



“THE INFLUENCE OF ORGANIZATIONAL CULTURE ON HRM PRACTICES AT ACADEMIC INSTITUTIONS IN OMAN”

Dr. Renjith Krishnan K* Ms. Geeta Thakur **

** Lecturer, Shinas College of Technology, Oman.*

***Lecturer, Shinas College of Technology, Oman.*

Abstract

Organizational culture is one of the factors which affect employee's behavior. Studies in the organizational psychology and organizational behavior literature have shown that organizational cultural and HRM practice are major factors to the Organizational Success. Organizational culture represents the collective values, beliefs and principles of organizational members. This paper shows the results of the impact 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.

Key words: *Organizational Culture, HRM practices.*

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&Dubk vi s, Lot rs, 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”.

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).

Objectives and Research Question

The objective of the study is to investigate and analyse 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?

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. Hundred lectures were selected randomly for the survey. The quantitative data collected through the questionnaire and were statistically analyzed using frequency distribution, ANOVA and t-test.

Results 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, 26-35yars (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

Table 4.22: t - Test for the mean difference across the genders

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

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.

Table 4.23: ANOVA table for comparing means between different age groups

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

Findings

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

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.

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. The research question we attempt to answer is whether there is any relationship between function of HRM and organizational culture. Where human resources functions such as recruitment and selection, training and development, performance, and compensation management are affected by the organizational culture that can affect the performance of lecturers. So it can be concluded that the management should consider Organization culture and value while developing HRM strategies for the Organization.

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