

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE EFFECT OF ORGANIZATIONAL CULTURE ON HUMAN
RESOURCE MANAGEMENT PRACTICES IN IRAQ**

MASTER'S THESIS

Amat Alrahman Riyadh Jasim ALOBAIDI

Business Administration

Business Administration in English Program

NOVEMBER 2021

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Thesis Advisor: Assit. Prof. Dr. Ahmet ERKASAP

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T.C.
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LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

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DECLARATION

I, Amat Alrahman Riyadh Jasim ALOBAIDI, do hereby declare that this thesis titled as “The Effect of Organizational Culture on Human Resource Management Practices in Iraq” is original work done by me for the award of the masters degree in the faculty of Engineering Management. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (25/11/2021)

Amat Alrahman Riyadh Jasim ALOBAIDI



PREFACE

First, I would like to thank Allah, who always gives me the obligation and endurance to pass different difficulties and complete this thesis.

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ABBREVIATIONS

CVF : Competing Values Framework

HRM : Human resource management

OCAI : Organizational Culture Assessment Instrument



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THE EFFECT OF ORGANIZATIONAL CULTURE ON HUMAN RESOURCE MANAGEMENT PRACTICES IN IRAQ

ABSTRACT

The aim of the study is to present impact organizational culture on human resource management practices (HRMP) taking into account differences resulting from the existence of numerous typologies of such culture and focuses on a wide range of organizational culture's impact on diversified organizational variable remaining under the influence of adopted HRMP solutions. Human resource management practices can constitute a basis for analyzing their connections with organizational culture. There were 273 people working Iraq Baghdad Science and technology organization sector. Random sampling and a structured questionnaire were carried out using the research tool. The effects of 7 different HRMP on the organizational culture perception of the participants were measured.

Many regression analyzes were conducted and the statistical techniques were matched with the study goal, descriptive tables and data have been submitted for this purpose and Findings the results of the analytical analysis showed that the organizational culture and affect are related positively and significantly. This conclusion is confirmed by regression analysis, which shows that the organizational culture has a significant influence on human resource management practices. And Practical implications this study has numerous valuable implications for organizations in terms of developing effective strategies to promote employees and improve performance of human resource management practices.

Finally Originality/value this was the first attempt to propose and test a moderated model that investigates the organizational culture and human resource management practice organizations in Iraq .

Keywords: *Organizational culture, Human resource management practices*

İRAK'TA İNSAN KAYNAKLARI YÖNETİMİ UYGULAMALARININ PERFORMANSINI İYİLEŞTİRMEDE ÖRGÜT KÜLTÜRÜNE ETKİSİ

ÖZET

Çalışmanın amacı, örgüt kültürünün insan kaynakları yönetimi uygulamaları (İKYP) üzerindeki etkisini, bu tür kültürlerin sayısız tipolojisinin varlığından kaynaklanan farklılıkları dikkate alarak sunmak ve çok çeşitli örgüt kültürünün, çok çeşitli örgütsel değişkenler üzerindeki etkisine odaklanmaktadır. Benimsenen HRMP çözümlerinin etkisi. İnsan kaynakları yönetimi uygulamaları, onların örgüt kültürüyle olan bağlantılarını analiz etmek için bir temel oluşturabilir. Irak Bağdat Bilim ve teknoloji organizasyonu sektöründe çalışan 273 kişi vardı. Araştırma aracı kullanılarak rastgele örnekleme ve yapılandırılmış bir anket uygulanmıştır. 7 farklı İKYP'nin katılımcıların örgüt kültürü algılarına etkisi ölçülmüştür.

Birçok regresyon analizi yapılmış ve istatistiksel teknikler çalışmanın amacı ile eşleştirilmiş, bu amaçla tanımlayıcı tablolar ve veriler sunulmuştur ve analitik analiz sonuçları, örgüt kültürü ve duygulanım arasında pozitif ve anlamlı bir ilişki olduğunu göstermiştir. Bu sonuç, örgüt kültürünün insan kaynakları yönetimi uygulamaları üzerinde önemli bir etkiye sahip olduğunu gösteren regresyon analizi ile doğrulanmaktadır. Pratik çıkarımlar Bu çalışmanın, çalışanları teşvik etmek ve insan kaynakları yönetimi uygulamalarının performansını iyileştirmek için etkili stratejiler geliştirme açısından kuruluşlar için çok sayıda değerli çıkarımı vardır.

Son olarak Özgünlük/değer bu, Irak'taki organizasyon kültürünü ve insan kaynakları yönetimi uygulama organizasyonlarını araştıran moderatörlü bir model önermek ve test etmek için yapılan ilk girişimdi.

Anahtar Kelimeler: *Örgüt kültürü, İnsan kaynakları yönetimi uygulamaları*

1. INTRODUCTION

1.1 Background of the Study

Organizational culture has recently received a lot of attention as one of the most important determinants of an organization's success or failure, assuming that there is a link between an organization's success and its focus on the values and concepts that drive its members to commitment, hard work, innovation, and modernization. (Abu Bakr,2000) Organizational culture is important in organizational change and development, which is the most important feature of the modern era, because all public and private sector institutions and departments require it to meet challenges and keep up with accelerating global developments, making it impossible for any institution or organization to exist in isolation from the changes (Farhan, 2003). In the 1980s, focusing on organizational culture became a philosophy and practice. Organizational culture is a social characteristic that describes how individuals accomplish tasks, interact with clients, resolve problems and conflicts, and so on. Simply said, organizational culture is the "lifestyle of an organization," and it is mostly manifested in employee behavior patterns (Dauber, 2012).

Organizational culture is what gives a company its personality and identity. Each organization has its own culture, which is defined by the common values, beliefs, and goals of its members.

Even though they work in the same field, it is critical to recognize that no organization's culture is identical to another's. Communication patterns, work processes and procedures, the technique of exercising power, leadership style, principles and beliefs are all examples of organizational cultures (Al-Amiyan, 2002).

Because the dominant culture of society influences the organization, organizations operating in the same social setting are similar in certain aspects and dimensions of their culture, and we can see that the cultures of two organizations operating in the same social environment are not entirely different or equivalent (Harem, 2004: 329). This is especially true of firms that provide banking services to address social

demands, and understanding their cultures can help them achieve their goals.

Organizational culture is frequently utilized as a tool predictor and vital to accomplishing organizational business plans' success or failure. The existence of a standard reference set by the organization that systematically guides its members to raise work commitment to the organization is required in attempts to improve organizational performance. The premise is straightforward: a group of individuals living together will have value and be implemented collectively. With such common principles, everyone in the organization believes and trusts each other, and everyone works inside the same organizational culture and moves in lockstep. This type of cooperation is focused on achieving goals by following the pattern of interaction between each individual or group. The pattern of interaction adheres to the organization's established rules, norms, and values. The entire pattern of contact will get ingrained in people's minds or build a corporate culture. Organizational theory aims to describe or anticipate how a company and its employees act within its organizational, cultural, and environmental frameworks. (Jarnagin & Slocum, 2007; Howard-Grenville, 2006).

Culture, according to Verhelst (1990), is several parts of life, such as technical expertise, cuisine and clothing norms, and thinking tactics, values, language, symbols, social-political and economic behavior, and style of communication decision-making. Hofstede (1991) described culture as "mind software" and maintained that that culture serves as a guide for human beings in terms of thinking. According to them, Culture has numerous manifestations that are counted as its elements, according to these definitions. The Values, beliefs, conventions, and symbols are among the most significant components (Askari Vaziri, Amiri, Zarei Matin, and Zarei Matin, 2012).

The imperative of adopting (organizations) for development in a way that achieves interaction and integration through marriage between them to give birth to the so-called organizational development, which represents the science of applied behavior that deals with the foregoing, is a sure bet that the organizations will achieve the foregoing. On the one hand, chaotic and intensifying competition, and on the other, sustaining continuity across organizational elements such as policy, culture, knowledge, and sound and vital organizations in a changing world characterized today by horrific practical competitions (French, and Johner, 2000: 11).

Because the primary goal of organizational development is to support the organization's productivity and effectiveness, the human resource serves as the foundation for this support, and the primary goal of organizational development efforts is to develop human resources and improve their performance (Hammoud. 1987). As a result, the goal of this research was to see how organizational culture affected human resource efficiency in Iraqi organizations.

1.2 Purpose of the Research

The study's main goal is to determine the effect of organizational culture, on enhancing human resource efficiency in organizations.

- Identifying the level of organizational culture in organizations.
- Identifying the level of human resources performance in organizations:
- Determining the impact of organizational culture on organizational development and improving the performance of human resources in organizations.

The organizational culture, with its material and moral components, leaves its mark on administrative organizations in general and vital institutions in particular, and each acquires personal characteristics that distinguish it from the others; it also provides a framework that explains work performance and the criteria by which individuals are connected to the organization, and motivates them to achieve their goals. However, as contemporary organizational challenges become more prevalent, the need for administrative organizations to clarify these issues has arisen in order to accomplish their objectives with sufficient productivity and effectiveness. The associations that can help employees in both product and service companies improve their efficiency.

1.3 Research Questions

As a result the study problem can be summarized by asking the following main question:

“What is the effect of organizational culture human resources in organizations in Iraq?”

The following sub-questions are derived from him:

1. To what extent do organizational culture effect on human resources management practices in Iraqi organizations?
2. What is the relationship between organizational culture and human resource management practices?
3. What is the impact of human resource practices on organizational culture ?

