A Study on HR Practices and Organizational Culture with Special Reference to Titan Company Limited

Jayanthi B. S, Raghu Nandhan

Adhiyamaan College of Engineering, Hosur, Tamil Nādu, India

Corresponding author: jayanthikrishnan2906@gmail.com

Abstract: *This paper examined the relationship between HR practices and Organization Culture with reference to Titan company limited in Hosur. Organization culture has developed in the Indian environment along with global work values. HR practices are crucial concerning Organization Culture. This study examined the relationship between HR practices such as Recruitment and Selection, Training and Development and Compensation and Administration towards Organization Culture. The data were collected from 163 employees of Titan company ltd, using the quantitative approach based on the questionnaire data collection method. The result indicated that direct path relationship among HR Practices and Organization Culture were positive and significant. Moreover, the study also found that Organization Culture positively mediates between the relationship of HR practices and Organization Culture.*

1. INTRODUCTION

Organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of a business. Organizational culture influences the way people interact the context within which knowledge is created the resistance they will have towards certain changes, and ultimately the way they share knowledge. Organizational culture represents the collective values, beliefs, and principles of organizational members. It may also be influenced by factors such as history, type of product, market, technology, strategy, type of employees.

2. REVIEW OF LITERATURE

A literature review or narrative review is a type of review article. A literature review is a scholarly paper, which includes the current knowledge including substantive findings, as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources, and do not report new or original experimental work. Most often associated with academic-oriented literature, such reviews are found in academic journals, and are not to be confused with book reviews that may also appear in the same publication. Literature reviews are a basis for research in nearly every academic field.

Pillai (2011) made an attempt to analyse the influence of the human resource development climate existing in banks on the learning orientation of the employees. The objectives of this study were to find the extent of influence of human resource development climate on the learning orientation of its employees, to study the perception of OCTAPACE and human resource development sub-systems in the banks among different types of learners, to study how do the bank employees with different learning orientation perceive the general climate existing in their organizations.

Budhwar (2012) gave an overview of human resource management and the strong existing pattern of human resource practices in India with the specific objective of identifying the main contingent variables and national factors that influence Indian human resource management policies and practices. The investigation was based on a questionnaire survey carried out in one hundred thirty-seven Indian firms in manufacturing sector.

According to Dwivedi (2013), it is very difficult to initiate competitive strategy based on human resources. The key to competitive advantage in the modern world is the application of sophisticated HR policies and practices, the survival and growth of today's organization necessitate close linkages between HR and business policy and planning. He also mentioned the old and new concepts of HRM.

The Research Practice gap in HR Management: A cross-cultural study. In this study, examine the cross-cultural differences in human resource HR Managers belief in effective HR Practices by surveying HR Practitioners in Titan Company Ltd, Hosur. Similar to previous studies from India, there are large discrepancies between HR Practitioners belief and research findings, Particularly in the area of staffing. In addition, that interpersonal-oriental aspects of HR Practices, interprets the differences using Hofstede's cultural dimensions (Power Distance, Individualism versus collectivism, Masculinity versus Femininity, Long-term Orientation versus short-term orientation, and uncertainty Avoidance). We discuss the overall nature of the science-practice gap in HR Management, and the implications for evidence-based Management.

3. RESEARCH METHODOLOGY

Research methodology is a simple framework or plan for the study that is as guide in collection and analyzing the data. It is the blueprint that is followed in completing the study. Thus, good research methodology ensures the completion of the project efficiency and effectively since there are many aspects of research methodology, the line of action has to be chosen from the variety of the alternative, to choose the suitable method through the assessment of various alternatives.

Statement of the problem: We consider organizational culture and HR practices to be the result of those factors in an organization that cause culture for the employees, and in turn have organizational consequences. For example, organizational needs or changes, in reporting relationships may occur.

- o Competitive edge derived from innovation and service.
- o Consistent, efficient employee performance.
- o Team cohesiveness.
    - ▪ High employee morale
    - ▪ Strong company alignment towards goal achievement

The study is to be conducted to know the organizational culture towards employees and HR Practices among employees, official factors and suggestions for improving organization effectiveness in order to maintain the relationships of organization among employees.

