

## A Psychological Study on Organizational Culture's Effects on HRD Programs

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### ABSTRACT

The key attribute of the new economic climate is the loosening of restrictions, which paves the way for increased economic growth and entrepreneurship. The "licensing system" has been largely superseded by the "market system," which is now in place. The challenge of Human Resource Management (HRM) techniques would be to establish an environment of resilience that is capable of accommodating and successfully assimilating changes in systems, structures, technologies, and methodologies, among other things. The people involved would have to give the process of change the appropriate significance. This study elucidates how an organization's culture affects how it develops its workforce based on psychological perception of humans. In order to comprehend the research pertinent to this topic, a variety of literature and studies are addressed along with an overview of the subject. People who are relevant to the practices of human resource development and training are surveyed for this study. The findings demonstrate the relationship between organizational culture and human resource development as well as the factors that function as mediators between these elements within an organization.

**Keywords:** Organizational Culture, Human Resource Practices, Training and Development, HRD Programs.

### 1. INTRODUCTION

Organizational practitioners and policymakers face scopes and problems today. Many studies have examined how "organisational culture" affects a company's HRD programmes. How do these programmes work? Corporate culture helps employees acquire new technical and behavioural abilities, say experts. Kotter and Heskett, Hofstede, 1980, Magee, 2002, and Hofstede, 1980) suggest this because it helps employees acquire new abilities. Ethics motivate individuals to do good. Ethical business practises may affect how a company's workers behave. Cultural traits may help a firm succeed since they are hard to pinpoint as the source of a company's success (Barney, 1991; Peters and Waterman, 1982). New technology changes "human resource development programmes" as the world evolves, so do organisations. Firms have various trust, attitude, and assumption arrangements. A company's culture evolves throughout time to fulfil its demands and remain ahead of the competition in every position. This study focuses on the following research questions:

Does organisational culture affect recruiting and selection?

Organizational culture affects training and development?

Does corporate culture affect compensation management?

Are a company's performance management functions and culture intrinsically tied for success?

## 2. LITERATURE REVIEW

In this section, the review of several literature and previous studies are given and the relevant information obtained. The outcomes of the past studies show several relations among organizational culture and human resource practices. The obtained knowledge is discussed in the below section.

### 2.1 ORGANIZATIONAL CULTURE CONCEPTS

Cultural organization (Shakya, Vivek Mittal, and Neha Prakash, 2021) is what coworkers think and believe. (Hofstede, 1990) describes organizational culture as a distinguishing concept. It includes natural settings, rituals, atmosphere, values, performance assessment, training, recruiting, and selection. Organizational culture can help people stay on track and adjust to success. (Schneider and Smith, 2004) believe top-down company culture. When HRM prioritizes work-life balance, organizational culture improves. Businesses have implemented creative HRM practices as they've realized the value of happy workers to their bottom lines (HRM). Work-life balance enhances job satisfaction. WLB helps businesses and workers succeed (Agrawal and Kumar, 2021). It affects people's behavior.

Organizations have different perspectives, beliefs, and attitudes. Some companies emphasize hiring, training, development, pay, and performance. A company's culture may affect hiring. Morality inspires good behavior. Ethical corporate practices may effect employee behavior. Corporate culture is a "moving force". The figure 1 illustrates the concept of organizational culture in brief.



Figure 1: Organizational Culture

### 2.2 HRMANDORGANIZATIONAL CULTURE

Accurate "employee selection" decisions are crucial to a company's success. Companies desire people who can work in a complicated, dynamic environment. People generate and preserve a company's competitive advantage in a commercial world where intellectual capital is traded. (Chartman, 2001) defines motivational fit as work-and organization-fit inspiration. "Realistic Job Previews" and "Day in the Life profiles" help you understand the job and firm. This will assist applicants assess their suitability. Many applicants can self-screen out of the process (Verma, D. A. S. 2021).

### 2.3 EFFECT OF CULTURE OF ORGANIZATION ON HRM DEVELOPMENT AND TRAINING

Training and development aid in the efficient use of human resources, which in turn aids employees in achieving both organizational and individual goals. It also aids in the development and improvement of organizational culture by instilling good attitudes and perceptions about the organization. Employee performance is also triggered by creativity and invention, which is aided by the corporate culture that training and development programs give. On the other hand, it is said that gaining a competitive advantage that is based

on knowledge acquisition and helps to integrate corporate culture and social presence might be the real reason why information is shared through training and development programmers Siegal and Sussman (2003). So, we come up with Hypothesis, An organization's training and development programmed are a direct result of the way it runs its business.

### 2.4 PERFORMANCE MANAGEMENT AND ORGANIZATIONAL CULTURE

Strong culture boosts staff performance. Employee loyalty increases when they grasp the company's culture. Firms and employees benefit from quality awareness. Strategic planning emphasises customer-related "intangible assets". Financial and non-financial performance determine a company's success. HR efforts and policies may promote business culture.

### 3. RESEARCH METHOD

This research will examine the influence of HRD activities such as recruitment and selection, training, development, performance management, and pay administration on organizational culture. Fig. 2 from the preceding literature shows a research model.