1.4 Significance of the Research

The following factors contribute to the importance of the current research:

1. Understanding the degree to which corporate culture elements contribute to the success of Iraqi organizations.
2. The significance of the study's findings for Iraqi organizations which will demonstrate the value of organizational culture in enhancing human resource efficiency, thereby providing a clear image of the factors that should be prioritized.
3. The implementation of this research may open up new horizons in dealing with organizational culture; from a humanitarian standpoint, it may also aid in determining the degree to which managers are capable of dealing with new management science.
4. The research offers a scientific examination of the reality of organizational culture in the organizations studied. The positive aspects of its support and improvement are established, as well as the negative aspects of its treatment.

1.5 Model of the Research

The researcher relied on identifying organizational culture (OCAI) variables based on what is mentioned by Cameron and Quinn (2006) which are (dominant characteristics, institutional leadership, Management of employees, organizational glue, Strategic emphasis and Criteria success).

As for what is related of human resources management practices, it has been relied on (Dessler, 2007) which are (Human Resources Planning, Recruitment and appointment, Training, Performance Evaluation and compensation).

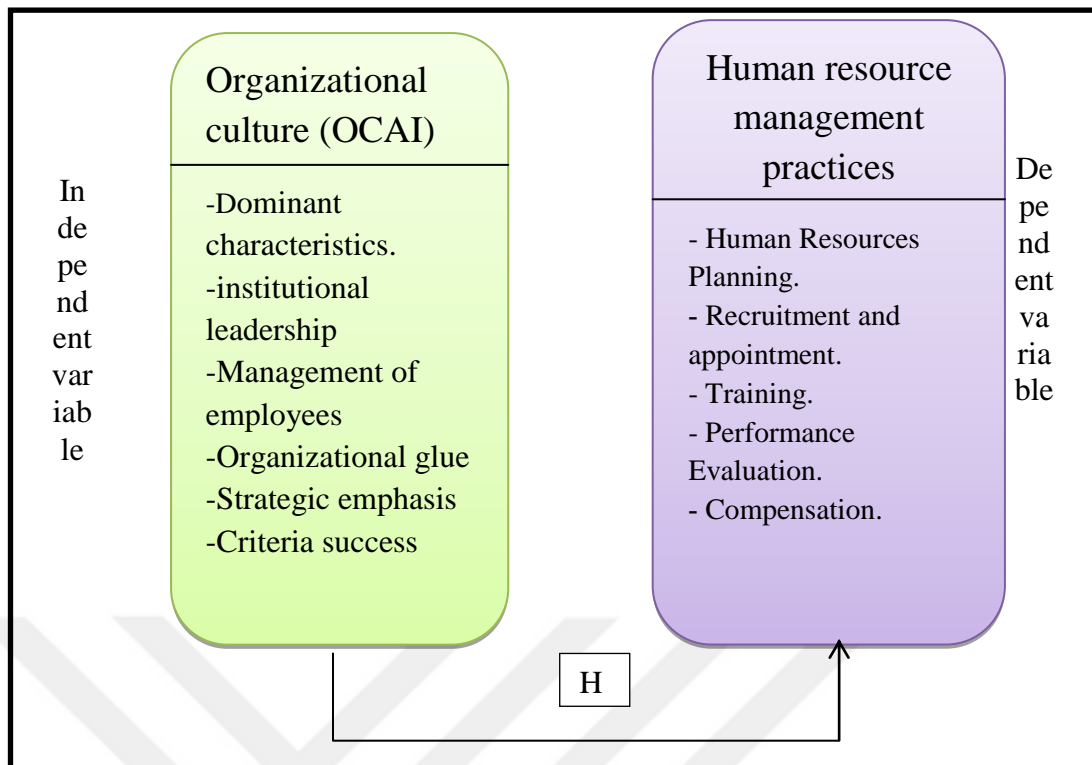


Figure 1.1: Conceptual framework

1.6 Hypotheses of the Research

H1: Organizational culture has an effect on human resource management practices .

H 1.1 : Organizational culture affects human resource planning .

H 1.2 : Organizational culture affects the recruitment and appointment .

H 1.3 : Organizational culture affects the training .

H1.4 : Organizational culture affects the performance evaluation

H 1.5: Organizational culture affects the compensation

1.7 Previous researches

In the Study of Çakar & Ertürk, (2010) entitled "Comparing Innovation Capability of Small and Medium-Sized Enterprises: Examining the Effects of Organizational Culture and Empowerment". Aimed to identify to analyze the potential impact of organizational culture and empowerment on creative abilities. The study sample was made up of 743 workers from 93 medium- and small-scale organizations operating in

the Turkish Ocean. The study has reached that there is a morally significant impact of organizational culture and empowerment on creative abilities for employees.

In the study in which Al-Farhan (2003) aimed to identify the reality of the organizational culture and to identify the reality of administrative development in the Jordanian public sector institutions and study the relationship between them. The sample size reached 400 employees working in the central and supervisory departments and responsible for the administrative development units in these institutions. The results of the study have shown that the prevailing organizational culture tends to bureaucracy i.e. the level of administrative development areas is average, as the study showed the existence of A strong relationship between organizational culture and administrative development and the possibility of administrative development in the absence of organizational culture is not possible.

Al-Awafi (2005) investigated the dominant values that make up the organizational culture, to recognize the level of organizational commitment, to identify the different values of the organizational culture with different personal characteristics, as well as to reveal the nature of the relationship between the organizational culture regulatory commitment and the impact of the values of organizational culture in the oversight and Investigation Authority. The study is a descriptive analytical case study based on the collection of data through the questionnaire and then analysis of the results and analysis and interpretation of the phenomenon to reach conclusions that contribute to the development of reality and improve it. The sample of the study consisted of (167) employees working in the Supervisory and Investigation Authority in Riyadh region. The study found the following conclusions: All the values of organizational culture prevail in the oversight and investigation body moderately and the sample tends to agree that there is a regulatory commitment, and shows a positive and strong correlation between the organizational culture and its constituent values between regulatory commitment, as shown by the lack of a statistically significant relationship between personal characteristics organizational culture or even the constituent values of organizational culture and there is no statistically significant relationship between personal characteristics and level of functional commitment.

In the study of Abdelilah's (2006) the researcher aimed to know on the type of organizational culture to identify the degree of organizational development in (the

three universities specified), as well as the relationship between organizational culture and level of organizational development in (the three universities mentioned). The study employed a questionnaire as a key tool in collecting raw data. It was applied to a random class sample of 340 administrative, academic and members of the University Council at research universities, of whom 264 employees responded by 77.6%, the researcher used the descriptive approach in this study, and the results of the study showed that the organizational culture prevailing in the Islamic University tends to a culture of achievement while the culture of al-Azhar and Al-Aqsa universities tends to a culture of Systems and roles. The study proved that senior management (university board members) constitute the culture of the university, and showed that the level of organizational development at the Islamic University is very high and in Al-Azhar is high while in al-Aqsa average. The study showed a statistically significant relationship between the organizational culture and areas of organizational development.

In a study conducted by Thewine (2007) the researcher aimed to find out how the organizational culture prevailing in business organizations has affected the development of human resources by applying to the General Foundation for Technical Education and Vocational Training in Saudi Arabia. The sample of the study was made up of (147) trainees. The results of the study showed that the respect of the young for the big It is a fundamental value of the organization, regardless of the place in the organizational level of the organization, and the study also confirmed that the creativity of the individual depends on the position he occupies on an average degree, which means that other factors that determine this creativity in the institution, namely, urging subordinates to social relationships and providing the working environment that supports this and granting authorization and harmony to the team, and the study also showed that there is positive support for new ideas and proposals and encourage them within the possibilities available.

Abdul Rashid, et . al researched (2004) in their study to recognize the impact of culture Regulatory trends towards organizational change in Malaysia, the study sample consisted of 258 A manufacturing company, the results have shown that 9.46% of companies have a culture of systems And the roles, that 7.33% have a culture of human compassion, 5.51% have a culture of achievement, and % 9.3 A culture of power prevails, as it has shown a relationship between organizational

culture and trends towards organizational change, as the results showed different types of organizational culture have different levels acceptance of organizational change, which means that a specific type of organizational culture will facilitate acceptance of change which is The culture of systems and roles while other types of culture did not accept change.

In the study of Lok & Crawford (2009) they aimed to identify the impact of organizational culture and leadership pattern on job satisfaction and organizational commitment in a sample Of managers in Hong Kong and Australia, The sample size was 317, 217 from Hong Kong; 118 Australian telecom and banking professionals, Results have shown differences statistically significant between the two countries, The study showed that the culture of achievement and human compassion prevails in Australian organizations and that job satisfaction and organizational commitment in Australian organizations are higher than Hong Kong organizations dominated by the culture of systems and roles as the organizational culture The leadership pattern has positive effects on job satisfaction and organizational commitment.

In the study of Lee & Yu (2004) they aimed to make a statement of identification on the impact of organizational culture on organizational performance in Singaporean companies engaged in advanced technology, insurance and health, The result of the study showed that regulatory culture has a strong impact on organizational performance, The study also showed that the type of culture prevailing in technology companies is the culture of human compassion The culture of insurance companies is the culture of achievement and the culture of hospitals is the culture of systems and roles.

In the study of Rehman Toor& Ofori (2009) they aimed to get to know on the nature of the relationship between moral leadership a comprehensive leadership model, staff output and organizational culture. The sample of the 78 managers working in industrial enterprises in Singapore was made up of managers. The study found relationship between worker output and organizational culture.

Zheng,et al (2010) aimed to know on the intermediate role of knowledge management in the relationship between culture Organizational, structure, strategy and organizational effectiveness. The sample of the study consisted of 301 institutions Industrial operating in the Usa. The study found that there is an

intermediate role of knowledge management in the relationship between organizational culture and organizational effectiveness, and that there is a morally the organizational and strategic structure on organizational effectiveness.

