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## Human Resource Policy, Organizational Culture and Organizational Effectiveness: A Conceptual Study

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### **Abstract:**

*UGC has created unlimited opportunity for private parties to open Universities. Number of private universities has increased like anything in the last fifty years. Industrialists have also opened new universities either as a part of CSR or for lack of supply of competent people for their industry. Universities are trying to make a quick money. Students are much more intelligent than previous generation. Both parents and students are demanding. Compared to Industry, universities pay a meagre amount. Govt red tapism make path for foreign universities tough. So, just like in a perfect competition, survival of the fittest will be there. So, the burning question is –what universities should do so that they can be ahead of others. Better performance come from brilliant people working for the same cause in a harmonious manner. It starts with good HR policy creating dancing floor for committed, dedicated and talented people who are glued together because of an exceptional HR policy giving rise to superb performance of the university. Available literature has been studied to explore the relationship between HR Policy, Organizational culture and organizational effectiveness. The current paper aims at capturing the literature and proving their relationship.*

**Keywords:** HR policy, organizational culture, organizational effectiveness, private universities

### **1. Introduction**

Over the past decade, there has been an increasing emphasis by researchers and practitioners alike on the importance of human resources as one of the key ways of gaining a competitive advantage for a firm (Muduli, 2015). People make organizations successful not the buildings. Universities are facing tough competition. So need for good HR policy is there to make the universities float properly. Now-a-days Universities are coming up with HR department, training department. HR policies ensures organizational success through a competent and motivated faculties and staff. Ulrich (1997) said that to capitalize on new opportunities, HR policy plays the key role. Sett (2004) argued that the globalization of the South Asian economy has been accompanied by an increasing use of HR policy.

HR policy ensures proper recruitment & selection, training & development, performance appraisal, career planning system, employee participation, compensation system for efficient and effective utilization of skilled & motivated human resource to achieve strategic and operational objectives of the university.

In universities of India good HR policy remained an ignored area as on date. Sett (2004) is of the view that since the mid 1980s, with the opening of economies in most South Asian countries, the industries underwent qualitative changes, making it imperative for the region that a comprehensive strategic approach to manage people be adopted. HR policy in private universities of India was adopted in response to the challenges posed by globalization to bring efficiency in the economic and business activities. However, the adoption of HR policy is still in its infancy in India.

Working procedures of the universities across the world is changing very fast. Good HR policy can meet the challenges. Managing baby boomers and the new generation simultaneously, at different work sites in a dynamic environment is a tough task. They need special treatment in different ways; some prefer one dimension of benefits while others have difference of preferences. Therefore, implementation of HR policy to strengthen an organization by increasing employees' performance is a tricky but essential venture.

Economies of scale, proper use of technology, access to capital, creativity and innovation results in success. This is possible when competent human resource with proper attitude, skills and knowledge has been selected on merit, so that they can work positively towards growth of the university. Although in most of the developing countries, the main hindrance of growth and profitability of university is either no or negligible use of professional HR policies.

### **2. Conceptualization and Proposition**

Numerous research has been conducted on human resource management within the context of organizational effectiveness (Ghebregiorgis & Karsten, 2007; Muduli, Verma, & Datta, 2016). Further, recognizing the concept of Black Box, HRM effectiveness research has recently recognized the role of social variables including organizational culture in mediating the relationship of HRM

policies and organizational effectiveness. It is with this context that we propose to examine the relationship between human resource policies, organizational culture and organizational effectiveness.

### *2.1. Human Resource Policies and Organizational Effectiveness*

Richard (2001) found whether strategic human resource practices effect organizational level outcome. Strategic human resource management significantly reduces employee turnover and increase overall market performance assessment. When strategic human resource management is moderated by capital intensity then firm productivity and return on equity is affected.

Pounder (2002) attempted to produce an objective assessment criteria through the development of an organizational self-assessment scales for public funded Universities of Hong Kong. The result of the study highlighted HRM issues that are relevant for Organizational effectiveness in Hong Kong higher education.

Perk et al. (2003) examined the impact of human resource practices on performance of Japanese multinational company's subsidiaries operating in US and Russia. The results support that employee skill, attitude and motivation play a mediating role between HR systems and firm outcomes in multinational organizations.

Lopez et al. (2005) investigated the relationship between high performance human resource practices, organizational learning and business performance of Spanish universities. It was found that high performance human resource practices have a positive effect on organizational learning, which in turn has a positive influence on business performance. It was also found that the human resource practice has no direct effect on business performance.