Scope of Study: Human resource management is the ability to attract. The satisfied and loyal employees can only provide productivity to the concern. To attain loyal and satisfied employees is a difficult task to the companies. Organizational culture and HR Practices are the root cause for every organization to run their productivity. The study is conducted to identify the social economic conditions of the respondents, various factors or avoiding cultural causes in the company. To manage the practices among employees and ways to reduce the cultural conflicts in the organization based on the opinions expressed by the employees regarding implementations. The study covers the level of HR Practices among the employees of Titan Company Ltd, Hosur. The relationship between HRM Practices and organizational culture among respondents in the organizations.

Objective of Study:

- ➤ To analyze the organization culture and HR practices among the employees at Titan Company Ltd, Hosur.
- ➤ To know the awareness about the culture and practices and study the important ways that helps to maintain relationships.
- ➤ To investigate the various HRM Practices, i.e., planning, recruitment, selection, performance evaluation, training and development, career management and rewards in private sector organizations.
- ➤ To study and examine the relationships between various aspects of HRM practices and organizational culture.
- ➤ To find whether there is any difference in the organizational cultures of the under study.

Research Design: Analytical research is a type of research that utilizes thinking to find out facts about a given topic and from the answers obtained to develop new and useful ways of doing things. Critical thinking is a method of thinking that puts assumptions into question to decide whether a given claim is true or false. The major purpose of this study is to analyses and interpret the data items and its relationships. The research design adopted for the studies is descriptive design. The researcher has to describe the present situation in order to know the behavior of the buyers. Hence descriptive research study is used. Descriptive research can only report what has happened and what is happening. Research Methodology is a systematic way to solve a research problem; It includes various steps that are generally adopted by a researcher in studying the problem along with the logic behind them.

4. DATA ANALYSIS & INTERPRETATION

Percentage analysis: Percentage methods are used in marketing comprehension between two more series of data. Percentages are used to compare the relatives' terms, the distribution of two or more series of data and are presently by way of bar diagram and pie diagram in order to have a better understanding.

TABLE 1. Case study

		Number of Respondents	Percentage
Age	<=25	80	49.1
	25-30	80	49.1
	31-35	3	1.8
	Total	163	100.0

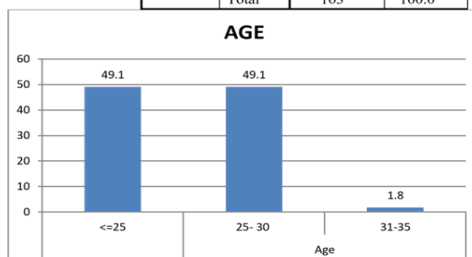| Education		Number of Respondents	Percentage
Education	<SSC	21	12.9
	SSC/Dip	64	39.3
	U.G.	78	47.9
	Total	163	100.0

FIGURE 1. Age of employees

Thus, the above tabulation shows that 49.1% of the respondents ages are less than 25, 49.1% of the respondents age is in between 25-30, 1.8% of the respondents age is more 30-35.

TABLE 2. Anova: Single Factor

	Sum of Squares	df	Mean Square	F	Sig.
Regression	292.169	7	41.738	96.600	.000[b]
Residual	66.972	155	.432		
Total	359.141	162			

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.033	.179		.182	.856
	Recruitment and Selection	1.102	.292	.792	3.767	.000
	Training and Development	.270	.127	.199	2.124	.035
	Performance Management	-.961	.221	-.750	-4.339	.000
	Organizational Value	-.220	.213	-.170	-1.033	.303
	Organizational Belief	-.727	.127	-.597	-5.742	.000
	Organizational Practices	.053	.076	.038	.699	.485
	Organizational Performance	1.492	.099	1.199	15.127	.000

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
	.448[a]	.201	.196	1.30601	.201	40.516	1	161	.000