In the Study conducted by Keir (2016) the researcher aimed to create the relationship between human resources practices and employee perceptions of organizational performance. Exploring staff perceptions directly, looking for the impact of mediating organizational culture variables, the researcher developed a model based on an extensive review of literature, and in this model a set of human resources management practices was proposed, and questionnaires were then designed to take cultural considerations into account. The survey targeted (300) academic and administrative staff run by five private universities The results indicated that there was a direct relationship between human resources practices and employee perceptions of organizational performance, as well as organizational culture, staff retention and staff commitment.

Rahmani Seresht and Saghravani's (2013) study the average components of organizational culture and professional ethics were greater than the average components of organizational culture. Only risk taking and team orientation among corporate culture components are capable of predicting professional ethics among members, and only the association between culture and human generosity is relevant. As a result, we came to the conclusion that organizational culture had a substantial impact on individual behavior, organizational performance, job motivation, the creative and inventive population, as well as dedication and professional ethics.

1.8 Definition of Concepts

1.8.1 Organizational culture

Organizational culture is required as a starting point in the search for an explanation of the phenomenon. The general definition of organizational culture, according to Martins and Martins (2003, p 380), is "a system of shared meaning held by members, distinguishing the organization from other organizations." .The pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members.(Brown1998, p 9)

1.8.2 Human resource management practices

Human resource management (HRM) refers to the policies and practices involved in carrying out the 'human resource (HR)' aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations (Dessler, 2007).

Human resource management and practices are at the heart of every organization's management, as the effectiveness and efficiency of these processes determine whether the firm succeeds or fails. (Boateng, 2007).

Human resources management practices analyze who's goals in order to achieve those goals by studying, understanding, evaluating and evaluating their employees and determining what suits them in the market's external and internal environment, calculating the amount of employment and human resource flow rates, training, assessing, and stimulating them (AL-Qudah et al, 2014).

1.8.3.1 Training and development

Training is described as the development of an employee's soft skills or knowledge in order to maximize the employee's performance (Chan et al, 2013). In most companies, HR has developed a complete training program that is evaluated annually with top management to ensure that it is aligned with the company's business goals and KPIs. Annual training needs analyses with respective line managers and staff will be conducted to guarantee that skills and knowledge are upgraded and developed.

1.8.3.2 Compensation and benefits

Fixed pay, flexible pay, and benefits are the three basic components of total compensation, according to Henderson (2006). Fixed pay refers to remuneration in which the quantity and payment are guaranteed as agreed, whereas flexible pay refers to revolving and deferred income such as profit-sharing, bonuses, incentives, overtime, and so on. Annual leave, a discounted rate while purchasing an employer's service or product are examples of benefits.

1.8.3.3 Performance appraisal

Employees must understand what is expected of them, as well as the benchmark by which their performance and outcomes will be judged, according to Boohene and Asuinara (2011).



2. ORGANIZATIONAL CULTURE

Organizational culture is a relatively new term in the repertoire of organizational theories. Robbins (2008) defines organizational culture as a system of shared meanings held by members that distinguishes the organization from other organizations. In addition, Wibowo (2011) provides an understanding that organizational culture is the basic philosophy of an organization that contains shared beliefs, norms, and values that are the core characteristics of how to do things in an organization. Thus, with a shared core belief that is used as a common guideline, it is hoped that it will be able to direct organizational members to act more effectively in achieving organizational goals.

Organizational culture has been identified as the source of all organizational abilities as well as the ultimate aim, according to the current situation, which is oriented on strengthening organizational systems. An organization's success or failure is primarily driven by its culture (Sultani, 2012).

Organizational culture is a result of many factors, some of which are the type of business the organization is in, its products, its customers, its size and location and its methods of operating (Rowe et al., 1994). Organizational cultures are influenced by the macro cultures of societies and industries (Hellriegel et al., 2004: 363).

"Underlying ideas, values, and assumptions held by members of the organization, as well as the practices and behaviors that illustrate and reinforce them," according to Denison (1990). We can deduce from Denison's description that corporate culture refers to people's views, assumptions, and values. Maslowski (2001) described organizational culture as "a distinctive combination of beliefs, values, work styles, and connections that distinguishes one organization from another." Even while different researchers interpret the ideas differently, they all have one essential aspect in common: culture is an organization's identity that unites its members in order to achieve its objectives. Organizational culture, according to many researchers, is socially formed, historically determined, anthropologically related, soft, and difficult

to modify (Hofstede et al., 1990). It can also be separated into two parts: visible and invisible. The visible components of a culture (symbols, heroes, and rituals) are the organization's practices, while the invisible parts are the organization's ideals. Anyone's plan can only affect the visible aspects of an organization (Hofstede, 1998).

Cameron and Quinn (1999) recognized four different categories of culture . Hierarchical culture, market culture, clan culture, and other types of culture were included in their concept. culture of adhocracy culture, as a team-oriented culture, places a premium on adaptability and collaboration. attention on the inside Adhocracy-oriented culture, also known as development and innovation. The importance of great adaptability and competitive advantage is emphasized in the entrepreneurship culture. Market The stability and control of culture, also known as reasonable culture, is emphasized. With the goal of achieving high productivity, a competitive market positioning is necessary. Finally, hierarchical culture is a way of life. focuses on internal stability and upkeep through exact responsibility assignment and execution strict restrictions (Azar & Ali Pour Dervishi, 2011). Each of the four types of cultures is likely to have some characteristics in every organization (Sanjaghi, Akhavan, & Ojaghi, 2013). The aim of the organization, performance standards, authoritative power, power source, decision-making, leadership, compliance methods and acceptance, assessment criteria, and inspiring staff members are all nine significant organizational variables in each type of culture. In his opinion, a cultural group may identify an organization's culture in terms of these criteria (Ghorbani, Assadi, & Sharifi, 2009).

Brown (1998) split culture into four types in his model: bureaucratic, tribal, entrepreneurial, and market cultures. The model, which is designed to research and explain corporate culture, focuses on human resource management and the importance of reproductive patterns such as partnership agreements, tribal culture, and corporate and mission.

There are multiple definitions of organizational culture. Hofstede provides the one which is most often cited in the literature when he defines organizational culture as:

"Collective programming of the mind which distinguishes members of one organization from another" Hofstede, (1998, p.2).

Pettigrew was the first to introduce formal writing into an organizational culture (1979). He presented anthropology concepts such as "symbolism," "myths," and "rituals," all of which could be used to organizational analysis. Despite the lack of agreement on the concept of organizational culture, the majority of authors believed that it related to anything that is:

1. Holistic
2. Historically determined (by founders or leaders)
3. Connected to anthropologists' research (like rituals and symbols)
4. Built through social interaction (created and preserved by the group of people who together form the organization)
5. Tough to change
6. Soft

Organizational culture, according to Stoner and Freeman (1999:226), is the set of common understandings among organizational members, such as norms, values, attitudes, and beliefs. It is defined by Robbins (1993:602) as a shared perception held by the organization's members; a system of shared meaning. These shared norms, values, attitudes, and beliefs set one organization apart from the next and give it its own personality. Employee attitudes are shaped by organizational culture, which defines how the company interacts with its customers. Mullins (2002:802) refers to Mclean and Marshall's (1993) definition of culture; Which reads:

“Organization culture is the culture of traditions, values, policies, beliefs and attitudes that constitute a pervasive context of everything we do and think in an organization.” McLean and Marshall’s (1993)

Organizational culture is a term originating from the fields of anthropology and sociology. As previously mentioned, this term was applied to the administrative sciences in the early 1980s. That culture is the entity that produces and incorporates non-inherited knowledge systems, traditions, symbols, ideas, and means of speech (Weston, 1992:31).

According Robert & Karen, (1993: 23) organizational culture is as a set of shared values and procedures the specific, types of information operation that are used in the organization as a whole and that characterize the sub-units within the organization,

these common elements distinguish the organization from other organizations the composure socially brings together the organization as a whole.

According to Henry, et.al (1994) organizational culture the method Organizer of thinking, feelings and reactions that consist in an organization, or one of its sections. Culture represents the individual mental programming of the organization that reflects its personality. It was stated as a system of meanings the commonality in which a group of individuals participates, and which distinguishes the organization from others organizations, and this system consists of a set of characteristics that the organization appreciates (Stephen, 1998;572).

Robert, (1998: 18) introduced the organizational culture as the shared values and standards that exist in the organization and that are learned by new members, and thus include the prevailing beliefs, feelings and patterns of behavior that stem from a historical process through which values and standards are transferred across generations.

Organizational culture, according to Schein (2004), is a set of shared views, values, and assumptions shared by all members of a company.

Organizational culture, according to Shahzad et al. (2012), is a glue that holds the complete organization together.

Culture, according to Verhelst (1990), encompasses a variety of facets of existence, including technical knowledge, food and clothing habits, thinking methods, values, language, symbols, social-political and economic behaviors, and decision-making methods.

Furthermore, Hofstede (1991) defined culture as mind software, claiming that culture acts as a thinking guide for people. According to these criteria, culture has many manifestations that are counted as its elements. The most important parts of it are values, beliefs, conventions, and symbols (Askari Vaziri, Zarei Matin, & Amiri, 2012). Denison (1990), for example, concentrated his efforts on developing a coherent theory of culture and then describing the broad collection of attributes and values that enable a thorough understanding of culture and deeper insight.

2.1 Entrances to study of organizational culture

According Stephen,(1998) approaches to the study of organizational culture are follows:

- Integrated entrance which is the study of culture as a single entity and that there are no cultures Secondary.
- Differentiation Entrance, in which culture is studied at the level of the organization as a whole and on the level of subcultures within it.
- Fragmentation entrance, where the subcultures of different groups are studied within the organization, this entry is used in organizations whose subculture is characterized by a strong variation in relation to between them.