Kaya (2006) examined the role of HRM practices and corporate entrepreneurship on firm performance. HRM plays a mediating role. HRM practices (which emphasize behavior and attitude, extensive training, training on the job skills, written constructions and procedures, team activities, training in multiple functions, incentive to meet objectives, communication of strategy, interaction facilitates, feedback on performance) are important for enhancing firm performance.

Tessema & Soeters (2006) had examined how, when and at what extent human resource practices affect performance of the university system. They have studied eight human resource management elements such as: recruitment and selection practices, placement, training, compensation, employee performance evaluation, promotion, grievance procedure and pension programmes, to see their performance optimization outcomes based on competenceies, motivation, role clarity and retention.

Venhala et al. (2006) tried to evaluate chances of human resource policies and practices impact on company performance. It is found that HR practices is a good predictor of company performance.

Akhtar et al. (2008) examined factorial validity of strategic human resource management practices and their effects on performance of Chinese enterprises. HR policies (training, participation, results-oriented appraisals, and internal career opportunities) affect both product/service performance and financial performance. Employment security and job descriptions contribute uniquely to product/service performance, whereas profit sharing contributes uniquely to financial performance

Abdullah et al. (2009) have studied the effect of training and development, Team Work, Compensation, HR planning, Performance appraisal and employees security on business performance on Malasian's private business. Results show that training and development, team work, HR planning and performance appraisal have positive and significant influence on business performance.

Caliscan (2010)in his paper first did an extensive literature review on human resource management as a competitive advantage, the strategic role of human resource management and then how strategic human resource management impacts organizational performance. The finding is that the way an organization manages its human resources has a significant relationship with the organization's performance.

Khan (2010) measured recruitment and selection, training and development, performance appraisal, compensation and reward, employee relations to see their impact on performance optimization of oil and gas industry of Nigeria. A positive and statistically significant association of these practices with performance optimizations is established.

Khalid & Rehman (2010) investigated the impact of human resource management practices on performance optimizations of two telecommunication companies. Training, employee participation, job definition, compensation and selections are positively associated with the overall performance optimization.

Kim (2010) in his study addressed the question whether public sector can increase productivity through competition in spite of inherent limitations by examining the impact of four factors (rewards for merit such as salary and benefits, opportunities, organizational rules, and the capacity to deal with risks as perceived by employees) that contribute to employees expectations regarding competitive work environments on organizational performance in terms of overall quality of work and client satisfaction.. It was found that salary and benefits were positively related to employee's perception of organizational performance. Moreover, employees perceptions of organizational performance tended to increase when they felt that organizational rules were oriented toward performance plus organizational members and top leaders exhibited greater risk-taking behaviors.

Qureshi et al. (2010) have selected human resource management practices such as selection, training, performance appraisal system, compensation, employee participation to see their impact on financial performance of banks in Nigeria. All variables have a positive relationship and impact on financial performance of banks. It was found that performance appraisal system is the least contributor to performance of banks.

Mukhtar et al. (2011) investigated the role of HRM in managing the organizational conflict in public sector Universities of Pakistan. It is found that functional conflict has a positive relationship with organizational effectiveness. HRM practices (namely recruitment and selection, training and development, performance appraisal and role of Union)can transform dysfunctional conflict into functional conflict and have significant relationship with the organizational effectiveness.

Oladipo et al. (2011) examined what is its impact of strategic HRM on organizational performance. Management development, innovative recruitment and selection system, regular training and development of personnel, equity based compensation system, performance appraisal system, effective career planning system and strong employee participation in organizations decisions and actions are the key strategic human resource practices that influence organizational performance in Nigerian manufacturing sector.

Moghli (2012) tested the effect of recruitment and selection on institutional excellence on private schools of Ammam, capital of Jordan. It was found that there is statistically significant effect of recruitment and selection on organizational excellence.

Bourne et al. (2012) investigated the contribution of business performance measurement (PM) and human resource management (HRM) practices to business performance in thirteen UK companies including private and not for profit organization. It is found that neither HRM nor PM practices alone are responsible for generating organizational performance. But it is their interaction that determines the process of generating organizational performance. An organizational social climate is generated due to interaction between Business performance Management and Human Resource policy which stimulates the employee efforts which are subsequently channeled towards strategic priorities by goal-setting, communication and control practices of Business performance management.

Rawashdeh (2012) studied the impact of human resource practices on corporate performance of Jordanian commercial banks. Result showed a positive and significant positive relationship between recruitment and selection, compensation and reward with corporate performance and a negative association between training and development and corporate performance.