At the $\alpha= 0.05$ level of significance, there exists enough evidence to conclude that the slope of the population regression line is not zero and, hence, that age is useful as a predictor of organizational improvement. The regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

5. FINDINGS, SUGGESTIONS & CONCLUSION

Findings

- As on s Employee Engagement: Organizations with high levels of employee engagement tend to have better performance, productivity, and profitability. Employee engagement can be enhanced by providing a positive organizational culture, supportive leadership, and opportunities for growth and development.
- Diversity and Inclusion: Organizations that value diversity and inclusion tend to be more innovative and have better business outcomes. Creating a diverse and inclusive workplace involves implementing

practices that promote fairness, equality, and respect for all employees.

- **Performance Management:** Traditional performance management systems that rely on annual performance reviews and ratings have been found to be ineffective. A more effective approach involves ongoing feedback, coaching, and development opportunities to help employees improve their performance.
- **Talent Acquisition:** Organizations that prioritize a positive candidate experienceduring the recruitment process tend to attract and retain high-quality talent. This involves implementing recruitment practices that are transparent, efficient, and respectful of candidates' time and efforts.
- **Leadership Development:** Effective leadership is critical to the success of an organization. Developing effective
- leaders involves providing leadership training and development opportunities, as well as promoting a leadership culture that values empathy, collaboration, and accountability.

Suggestions: The Organizational culture should be such that it promotes both Productivity and happiness and has given certain suggestions for employees, especially beginners, to adjust with the organizational culture. The same tips would be well appreciated and can be applicable to the employees from Indian industrial sector too. These suggestions are mentioned hereunder. Introduce oneself to co-staff, superiors to the extent possible voluntarily, without being asked for. This initiative facilities better working relations and effective adaptation to the work responsibilities. Employees' dress patterns should be such that they are acceptable to others and is in conformity with the accepted way of life. Ask smart and pertinent questions with care only to the right people and avoid questioning too often. Identify a mentor who can really guide in work and behavior and establish rapport with employers. Follow those employees who have leadership qualities and those who have credibility in the organizations. Avoid talking critically about others and about the projects\work of the organization and also personal questions which may embrace people. Follow the pattern of communications preferred by the supervisor thereby one can establish strong professional leadership.

6. CONCLUSION

This paper has shown a significant, positive and meaningful relationship between HRM Policies and organizational culture. HRM Practices become the means whereby organizational culture is created and sustained. Designing new culture requires that HRM Professionals are ahead of the cultural change curve with innovative and exciting HRM Practices. HRM has been proposed by others to be a potentially powerful lever for shaping and changing the culture of an organization to make the organization more effective (Schien 1983; Ulrich 1997). This is a study of HRM practices at AVTEC Ltd, Hosur. This provides support to the fact that the adoption of HRM practices is contingent on the specific requirements of an organization (Schuler and Jackson, 1981). There is a significant difference between the socio-economic support in an organization. One finds no significant difference in the other three variables of organizational culture in AVTEC Ltd, Hosur. i.e., Self-Realization, Status Enhancement, and Inventive values. The results developed through inferential analysis to measure differences among the variables of HRM Practices and organizational culture in AVTEC Ltd, Hosur as follows:

- ❖ It is evident that the organization showed relatively better perception of Planning, Recruitment Process, Selection, Performance evaluation and Career Management aspects of HRM Practices.
- ❖ There is no significant difference in Training and Development and rewards as per the response of the respondents.
- ❖ Planning, Recruitment, Selection, Training and Development, Performance evaluation, Career Management and rewards are significantly correlated with all the dimensions of organizational cultures.

REFERENCES

[1]. Donate, M. and Guadamillas, F. (2011), "Organizational factors to support knowledge management and innovation", Journal of Knowledge Management, Vol. 15 No. 6, pp. 890-914.
[2]. Lee, H., Park, J., Ngan, S. and Tian, T. (2017), "Vertical fit of HR practices and organizational culture: a case of a large-sized Korean conglomerate", Evidencebased HRM, Vol. 5 No. 2, pp. 122-138.