In order to keep the organizational culture , the organization has to ensure that its culture is transmitted to organizational members (Martins & Martins, 2003).

Brown (1998, p 55 – 59) presents the following three basic stages in which organizational culture can be sustained in the organization:

- **Pre-selection** The first stage of sustaining organizational culture is the pre-selection stage. The pre-selection stage is characterized by potential recruits who aspire to become members of an organization, who may make great efforts to learn about its history and culture (Brown, 1998). The selection process is also used by the organization to appoint individuals who will fit into the organization's culture; the values of such individuals should be consistent with those of the organization (Martins & Martins, 2003).
- **Socialization** The socialization stage follows the pre-selection stage of sustaining organizational culture. According to Brown (1998, p 57) this stage can be described as the “enculturation process by which participants learn the culturally accepted beliefs, values and behaviors, so that they are able to act as effective members of the group”. This suggests that during the socialization stage, the organization helps new organizational members to adapt to its culture (Martins & Martins, 2003).

Martins and Martins (2003, p 388) conceptualize the socialization process as consisting of the following three stages:

- ❖ The pre-arrival stage encompasses all the learning that occurs before a new employee joins the organization.
- ❖ The encounter stage is when the new member sees what the Organization is really like and confronts the possibility that expectations and reality may diverge.
- ❖ The metamorphosis stage is when long-term changes take place and the new members must work out any problems discovered during the encounter stage.
- **Incorporation/Rejection** The incorporation or rejection stage is the final stage of sustaining organizational culture. It is through the socialization process that organizational members may be incorporated or rejected (Brown, 1998). Indicators that the individual member has reached full incorporation includes acceptance by the work group, understanding and acceptance of the organization's culture (Martins & Martins, 2003). On the other hand rejection may lead to loss of key goals, values and assumptions; which ultimately create a crisis of identity for organizational members (Schein, 1985).

2.2 Functions of Organizational Culture

The main function of organizational culture is to define the way things are done in order to give meaning to the work environment (Arnold, 2005). Because organizational members need to learn from the lessons of prior members, making meaning is an issue of organizational culture. As a result, organizational members can benefit from whatever experiences and errors others have been able to acquire in terms of knowledge (Johnson, 1990). Organizational culture is also determined by organization of behavior, which identifies primary goals, work procedures, how members should interact and address one another, and how personal relationships should be conducted (Harrison, 1993).

According to Brown, (1998) following are functions of organizational culture:

- Reduction of conflict. A shared culture fosters uniformity in perception, problem description, issue and opinion appraisal, and action preferences.
- Control and coordination. Culture facilitates organizational coordination and control procedures in part because it encourages uniformity of outlook.
- Uncertainty is reduced. Adopting a cultural mindset reduces anxiety by simplifying the workplace, making decisions easier and sensible action appear achievable.
- Motivation. An appropriate and unified culture may provide employees with a sense of belonging and loyalty, as well as create attitudes and values that motivate them to perform.
- competitive advantage. A strong culture increases the odds of a company's success in the marketplace.

In addition to the above functions, as per Martins (2003) the functions of organizational culture are:

- It serves as a boundary-defining function, i.e., it establishes divisions between one organization and another.
- It gives organizational members a sense of belonging.
- It makes it easier to commit to something bigger than one's own self-interest.
- It serves as a meaningful control mechanism that guides or moulds employee attitudes and actions.
- It improves social system stability as the social glue that helps to bind the organization by setting proper standards for what employees should say and do.

These roles of organizational culture show that an organization cannot exist without one, as it aids in the achievement of its objectives. Organizational culture, in general, directs organizational members toward accomplishing organizational goals (Hampden-Turner, 1990).

2.3 Organizational Culture's Sources

According to Thompson and Strickland (2003), the organization's conviction and philosophy about how its affairs should be conducted - the reasons why it does things the way it does. The values and business principles that management preaches and practices, in its ethical standards and official policies, in its stakeholder relationships, the traditions that the organization upholds, its supervisory practices, its employee attitude and behaviors, the legends that people tell about what happens in the organization, peer pressures that exist, and the ordeals that employees face are all examples of a company's culture. All of these social aspects, some of which are subtle, come together to establish the culture of an organization.

Beliefs and practices that become established in a company's culture can emerge from anywhere, According to Kotter and Heskett (1992) from a single important individual, a work group, a department or division, the bottom of the organization hierarchy, or the top. The majority of a business's business culture stems from a founder or a few strong executives who expressed them as a corporate philosophy, a set of principles to which the firm should strictly adhere, or as corporate regulations. These cultural underpinnings take root over time, become embedded in how the firm conducts business, become shared by management and employees alike, and are then passed down as new employees are urged to accept and follow the professed beliefs and practices.

Organizational culture has emerged as the source of all organizational capacities, and the final success or failure of organizations is strongly based on their culture, according to the current situation, which is centered on organizational system improvement (Sultani, 2012).

Furthermore, ethical actions can arise within organizations since people might discover these beliefs and values within organizational culture (Sefidchian & Mojarab, 2013). Studying an organization's organizational culture is significant because it allows us to identify the organization's flaws as well as the contrasts between the present and desired scenario from the perspective of its personnel (Salmani Nejad, Daneshvar, & Mir Fakhrodini, 2012).

2.4 Organizational Culture Models

2.4.1 Harrison and Stokes model

Harrison and Stokes (1993) presents a theoretical model for the purpose of diagnosing organizational culture.

1. Power Culture

A facet of the organizational culture model is power-oriented culture. In order to exercise control and affect behavior in any particular organization, power must be used. Power-oriented culture is defined by Harrison and Stokes (1992, p 14) as "organizational culture based on disparities in resource access." "A power culture has a single source of power from which rays of influence travel across the organization," according to Brown (1998). This implies that authority is centralized and that functional and specialist ties connect organizational members to the center (Harrison, 1993).

This type of organizational culture can also be regarded as being rule oriented in the sense that it focuses on respect of authority, rationality in procedures, division of work and normalization (Hampden-Turner, 1990).

2. A Role Culture

This type of culture focuses mainly on job description and specialization. In other words, work is controlled by procedures and rules that spell out the job description, which is more important the Brown (1998) states that "the strength of a role culture lies in its functions or specialties (finance, purchasing, production and so forth) which can be thought of as a series of pillars which are coordinated and controlled by a small group of senior executives (the pediment)". This implies that the foundation and pillars of such an organization are the formalized and centralized functions; which are controlled by role and communication procedures (Hampden-Turner, 1990). Such an organization is often stereotyped as bureaucratic because of its mechanistic procedures (Harrison, 1993).

Role-oriented organizations, according to Harrison and Stokes (1992), "work on the assumption that people cannot be trusted, thus they do not allow individual autonomy or discretion to members at lower levels."

3. Achievement Culture

According to Harrison and Stokes (1992), aligned culture is defined as "a culture that brings people together around a common vision or goal." Achievement culture, also known as task culture, is characterized by organizational members focusing on achieving the organization's stated purpose and objectives. "A task culture is one in which influence is rather diffuse, based on expertise rather than position or charisma," writes Brown (1998). The method of operation of an achievement-oriented culture is high in formalization and low in centralization, as seen in Figure 2.1. This means that within the organizations, there is a natural equilibrium between formality and power center.

The strength of achievement culture, according to Brown (1998, p 69), is that it "can be very successful in those circumstances where the market is competitive, product life spans are short, and ongoing innovation is a need." This is due to team-structured functions and activities that are evaluated based on their contribution to corporate goals.

4. Support Culture

Because it promotes individuals as the primary focus in the company, the support-oriented culture component differs from the achievement-oriented culture, which stresses teams. Support oriented culture is defined by Harrison and Stokes (1992, p 20) as a "organizational climate based on mutual trust between the individual and the organization." As a result, a person-oriented organizational culture is frequently referred to as a support-oriented organizational culture. A support-oriented organization, according to Brown (1998, p 69), "exists purely for the individuals who compromise it, and can be represented diagrammatically as a cluster in which no individual dominates." Support orientation culture is defined by Martins (2003, p 381) as "the extent to which management decisions consider the impact of outcomes on people."