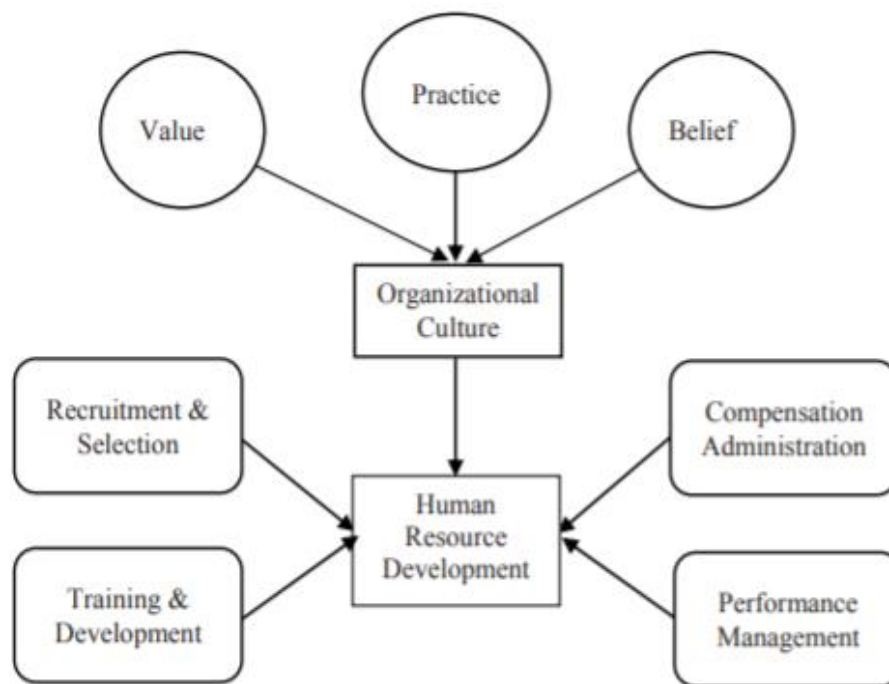


Figure 2: Research model

### 3.1 SAMPLING

The study's target demographic is comprised of individuals associated with the organization's training and development initiatives. The human resource management of an organization is composed of several people and they are responsible for these development and training practices within the organization. The functioning of HRM also faces several challenges in terms of maintaining its productivity (Kamal and Mittal, 2021). This study considers those people as they are also influenced by organizational culture.

### 3.2 DATA COLLECTION

The primary source of data is through surveys of individuals involved in human resource management practices and development. Secondary data in this study is collected from several journals and articles relevant to this topic. The collected data is stored securely and the privacy of the data is maintained.

#### 4. DATA ANALYSIS AND RESULT

The recruitment process is positively associated with individual objectives, which could be explained by employees' prior awareness of the institution's values, beliefs, and practices. Organizational growth and information sharing were discovered to be positively connected. This suggests that when workers acquire the knowledge they need quickly and correctly, their organisations flourish.

Table 1 shows the Summary of the Correlation Coefficients between demographical variables and Organizational Effectiveness dimensions (N=200)

Predictors/ Criterion variables	Coefficients				
	Innovation	Productivity	Interpersonal relationships	Job satisfactions	Total Organizational effectiveness
Age	.009	.031	.045	.094	.040
Gender	-.040	-.053	.023	.067	-.012
Marital Status	-.065	-.047	-.022	-.063	-.056
Total Work Experience	-.011	.019	-.008	.100	.009

**Table 1: Summary of the Correlation Coefficients between demographical variables and Organizational Effectiveness dimensions (N=200)**

\*p<0.05 (Two Tailed); \*\*p<0.01 (Two Tailed)

Age, gender, marital status, and total work experience are non-significant with organisational success and overall organisational effectiveness. Table 2 shows the association between HRD Climate and its dimensions (General Climate, OCTAPACE (Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, Collaboration and Experimentation) Culture, and HRD Mechanism) and total organisational effectiveness and its dimensions.

Predictors/ Criterion variables	Coefficients				
	Innovation	Productivity	Interpersonal relationships	Job satisfactions	Total Organizational effectiveness
General Climate	.569**	.570**	.613**	.322**	.663**
OCTAPACE culture	.588**	.596**	.660**	.197**	.682**
HRD Mechanism	.583**	.474**	.584**	.249**	.624**
Total HRD Climate	.611**	.583**	.654**	.267**	.694**

**Table 2: the association between HRD Climate and its dimensions (General Climate, OCTAPACE Culture, and HRD Mechanism) and total organisational effectiveness and its dimensions.**

\*p<0.05 (Two Tailed); \*\*p<0.01 (Two Tailed)

It is clear from the data shown in the table that there was a substantial positive correlation between overall climate and organisational performance and its many dimensions ( $p < 0.01$ ). In a similar vein, the OCTAPACE Culture has a substantial positive link with both the organisational effectiveness and its aspects ( $p < 0.01$ ). It was found that HRD mechanism had a substantial positive correlation with organisational effectiveness and the dimensions of that effectiveness ( $p < 0.01$ ). Last but not least, the total HRD Climate was found to have a substantial positive correlation with all of the measures of organisational efficiency ( $p < 0.01$ ).

## 5. CONCLUSION

Research indicates that "belief, value, and practice" are the connecting factors between the hiring process and the company culture, making the two interdependent on one another. It's possible for managers or recruiters to use the process of hiring new employees to provide prospective workers with crucial information about the company. This will also help potential employees determine whether or not they align with the principles, values, and procedures of the company. The development of human capital will proceed more quickly, and corporate turnover will decrease. Training and development programmes for employees should take into account the owners', managers', and decision-makers' own set of core values, beliefs, and practices. This assists workers, both new and long-term, in adjusting to the culture of the business. Employees who do not learn are referred to as "nonconformists," and the company may terminate their employment during the first phase of the three-phase technique. Employees are better able to comprehend happenings in the workplace if they are familiar with the "organizational culture," which includes the values, beliefs, and practises of the company.

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