

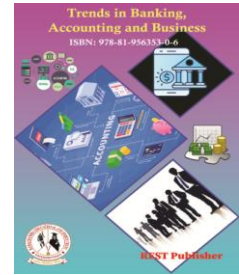


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# A Study of Human Resource Practices and Organizational Culture With Reference to Manufacturing Companies in Hosur

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**Abstract.** The research work examined the relationship between HR practices and Organization Culture with reference to manufacturing companies 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 main objective is to analyze the Organization culture and HR practices among the employees in the Manufacturing Companies, Hosur. The report is been analyzed by using various tools such as percentage method, chi square analysis, f-test, correlation analysis, and regression analysis. And thus the data is generated by the finding, suggestions, conclusion and scope of future research on the study. Descriptive research design was used for the study to know the characteristic features of the respondents. The data were collected from 163 employees of manufacturing companies using the Google form in a quantitative approach based on the questionnaire the data was collected. 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.

**Keywords:** Human Resource Practices, Human Resource Management, Organization Culture, Organizational Performance.

## 1. INTRODUCTION

**Organizational Culture:** Organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of a business. The 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. Culture includes the organizational vision, values, norms, systems, symbols, language, assumptions, environment, location, beliefs, and habits.

**HR Practices are important:** Human Resource Management deals with issues related to compensation, performance management, organization development, safety, wellness, benefits, employee motivation, training and others. HRM plays a strategic role in managing people and the workplace culture and environment.

**HR Best Practices:** These areas include recruitment and selection, training and development, transparency, employee benefits, employee incentives, compensation and evaluations, compliance, and terminations.

## 2. OBJECTIVES OF THE STUDY

- To analyze the organization culture and HR practices among the employees in the Manufacturing Companies, 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.

### 3. SCOPE OF THE STUDY

Human resource management is the ability to attract. The satisfied and loyal employees can only provide productivity to the concern. To attain the loyal and satisfied employees is 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 condition soft he 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 in Manufacturing Companies Ltd, Hosur. The relationship between HRM Practices and organizational culture among respondents in the organizations.

### 4. REVIEW OF LITERATURE

The 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.

**International reviews:** Clark, 2016 reveal in his studies that Work–life balance is defined as an employee’s perception that multiple domains of personal time, family care, and work are maintained and integrated with a minimum of role conflict.

Hans Seyle, 2016 described a three stage general pattern of physical responses as a result of chronic organizations. Organization is not merely physiological response to a organization situation. Organization is an interaction between that individual and source of demand within their environment. The employee must observe the situation that is threatening. Perception of the situation occurs sat the level of cognitive assessment. The employee's emotional, cognitive, behavioral, and physiological response to organization has a direct association to the characteristics of the organization, the resources the employee has to safeguard the organization, and the employee's personal characteristics.

#### National reviews:

Kundu and Malhan (2016) intended to assess the HR practices in insurance companies. Primary data based on two hundred eighteen respondents from four insurance companies (two multinational-7 branches and two Indian-7 branches) were analyzed to assess HR practices being practiced by insurance companies in India. Training and benefits was found highly in practice in the insurance companies.

Birasnav and Rangnekar (2017) conducted a study on the structure of human capital enhancing HRM practices in India. This study analyzed four hundred seventy two employees’ responses who worked in Indian manufacturing industries, to identify the pattern soft human capital enhancing HR practices.

### 5. RESEARCH METHODOLOGY

Research is thus, an original contribution to the existing stock of knowledge making for its advancement. It is the pursuit of truth with the help of study, observations Comparison and experiment. In short, the search for knowledge through objective and systematic method of generalization and the formulation of a theory is also theory is also research. To perform research methodology the research design, sampling method, data collection, tools used for the study is important.

### 6. DATA ANALYSIS

#### Percentage analysis:

TABLE 1. Age of the respondents

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

Source: Primary data

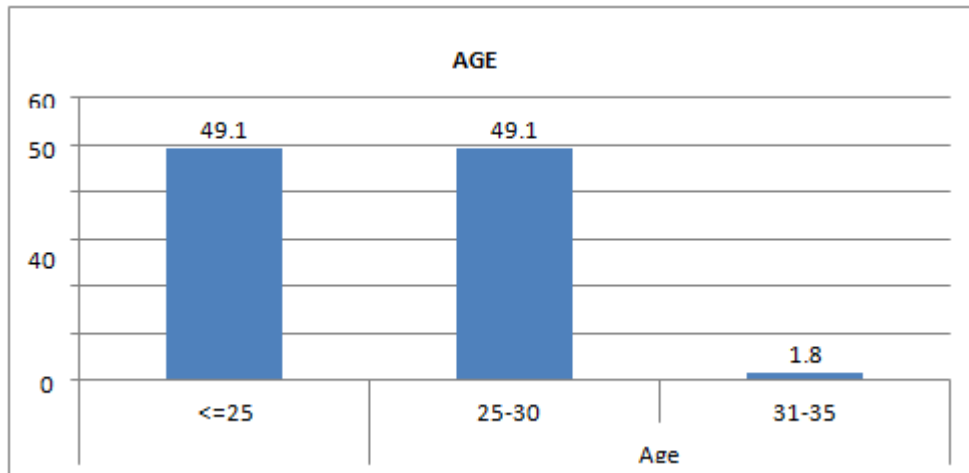


FIGURE 1. Age of the respondents

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

**Chi square analysis:**

Difference between Age of The Respondents And Recruitment Selection Practices

Null Hypothesis (H<sub>0</sub>): There is no significant difference between Age of the respondents and Recruitment and Selection Practices.

Alternative Hypothesis (H<sub>1</sub>): There is a significant difference between Age of the respondents and Recruitment and Selection Practices.

**Chi-square test:**

TABLE 2

	Value	Df	Asymp. Sig.(2-sided)
Pearson Chi-Square	18.887 <sup>a</sup>	8	.015
Likelihood Ratio	15.510	8	.050
Linear-by-Linear Association	3.383	1	.066

Interpretation:

Thus it report the significance test like, an association between Age and Recruitment and Selection Practices was observed,  $\chi^2(8) = 18.887$ ,  $p = 0.015$ . Significance Value 0.015 < 0.05. So, we accept Null Hypothesis (H<sub>0</sub>). There is a no significant difference between both the variables.

**Findings:**

- It is concluded from the above study that the majority of the respondents working are Male in the Organization.
- 49.1% of the respondent's age is in between 25-30.
- An association between Age and Organizational Practices was observed.

## 7. SUGGESTIONS OF STUDY

- Introduce oneself with co-staff, superiors to the extent possible voluntarily, without being asked for. This initiative facilitates better working relations and effective adaptation to the work responsibilities.
- Employees dress pattern should be such that it is acceptable to others and is in conformity with the accepted way of life.
- Ask smart and pertinent questions with care only to right persons and avoid questioning too often.

## 8. CONCLUSION

This paper has shown a significant, positive and meaningful relationship between HRM Policies and organizational culture. HRM Practices become the means where by organizational culture is created and sustained. It is evident that 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 significant correlated with the entire dimension soft organizational cultures.

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