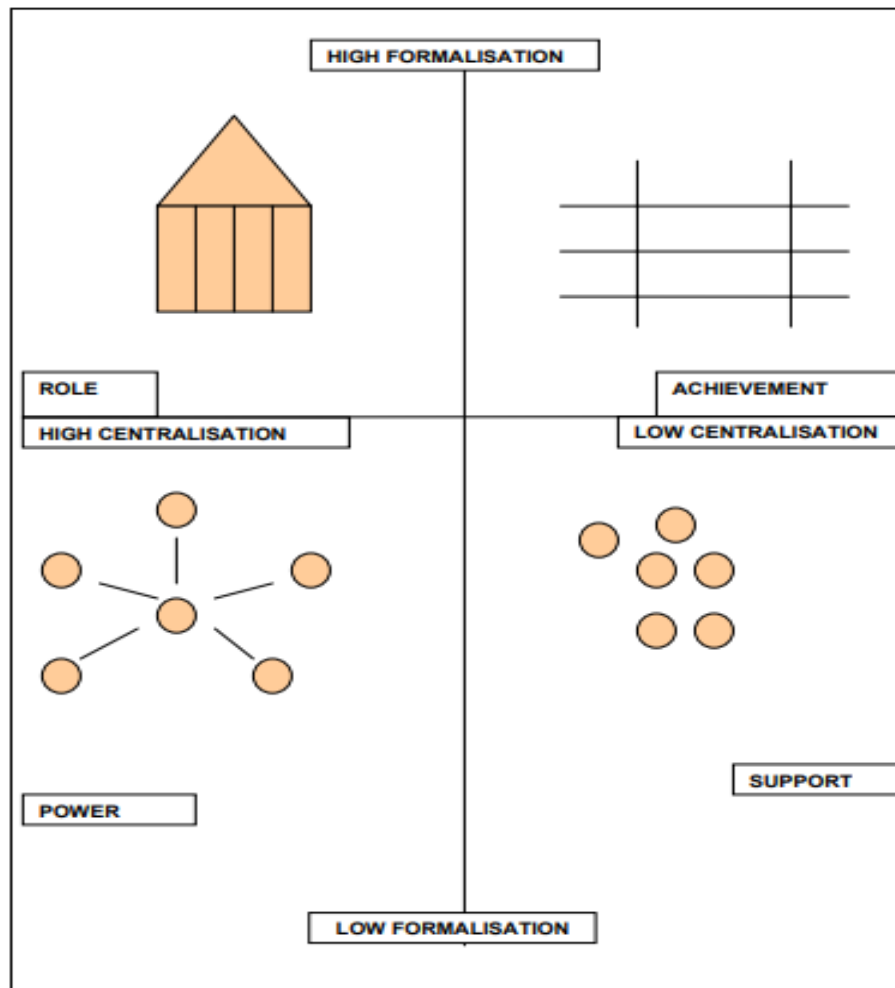


Figure 2.1: Harrison and Stokes (1993) model of organization culture

"Though the model is intended to be descriptive rather than evaluative, there is a propensity to perceive it in evaluative terms," writes Harrison (1993, p 8). This descriptive paradigm raises awareness of the cultural divide in an organization between the existing and preferred cultures (Harrison, 1993). Furthermore, according to this model, organizational culture can be classified into four categories: power-oriented culture, role-oriented culture, achievement-oriented culture, and support-oriented culture (Harrison, 1993).

The four aspects of cultural orientation are measured within two modes of operation, which are formalization and centralization, according to the organizational culture model shown in figure 2.2 (Harrison, 1993). On a scale of low to high, both ways of operation can be evaluated.

"High formalization in an organization produces predictability, orderliness, and consistency," according to Martins & Martins (2003, p 382). To put it another way, a

strong culture can take the place of formalization. This implies that organizational members can internalize the organization's formal rules and regulations that regulate its members' behavior when they adopt the organization's culture; this occurs without the requirement for written documentation (Martins & Martins, 2003). As a result, a lack of formalization of rules and regulations may indicate a poor organizational culture.

2.4.2 Edgar Schein's model

Edgar Schein proposed the model of an organizational culture, where the basic assumptions shape values and the values shape practices and behavior. The practices and the behavior of the individuals are influenced to a major extent by the values. Hence, from the stage of early childhood throughout the lives of the individuals, they need to be well-resourced in terms of the values. Measures need to be formulated to hone the values and make use of them, particularly in the implementation of job duties. These are the visible part of culture. The organizations do not adopt the cultures in a single day, but they learn from the past experiences. When it is practiced on a regular basis, it forms the culture of the workplace. Edgar Schein was of the viewpoint that there are three levels in the organizational culture, i.e. artefacts, values and assumptions. These are stated as follows: (Edgar Schein's Model of Organization Culture, 2020).

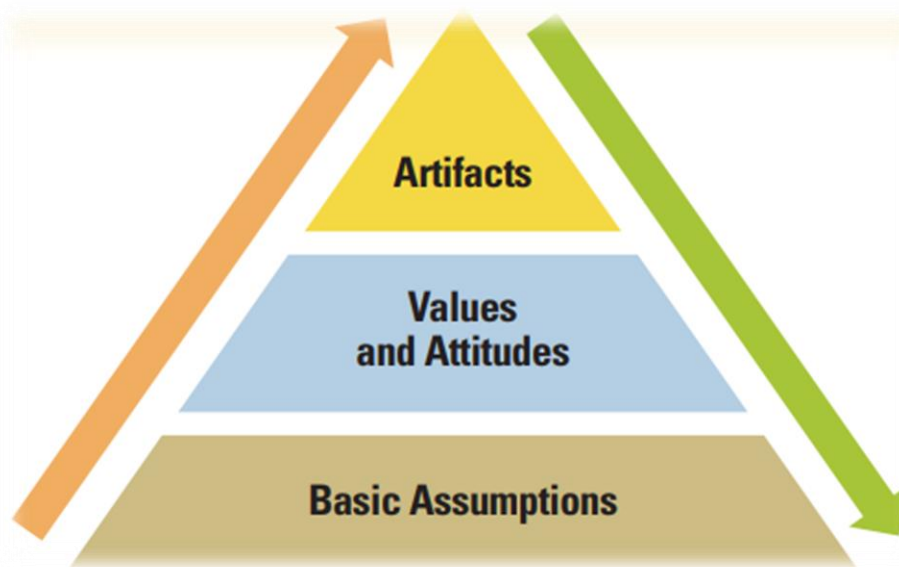


Figure 2.2: Edgar Schein's Model of Organization Culture, (2020).

Schein's paradigm is separated into three layers, each of which differs in terms of organizational members' visibility and awareness.

Artifacts: The first level of Schein's classification scheme. In leading to strengthening of organizational culture, the artefacts is regarded as an important concept, which is taken into consideration at all levels of education. In order to carry out one's job duties well and achieve educational goals, the environmental conditions are regarded to be of utmost significance. Within the environment, it is necessary to make provision of infrastructure, facilities, amenities and technologies. When these are available, the individuals will feel comfortable within the working environmental conditions.

Values: The individuals are different from each other in terms of number of factors, i.e. caste, creed, race, religion, ethnicity, personality traits, skills, abilities, age, gender and socio-economic backgrounds. The individuals pursue fields on the basis of their skills, abilities, interests and personality traits.

Assumptions: Within educational institutions at all levels and in other types of organizations as well, assumptions are acknowledged by the individuals, irrespective of their positions in the hierarchy. An assumption is the kind of belief that is taken for granted as the fact and this is the reason that it is not challenged. A pattern of basic assumptions evolve among the members of the social group and forms the core of the culture in any organizations.

2.4.3 Deal and Kennedy's model

The model was summarized as follows by Dolan and Lingham (2012). The model assessed the effectiveness of the organization in terms of feedback. As a result, four distinct organizational cultures emerged. Tough-Guy Macho Culture, Work Hard/Play Hard Culture, Bet Your Company Culture, and Process Culture are the four types.

The first Tough-Guy Macho Culture, with immediate feedback and big prizes. This is common in fast-paced financial operations like brokerage, and it's a tremendously stressful environment to work in. Second, the Work Hard/Play Hard Culture is defined by taking few chances and receiving immediate response. This is common in large firms that seek to provide excellent customer service. bet on your company

culture, in which high-stakes actions are made but the outcomes are not recognized for years. Typically, they include long-term development or exploration initiatives, such as oil prospecting or military aircraft, which can take years to complete. Fourth, Process Culture, which is prevalent in businesses with little or no feedback. People grow wary of how things are done rather than the end result. This is frequently linked to bureaucracy (Deal and Kennedy, 2000).

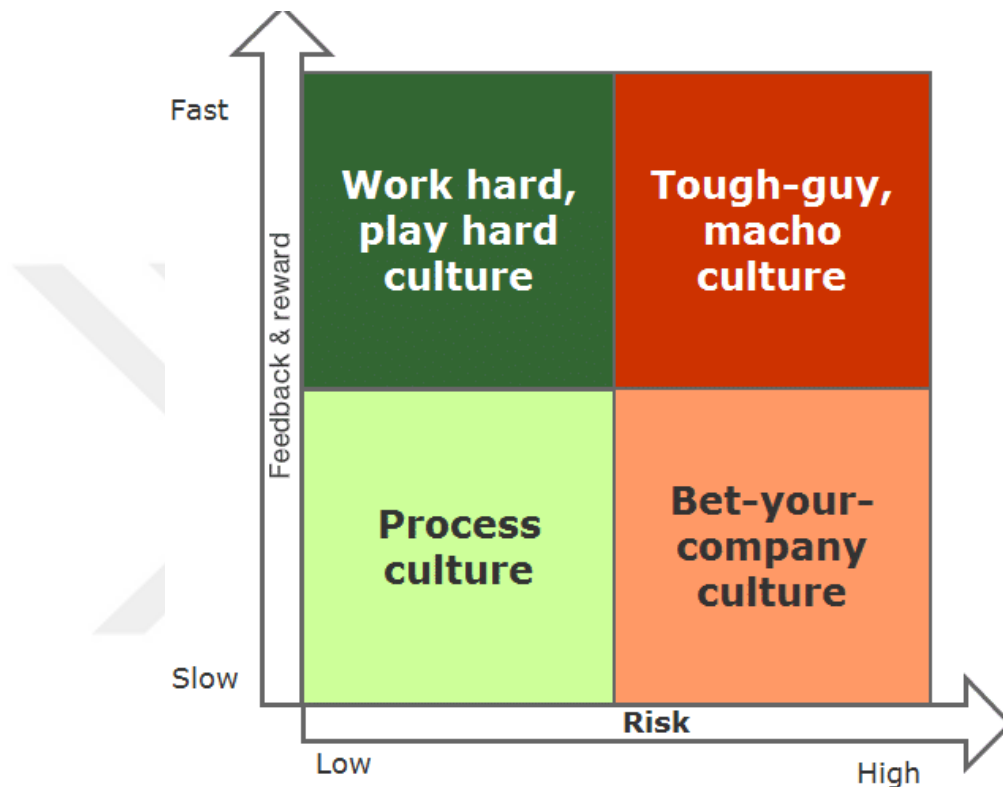


Figure 2.3: Deal and Kennedy's model of organization culture (2000)

The following qualities distinguish each type of culture:

- **Work Hard/Play Hard:** This is most likely a sales-driven culture in which employees take few risks but receive immediate feedback on their decisions and actions. Employees are likely to respond well to internal competitions as well as extrinsic rewards in such a culture, which goes against some aspects of motivation theory. Heroes in such a culture are likely to be highly successful salesmen, and employees are likely to respond well to internal competitions as well as being motivated by extrinsic rewards. Individuals are often enthusiastic and optimistic, and they enjoy pursuing goals. If properly managed, this can be a successful culture in which people collaborate to meet sales goals. If poorly managed, it can create an unfavorable culture in

which unsuccessful salespeople are discouraged and operate in a fearful environment.

