48% of respondents were agreed that Organizational value positively affects job performance management. 42% of respondent strongly agree that Organizational belief positively affects performance of employees. 46% of respondents were agreed that employee performance affects organizational growth and development. 48% of respondents opined that pay structures depends on the kind of value an organization adopts.

VI. SUGGESTIONS

The management should focus on Organizational Culture for enhanced employee performance. Management should involve the employees in information sharing process which comes via training and development programmes. Management should provide training programs which help in organizational development to enhance the employee's satisfaction with the organizational culture. Management should develop compensation programs to achieve internal equity and consistency through organizational belief. Management should develop a compensation programs to support an organization that is in line with work culture or values.

VII. CONCLUSION

To conclude, we would like to say that working on this project for 3 months was a great experience. Our objective was to investigate the possible relationship between organizational culture and HRM practices. In this research it

TABLE 9: PAY STRUCTURES DEPENDS ON THE KIND OF VALUE AN ORGANIZATION ADOPTS

	Frequency	Percent
Strongly disagree	2	2.0
disagree	3	3.0
Undecided	18	48.0
agree	48	18.0
Strongly Agree	29	29.0
Total	100	100.0

was found that there was a strong relationship between organizational culture and HRM. A positive culture can influence a normal individual to perform and accomplish wonderful though a negative and feeble culture may demotivate an exceptional representative to fail to meet expectations and wind up with no accomplishment. The connection between organizational culture and HRM practices is evident from the result of the survey. So the management should consider Organization culture and value while developing HRM strategies (recruitment and selection, compensation, performance management and training and development.) for the Organization.

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