Shah et al. (2012) in their research focused on important HR dimensions and HR outcome leading to organizational performance of telecom companies of Pakistan. It was found that employee development and performance should be main focus of HR department to increase employee's commitment to tasks and achieve organizational performance.

Waiganjo et al. (2012) examined that to what extent strategic human resource management influences firm performance from various critical perspectives. They developed a conceptual framework that tells that strategic human resource management (resourcing, training and development, teams and decentralization, sharing information, incentives on performance) have a positive impact on firm performance. Competitive strategies (cost led HR strategy, quality led HR strategy and innovation led HR strategy) work as a moderating variable.

Amin et al. (2013) in their paper examined the effect of human resource management practices on organizational performance of public universities of Malaysia. It was found that recruitment, training, performance appraisal, career planning, employee participation, job definition and compensation have a significant positive impact on university performance.

Ullah et al (2013) tried to find out impact of human resource management on internal customer satisfaction and organizational effectiveness in banking sector of Pakistan. It was found that some HRM practices (a recruitment and selection, training and development, performance appraisal, compensation and rewards, and employee participation) are linked with internal customer satisfaction and organizational effectiveness.

Agusioma (2014) critically analyzed the HRM practices effect on organizational performance of public Universities in Kenya with a focus on Nairobi. The study found that recruitment and selection, training and development, reward management and employee relations affect organization performance.

Arshad et al. (2014) in their conceptual paper has given typical example of different HRM practices and found out best fit HRM model for implementing the effectiveness of HRM practices to give rise to best organizational performance in local conditions of developing countries. This paper has presented a trust oriented HRM model that has taken care of Pakistani mindset. This framework will help HR specialist to create and sustain network and connections with people in a more trusted environment.

Burma (2014) did extensive literature review on human resource management, scope and affecting factors on human resource management, human resource management functions and relationship between organizational effectiveness and human resources. Human resource management has evolved from personnel management and then to strategic human resource management. The human resources are the companies' most important assets, and effective management of these resources will contribute to the sustainable competitive advantage of firms.

Luftim (2014) focused on the impact of the strategic management of human resource in achieving organizational performance. Strategic management of human resource practices has improved organizational performance.

Tehsildari (2015) in his research tried to find a framework for improving organizational effectiveness in Malaysian government universities. The findings reveal that employee participation, training, performance appraisal and job description have significant effect on organizational effectiveness.

- Proposition 1. Orientation, Training and Development as a HR policy positively related with Organizational effectiveness.
- Proposition 2. Performance Appraisal as a HR policy positively related with Organizational effectiveness.
- Proposition 3. Compensation and Benefit as a HR policy positively related with Organizational effectiveness.
- Proposition 4. Recruitment and Selection as a HR policy positively related with Organizational effectiveness.
- Proposition 5. Working Environment as a HR policy positively related with Organizational effectiveness.

## 2.2. HR Policies and Organizational Culture

Singh (2009) in his research focused on the positive significant relationship between HRM practices and organizational culture in private sector organizations of India. He found that HRM practices (namely planning, recruitment, selection, training and development, performance evaluation, career management, and rewards) have significant positive relation with organizational culture (self-realization, status enhancement, inventive values and socio-economic support).

Singh (2009) attempted to examine the impact of HRD practices namely planning, recruitment, selection, performance evaluation, training and development, career management and rewards on the organization culture viz. self-realization, status enhancement, sulphitic values and socioeconomic support in private and public sector organizations in India. The study revealed that the human resource development practices are a strong predictor of organizational culture both in private sector and public sector organizations in India.

Ehtesham et al. (2011) empirically tested the relationship between organizational culture and performance management practices in COMST Institute of Information Technology. Each dimension of the organizational cultural trait namely involvement, consistency, adaptability and mission are strongly and positively correlated with performance management practices.

Adewale et al. (2013) examined the impact of organizational culture on the human resource development programme of selected Nigerian Private Universities. He found that there is a close relationship exist between organization culture and recruitment, training, performance management, performance of employees, pay structure and compensation.

Chaturvedi (2013) in her research focused on positive relationship between HRM practices and organizational culture in few private sector organizations. It was found that there is a positive and significant relationship exist between HRM practices and variables of organizational culture is operationalized in terms of self-realization, status enhancement, inventive values and social economic support.

From the review of literature it was found that HR policy, organizational culture & organizational effectiveness / efficiency are strongly correlated. But most of the studies were done on industrial organization. Very few studies were done on HEIs. And on Indian context there was not a single one. So the objective of the study would be to find out the relation between all the three variables (HR policy, Organizational Culture & Organizational Effectiveness) in reference to Indian private Universities of Rajasthan.