- **Tough Guy/Macho:** This style of setting is frequently associated with people who aren't afraid to take risks yet expect immediate feedback. Financial traders, as well as high-performing athletes and musicians, are examples. They expect to be rewarded for their accomplishments, but because they are highly competitive and tough to control, they are less likely to operate as part of a team. It is frequently linked to a cutthroat corporate climate, which can be unpleasant and difficult to work in unless one has a strong level of self-confidence.
- **Process:** In a process-driven culture, risks are low, feedback is sluggish, and any single person is unlikely to have a significant impact on organizational activities. Large retailers or other transnationally driven enterprises with well-established procedures are examples. Individual employees are well aware that their actions have little impact on organizational outcomes, and there is little evidence that individual organizational decisions are linked to general aims and objectives. As a result, employees prefer to focus on process and procedure accuracy in the hopes of achieving organizational goals. In this culture, technical skill and accuracy are respected, but it might be difficult to speed up processes or change organizational direction. It is likely to be a difficult culture for innovators or entrepreneurs to work in, as procedural constraints will be difficult for them to overcome.
- **Bet-Your-Company:** This is likely to be a high-risk setting, but one in which feedback can be slow, as is common in fields like engineering and pharmaceuticals. Such environments often entail a high level of capital investment and expense, as well as a long payback period, but they can be tremendously profitable. However, because determining if judgments were correct takes time, a lot of effort and energy goes into planning and preparation. Employees recognize that they are mutually dependent on one another to succeed and believe in long-term planning and forward preparation, therefore there is a high level of teamwork. Employees mutually encourage an idea because they are so eager to see it flourish that they forget

to evaluate the potential pitfalls, which is one of the risks linked with this type of culture.

2.4.4 Denison model

Involvement, Consistency, Adaptability, and Mission are four cultural qualities identified by Denison and Neale (2011). These fundamental characteristics are expressed as a collection of managerial practices that are measured using the model's twelve indices (Denison & Neale, 2011). Adaptability, mission, consistency, and engagement are four key characteristics of all companies, according to the Denison organizational culture model (Denison, 1995).

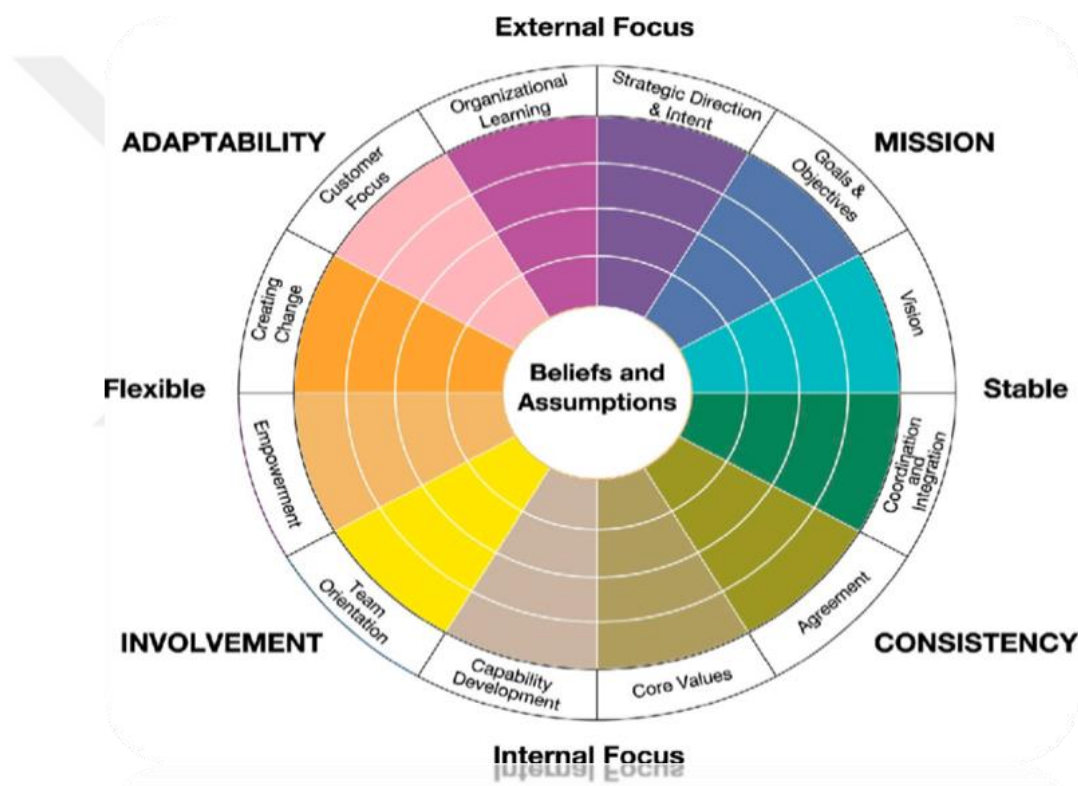


Figure 2.4: Denison's model of organization culture (1995)

- Adaptability: High-performing businesses can sense and respond to their environment and consumers, as well as restructure and re-institutionalize behaviors and processes that allow them to adapt. Mission Employees in high-performing organizations have a mission statement that explains why they do what they do and how the job they do each day adds to the why.

- **Consistency:** Consistency helps businesses construct a set of systems that create an internal system of governance based on consensus support by providing a core source of integration, coordination, and control.
- **Involvement:** Organizations with a high level of involvement foster a sense of ownership and accountability. As a result of this sense of ownership, there is a stronger commitment to the organization as well as a larger capacity for autonomy.

2.5 Levels of Organizational Culture

In general, it has been demonstrated that organizational culture elements can be studied at many levels, depending on how visible the cultural elements are to individuals. Some managers concentrate on the most visible or outer cultural factors, while others concentrate on the most hidden or inner cultural elements. As the company grows, artifacts have a bigger role in shaping and maintaining the culture. Future leaders will learn acceptable behavior through studying artifacts such as the organization's structure, methods and procedures, rites and rituals, and myths and legends.

Structure of the organization: May indicates that the leader has values that he or she is aware of. When leaders believe they need to maintain tight control on a daily basis, they create a centralized structure with strict rules. Leaders that believe that their organization's competitive edge is in its people prefer a decentralized structure in which the authority of the leader is decentralized (Ladibo, 2005).

Routine procedures, reporting, and other regular duties are part of every organization's systems and procedures. Employees benefit from their existence because it provides them with a sense of security and regularity. They also serve to strengthen the company's culture. Employees from several departments may meet on a regular basis in an organization that promotes teamwork. An organization that believes top executives should have the last say would establish review systems via which executives may make judgments and issue instructions (Ladibo, 2005).

Rites and Rituals: When individuals think of "organizational culture," they frequently think of the rites and rituals of the organization. These are ceremonies that include

cultural expressions such as legend retelling. They usually have a prescribed format and are repeated according to the culture's customs (Ladibo, 2005). Creating and preserving stories, legends, and myths is something that groups do over time. Within the organization, these (often genuine) anecdotes are extensively shared. They describe how the organization's leaders dealt with a crisis or unexpected event. These stories reinforce underlying assumptions while also informing new employees about the company's assumptions. Stories, legends, and myths are a powerful category of artifacts that can be difficult to manage. They're effective because they can elicit strong emotions and can easily be handed from one employee to the next. Managers might actively retell tales that reinforce the qualities they cherish (Ladibo, 2005). In general, it has been demonstrated that organizational culture characteristics can be studied at many levels, depending on how visible they are to individuals. Some authorities concentrate on the most visible or outer cultural components, while others concentrate on the most hidden or inner cultural elements.

2.6 The Formation of Organizational Cultures

Robbins (1993:614) summarizes how an organizational culture forms with the figure 2.8.1 . He concurs with Mullins (1999:53) who asserts that the original culture is derived from the philosophy of the organization's founders. It is also agreed among organizational theorists that the convictions and actions of an organization's current top management set the general climate of what is acceptable behavior and what is not. The degree to which success is achieved in matching new employees' values to those of the organization in the recruitment and selection process, coupled with top management's preference for socialization methods determine how the new employees are to be socialized.

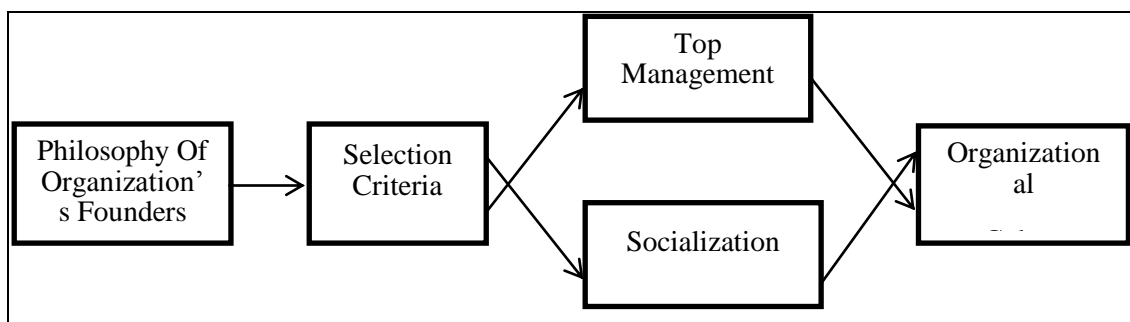


Figure 2.5: The formation of organization culture

Source: Robbins, S.P. (1993).

2.7 Cultural Dimension

Analyzing organizational culture's dimensions is one technique to investigate it. These dimensions are relevant to an organization's work environment (Akaah, 1993). Wallach studied organizational culture in three areas in 1983: inventive, bureaucratic, and supporting. Most organizations have a mix of the aforementioned dimensions, but there is usually one that dominates (Silverthorne, 2004). The typical properties of each dimension are discussed below.

- *Innovative dimension:* Challenge and risk tasking are the norms in the innovative dimension. Employees are allowed to experiment with new methods of work without fear of failure (Akaah, 1993). The descriptors 'risk taking, result driven, innovative, pressurized, stimulating, demanding, entrepreneurial, and driving' were used by Koberg and Chusmir (1987, p. 398) to define this culture. The most common result of this culture is increased sales, as a result of the aforementioned attributes (Berson et al., 2008).
- *Bureaucratic dimension:* This dimension places a premium on efficiency, rules, and regulations (Berson et al., 2008), as well as well-defined lines of responsibility and authority (Koberg and Chusmir, 1987). Through rules, procedures, and structures, organizations with a high bureaucratic dimension will emphasize consistency and predictability (Berson et al., 2008). Formal, specialized, hierarchical, and rigid are the qualities of this dimension, according to Adler and Borys (1996). Employees frequently react negatively to organizations with a bureaucratic dimension (Berson et al., 2008).
- *Supportive dimension:* The supporting component, according to Koberg and Chusmir (1987), is warm, trustworthy, gregarious, friendly, and relationship focused. For their employees, the company is like a family. According to Berson et al. (2008, p. 617) the supportive dimension's work settings are "marked by trust, safety, and an encouraging a collaborative culture." Managers in such a social group cultivate an open relationship with their subordinates. Employees feel dedicated to an organization where the culture can be seen as a family. As a result, employees' responsibilities extend

beyond their pay. Furthermore, via their devotion to the organization, the members share the organization's ideals and beliefs (Akaah, 1993).

The aforementioned dimensions can be used by an organization to describe its organizational culture. Each culture has its own set of qualities for leading the organization as well as how employees feel and operate. Most cultural typologies cover these dimensions, which highlight different types of organizations (Berson, Oreg and Dvir, 2008). This thesis will continue with Cameron and Freeman's several sorts of organizational culture (1991).

2.8 Type of Organizational Culture the Competing Values Framework

The competing values framework's four culture types – Hierarchy, Market, Clan, and Adhocracy are all based on organizational theory research models. Each theoretical foundation creates an organizational climate in which each culture's values and traits can take root and become prominent. The OCAI, which is based on the Competing Values Framework, uses a series of six sub-dimensions to describe each culture type. Each sub-dimension highlights a specific component of culture inside the company and serves as the assessment criteria for the OCAI. The six sub-dimensions define the core manifestations of culture inside an organization, including dominating features, organizational leadership, and staff management, organization glue, strategic emphasis, and success criteria. While not exhaustive, the six sub-dimensions do cover the most important aspects of the culture. The sub-dimensions of prominent features and organizational glue address the organization's core assumptions. Following that, the sub-dimensions of organizational leadership and management of employees' sub-dimensions address organizational interaction patterns (Cameron and Quinn, 2006).

Finally, the sub-dimensions of strategic emphases and success criteria address organizational orientation. Each sub-dimension acts as a lens through which to see a slice of the organization's culture. When combined, they form a full cultural profile of the entire organization, as the OCAI assessment intended (Cameron and Quinn, 2011). Cameron and Quinn (2006) established the Competing Value Framework.

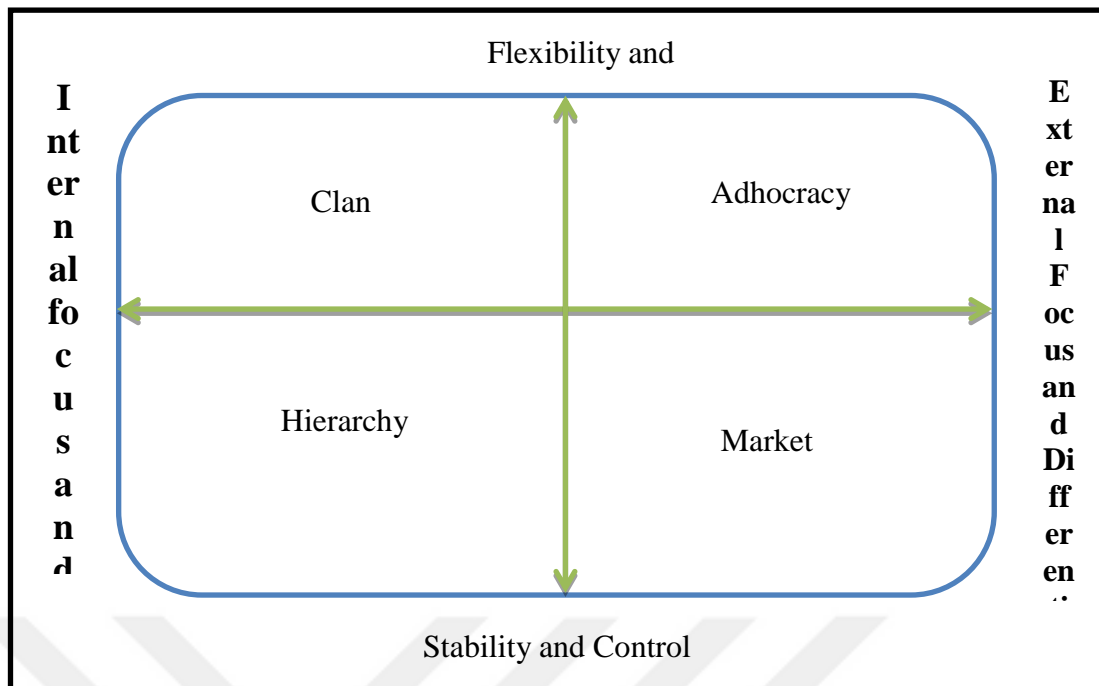


Figure 2.6: The competing values framework (Cameron and Quinn,2006)

Whether an organization's primary focus is internal or outward, and whether it aims for flexibility and individuality or stability and control, is determined by its competing value framework. Six organizational culture aspects (dominant traits, institutional leadership, employee management, organizational glue, strategic emphasis, and success criteria) and four dominant culture types (Clan, Adhocracy, Market, and Hierarchy) are used to create the framework. Each cultural type is described in depth below.

The emphasis in Clan culture is on flexibility and the internal environment, which is characterized by a friendly workplace where people share personal and professional experiences. It was given this name because of its resemblance to a family-type organization in which the leader assumes the role of a mentor. According to the authors, success in this sort of culture is defined by internal environment and concern for people, and teamwork is the most effective strategy to achieve corporate success. Employees are encouraged to actively engage in the organization's development by contributing their ideas and suggestions for how to increase productivity. Managers place a premium on empowering employees and assisting them in the development of their skills. Facilitating staff cultivation is intended to increase employee engagement and loyalty, resulting in a more effective overall organization. Cameron and Quinn (2006), Braga et al. (2014), and Fernandes et al. (2015) are just a few

examples. The Hierarchy culture is defined by stability and an internal emphasis, and it is made up of a formal structured system of command and control that prioritizes steadiness, predictability, and efficiency. One of the first and most widely acknowledged organizational culture types, especially in government enterprises, was Hierarchy. This culture type has clearly defined decision makers, rules, and processes that control and govern all aspects of the organization. Theoretically, this cultural type is based on classical organizational theory, which arose during the industrial revolution in the early 1900s.

The Hierarchy culture is defined by its emphasis on measurement, paperwork, record keeping, and communication management, as well as its concentration on the internal environment. When this culture is prevalent, an organization is defined by a formal and regulated work environment in which formal rules and organizational policies control what employees do. There is a strong emphasis on standardization and various hierarchical levels in this type of culture (Cameron and Quinn, 2006).

According to the fundamentals of this theory, organizations will act rationally in order to maximize production through a methodical organization with labor division and specialization (Shafritz, Ott, and Jang, 2011). This theory is founded on the research of Weber (1922) and Taylor (1916). According to Weber, an effective bureaucracy has rules, specialization, meritocracy, hierarchy, distinct ownership, impersonality, and responsibility. Taylor created a scientific management research approach for selecting the single most effective plan for carrying out a certain organizational function. Gulick (2000) developed a principle-based management method by introducing essential management principles. In order to fulfill internal production and effectiveness goals, the Hierarchy culture emphasizes maintaining unity and control.