- Proposition 6. Orientation, Training and Development as a HR policy positively related with Organizational Culture.
- Proposition 7. Performance Appraisal as a HR policy positively related with Organizational Culture.
- Proposition 8. Compensation and Benefit as a HR policy positively related with Organizational Culture.
- Proposition 9. Recruitment and Selection as a HR policy positively related with Organizational Culture.
- Proposition 10. Working Environment as a HR policy positively related with Organizational Culture.

### 2.3. Organizational Culture and Organizational Effectiveness

Forsythe (2005) Collaboration among organizational members was an affective aspect that made contribution to the overall effectiveness of an organization

Atkinson et al. (2006) in his article specifies the main steps to be taken to ensure culture and systems are harmoniously brought together to create a new high performing business. A six stage model was suggested by the authors to help develop a corporate culture that leads to high performance.

Mathew (2008) in his PhD thesis did an ethnographic case study to find the relation between organizational culture and organizational effectiveness in knowledge intensive firms. Integration perspective shows a positive relationship. Differentiation perspective shows that inherent inconsistency and conflicts have a negative influence. Fragmentation based analysis shows that culture has no role. It concluded that the argument that there is a relationship between culture and effectiveness is based on integration perspective.

Ooncharoen et al. (2008) examined and investigated the relationship between five dimensions of service culture (high-quality service, communicate openly and honestly, service responsiveness, service failure prevention, and service recovery) and organizational excellence of hotel business in Thailand. Results indicated that all service culture dimensions had a positive effect on organizational excellence.

Aydin et al. (2009) surveyed the employees of metalworking industries of Turkey for finding out the relationship between organization culture and effectiveness. There is significant correlation between organizational culture and effectiveness. Organizational culture can explain sixty percent of the total variance of organizational effectiveness.

Faerman (2009) examined perception of organizational member and housing staff of residence hall associations about organizational culture and effectiveness. The study indicated that there is a positive relationship between all ideal culture (Clan, Adhocracy, Hierarchy and Market) type scores and effectiveness constructs. A highly strong correlation was found between the clan ideal culture type and the three indicators of organizational effectiveness (housing relationship, Residence Hall Government effects, and formal processes).

Lejeune et al. (2009) surveyed deans and directors of European Quality Improvement System to find the impact of accreditation process on organizational effectiveness and culture in business schools. Cultural change which was result of accreditation system created positive impact on performance. Organizational effectiveness improved in three dimensions: "program development and quality of faculty", the "social openness and community interaction" and "ability to acquire resources". He found that adhocracy and market cultural types were strongly correlated to Effectiveness but Bureaucracy was not associated with any of Cameron's nine dimensions of organizational effectiveness.

Vallabah (2010) theoretically explained the relationship between organizational culture and organizational effectiveness.

Bailly (2011) examined the relationship between organizational effectiveness and organizational culture in selected higher education institutions. Organizational culture played a role in the effectiveness of the research administration unit of these three doctoral degree granting institutions.

Cruz et al. (2011) probed deep into the relationship between organizational culture, strategic management and decision making process on institutional effectiveness. Participants were faculties of Blue University in Texas. It was found that market culture was the

best predictor of institutional effectiveness while adhocracy, bureaucracy and clan cultures were the least effective predictors of institutional effectiveness.

Hassan et al. (2011) examined potential impact of organizational culture on organizational effectiveness in higher educational institution in Pakistan. Culture is a significant predictor of organizational effectiveness. Clan culture and adhocracy culture have a significant positive relation to organizational effectiveness while bureaucratic culture shows negative relation. Exception is noticed in market culture .Market culture has a vague relationship with organizational effectiveness.

Tojari et al. (2011) examined the effects of leadership styles and organizational culture on organizational effectiveness in Iranian sport organizations. They found that there is a positive and direct influence of organizational culture on organizational effectiveness.

Muya et al. (2012) explored in his paper what is there in institutional culture, measurement of institutional culture, measurement of institutional performance and impact of institutional culture on its performance. Type of culture prevailing in an institution has a great say on its performance. Strong culture leads to high performance in an institution. Behind strong culture there are three factors namely an influential leader creating desirable value, dedicated commitment to the values and a genuine concern for the well being of the organization by the shareholders.

Sinha et al. (2012) did exploratory case study to identify a suitable culture for business excellence and to assess and measure this culture. A sample of 400 executives and 1900 non executives of BHEL in India were surveyed. They used 15 dimensions to measure organizational culture. Results showed that the mean (%) for seven dimensions (Innovation, Communication, Environment, Humanistic workplace, Commitment, Systems, and Result orientation) was strong (>75%), and the remaining eight dimensions (Leadership, Structure, Job performance, Planning, Development of individual, Socialization on entry, Conflict tolerance, and Inter-department cooperation) was moderate (50-75%).

Alnasseri et al. (2013) explored the relationship between organizational culture, authentic leadership style and effectiveness of Middle Eastern construction organization. Organizational culture is positively and directly related to performance and effectiveness, but authentic leadership of project manager has an indirect relationship to effectiveness.

Qawasmeh et al. (2013) aims to determine the role of organizational culture (OC) in achieving organizational excellence (OE.) in a private university of Jordan. Results shows that there are strong positive correlations between overall university excellence and organizational culture. Organizational Culture is positively correlated with all four dimensions of organizational excellence (management excellence, Strategy excellence, structure excellence, employee's excellence).

Imam et al. (2013) examined the relationship between organizational culture and organizational performance of HEI of Pakistan with mediating role of individual readiness for change. Individual readiness to change act as a partial mediator between positive relationship of organizational culture (involvementtrait, consistency trait, adaptability trait and mission trait) and organizational performance. Relationship between different dimensions of culture and organizational performance is also found.

Acar et al. (2014) in his study aims to identify the dominant organizational culture types of private and public hospitals in Turkey while make a comparison between their effects on business performance. Dominant organizational culture in the Turkish healthcare industry is *Hierarchy* and it is followed by *Market* and *Clan* cultures. Market culture and clan culture do not lead to superior performance. Hierarchy culture improves service and financial performance in public hospital but not in private hospital. Market culture effects on financial performance in private hospitals but not in public hospitals.

Ashraf et al. (2014) tried to find out the relation between organizational culture, organizational innovativeness and organizational effectiveness. He also studied the mediating role of organizational innovativeness between organizational culture and organizational effectiveness. He chooses all full time faculties of Islamic Azad University (IAU) of Iran. Adhocracy culture, market culture and clan culture were found to have significant positive correlations with organizational innovativeness and organizational effectiveness. However, hierarchy culture showed no significant relationship with either organizational innovativeness or organizational effectiveness. Organizational innovativeness partially mediated the relationships among clan, adhocracy and market cultures with organizational effectiveness.

Mudor (2014) explored that the conceptual framework of organizational culture affects knowledge management and also examined the relationship between these two variables with organizational effectiveness. From the literature review a conceptual framework is formed. From the conceptual framework of this study, it can be concluded that organizational culture creates positive effected on organizational effectiveness. This will lead to competitive advantage. Relationship between organizational culture and effectiveness will improve. This will lead to development of organizational culture based on knowledge management. As a result organizational effectiveness will improve.

Omogafe et al. (2014) in his paper found out that six universities accredited by Nigerian University Commission had difference in organizational performance due to organizational culture. Adhocracy (ADC) and hierarchy (HCY) had significant positive relationship with performance, innovation, growth and competitive advantage. Market culture only significantly related to innovation. Clan culture was not significantly related to innovation, growth and competitive advantage.

Nazarian et al. (2015) investigated the role of size in the relationship between organizational culture and effectiveness in forty private organizations of Iran. It was found that among clan, adhocracy, market and hierarchy culture all but adhocracy culture has a strong correlation with organizational effectiveness. Relationship between clan, market, adhocracy and hierarchy culture with organizational effectiveness is significantly moderated by size of the organization.

- Proposition 11. Organizational Culture relates with Organizational effectiveness.

### 3. Conclusion

The study investigated the effect of various HR policies on organizational effectiveness through extensive literature. The literature also proved that HR policy also relates with organizational culture in Indian private universities. This means that when HR policy is good, the university will have good organizational culture. A good HR policy can make Faculties happy. Happy faculties make all happy stakeholders, thereby enhancing universities effectiveness.

The present study has focus on only five HR policy namely, Orientation, Training and Development, Performance Appraisal, Recruitment and Selection, Working Environment and Compensation and Benefit. So in future research other variables will be included. Further, as this is a conceptual type of research study, only propositions made about relationships among different variables so to make them realistic, future researchers can collect relevant data for the similar hypotheses. The present study has examined the role of organizational culture as mediating the relationship between HR policy and organizational effectiveness. Future research may be conducted to find out the mediating effect of other variables such as national culture, and many more.

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