Conversely, the Adhocracy culture aims at the external environment and flexibility. In it, organizations can promote adaptability, flexibility and creativity in the face of situations of uncertainty, ambiguity and information overload. For this reason, it is also known as Innovative culture. In this type of culture, values create changes and new challenges, success lies in innovative and pioneering initiatives. The work environment is dynamic, enterprising and creative. Commitment to experimentation and innovation is what keeps a cohesive organization in this type of culture. In this

type of organization, the emphasis is on looking to the future and being prepared for whatever it may bring, which necessitates spending a lot of effort preparing to change to meet future needs. To do this, the organization is structured in such a way that it can instantly alter its trajectory if necessary. Standard procedures and norms become less relevant as time goes on, while creativity and invention become more crucial. Members of the organization must be flexible and ready to respond swiftly to new difficulties. Cameron and Quinn (2006), Cameron and Quinn (2006), Cameron and Quinn (2006), Cameron and Quinn (2006), Cameron and Quinn (2006)

The hallmarks of market culture are control and guidance to the outside world. It's a business that prioritizes getting things done. In order to get a competitive advantage, it focuses on interactions with other components (Cameron and Quinn, 2006). This culture is defined by a focus on the outside world and a desire to succeed in a competitive market. The external environment is viewed as hostile and demanding.

The Market culture, which is characterized by stability and a focus on the outside world, fosters a competitive business that prioritizes results and achieving goals. Suppliers, customers, licensees, unions, and regulators (Cameron and Quinn, 2011) are examples of external communities that engage with the firm. Instead of rules and specialized functions like a hierarchy, the competitive and economic desire to meet targets and increase the number of customers served offers stability and control. The external environment, according to market culture, is hostile, and the company must work and compete to improve its position and expand. As a result, the organization is constantly pushed to boost production and ensure that goals are met.

2.9 The Framework for the OCAI Model

OCAI is a development of the CVF (Competing Values Framework), it is very useful in reflecting in which direction the company or group is based on its culture to support its mission and goals, and also to be able to identify elements within the culture that can go against the mission and goals. This is also useful, when a company is looking for its identity and redefining the culture in it.

The theoretical foundation for the OCAI scale came from studies seeking to uncover major indicators of effective organizations by asking: What are the main criteria for assessing whether or not an organization is effective?

What variables determine the effectiveness of an organization? What criteria are used to determine whether or not an organization is effective (Cameron and Quinn, 2011)? Campbell, Browns, Peterson, and Dunnette (1974) compiled a list of thirty-nine indicators they claimed represented a comprehensive set of all potential organizational success metrics. Quinn and Rohrbaugh (1983) looked for patterns in this list that may be used to categorize the indications into similar categories. They discovered two key dimensions from the list of indications, which filtered them into four broad groupings.

The first dimension distinguishes organizational effectiveness criteria that place a premium on flexibility and discretion from those that place a premium on stability and control.

Meaning, certain organizations are considered effective when they are constantly changing and renewing themselves, as well as when their organizational structure is subject to frequent change. Other organizations are considered effective when their organizational structure is stable and predictable, and they rarely change. Organizations fall along a spectrum in this dimension, with organizational agility and versatility on one end and organizational consistency and reliability on the other.

The second dimension distinguishes organizational effectiveness criteria that place an emphasis on internal focus, unification, and integration from those that place an emphasis on external focus, competition, and distinction. Meaning, certain organizations are seen as effective when their internal personalities are synced and constant throughout the organization.

Other organizations are seen as more effective when they focus on relationships with those outside the group, rather than a fundamental dogma. Organizations fall along a range in this dimension, with cohesion and solidarity on one extreme and independence and autonomy on the other.

With the flexibility – stability relationship on the vertical Y-axis and the internal – external relationship on the horizontal X-axis, the interaction between the two dimensions is graphically depicted (Quinn and Rohrbaugh, 1983). The polarities combine to produce four quadrants, each of which represents a cluster of organizational effectiveness metrics. Individual values about an organization's

success and effectiveness are reflected in each cluster group. They define the core ideals on which individuals can make judgements about an organization and outline what people believe are good traits for an effective organization.



3. HUMAN RESOURCE MANAGEMENT PRACTICES

Sivasubramaniam and Kroeck (1995) looked at several approaches on human resource management from the standpoint of fit or integration, and suggested categorizing them as having internal or external fit. Internal fit is an ideal of practices, whereas external fit explains HRM as strategic integration. Several studies have attempted to determine which fit is best. Human resources management and practices are the central function of the management of all organizations, where the success and failure of these organizations depends on the effectiveness and efficiency of these practices (Boateng, 2007).

Human resource management (HRM) practices serve as a link between HRM strategy and HRM outcomes in organizations and businesses. HRM strategy is divided into four categories by Sheppeck and Militello (2000): employment skill and work policies, supporting environment, performance measurement and reinforcement, and market organization. Guest (1997) splits it into three categories, each distinguished by innovation, quality focus, and cost reduction. Whatever definitions or tactics are used, the goal is the same: to achieve a common organizational goal.

HRM procedures and a quality-control approach According to Stavrou Costea (2005), effective human resource management can be the determining factor in a company's success. According to Lee (2007), HRM methods such as training and development, teamwork, compensation/incentive, HR planning, performance review, and employee security can increase firm performance, including staff productivity, product quality, and company adaptability. HRM's overarching goal is to ensure that an organization's personnel are capable of achieving success (Armstrong, 2009; Storey, 1992).

The acceptability of 'new style' HRM practices designed to produce high levels of employee performance, flexibility, and dedication has been documented in HRM literature (Bach & Sisson, 2000). This means that, like traditional approaches to

human management, modern HR practices have a much more direct relationship to organizational policy making and performance difficulties (Bach & Sisson, 2000).

Human Resources Management practices analyze the organization's objectives in order to achieve them by studying, understanding, and evaluating its employees and determining what suits them in the market's external and internal environment, determining the size of employment, human resource flow rates, training, evaluating, and motivating them (Al-Qudah et al, 2014).

Human resources management practices have changed dramatically as a result of rapid developments and changes, particularly in the fields of knowledge production, technologies, and modern means of communication, competition, technological progress, the effects of globalization and the changes it has brought about, and the removal of barriers and traditional systems in place, so organizations' human resources management practices must change as well (Khanna&Sehgal, 2016)

As a result, the researcher believes that these ramifications, developments, and challenges have put pressure on human resource management and practices, which necessitates identifying these practices in organizations in order to select the best and most appropriate methods for the needs of the stage of growth, development, and rapid change that organizations are experiencing.

Having seen human resources management practices as tools for production, they have become an important resource of the organization, because of its accumulated thinking and knowledge of business processes, and gaining the skills and expertise necessary to perform it, therefore, it is necessary to adopt new views towards it, and to realize the real importance and the key role it plays in the success of the organization and achieve its objectives, (Hassan, 2010)

According to Minbaeva(,2005) them is a set of practices used by the organization to manage human resources by facilitating and developing specific competencies in particular, forming a social relationship with these competencies and generating organizational knowledge to maintain competitive advantage .

According to Parmar,Sharma (2016) It is a set of internally consistent policies and practices designed to ensure that the company's human capital contributes to its objectives.

Katou (2008) conducted a study in the industrial sector of Greece to assess the impact of HRM practices on organizational performance. The findings showed that the link between HRM methods (resourcing and development, remuneration and incentives, engagement and job design) and organizational success is mediated in part by HRM outcomes (skills, attitudes, and behavior), and is influenced by business strategy (cost, quality, innovation). According to the findings, HRM practices that are linked to business strategies will have an impact on organizational performance through HRM outcomes.

Iqbal et al. (2013) investigated the link between HR practices (the impact of supervisory roles, participation in decision-making, and remuneration policies) and employee job satisfaction among Pakistani manufacturing and service industry employees. The study's findings demonstrated that having a supervisor had a significant favorable impact on job satisfaction. Participation in decision-making has a lower positive impact on job satisfaction than the factor that is optimistic about corporate performance.

Shikha (2010) investigated HRM practices among employees of Indian commercial banks in order to determine which HRM practices constitute a source of long-term competitive advantage. According to the findings, organizations should focus on long-term commitment to people resources rather than training and development.

3.1 Definition Human Resources Management Practices

Human Resource Management (HRM) practices are defined as a unique but interrelated set of activities, functions and processes designed to attract, develop, and sustain a company's human resources (Tangthong et al., 2014). HRM practice is a broad term that includes related but different activities, functions and processes for the entire human resource of the company. According to Tan and Nasurdin (2011), HRM practices as a system to attract, develop, motivate and retain employees to ensure the effective implementation and sustainability of the company and its members. In addition, HRM practices are also conceptualized as a set of consistent policies and practices designed to ensure that the company human capital contributes to the achievement of its business goals (Hee & Jing, 2018; Tan & Nasurdin, 2011). HRM practices are implemented to evaluate employee performance. In this highly

competitive era, improving HRM practices can improve employee performance (Caliskan, 2010; Bowra et al., 2012). Ahmad and Shahzad (2011) argued that employee performance expresses the entire faith of an employee in the actions and commitment to achieving the organization's goals and mission. They also mentioned that payroll practices, performance appraisals and practices related to promotion and staffing are benchmarks of employee performance. Alagaraja and Shuck (2015) reveal that employee performance can be measured through regular training and improvement. Khan (2010) adopted five HRM practices to investigate the impact of HRM practices on the performance of Pakistan workers and organizations. Recruitment and selection, performance appraisal, training and development, employee relations as well as compensation and rewards were the five HRM practices. This study will not cover other HRM practices factors such as recruitment and selection, performance management and career development other than the four aspects which are training and development, compensation and benefit, performance appraisal and work-life policies.

A study (Murithi et al,2014) of the concept of human resources management practices indicated that Management responsible for a number of activities including the recruitment of human resources and conservation have to be trained so that they can deal with the organization's strategies and policies and manage change.

Keir (2016) defined it as a collection of outstanding activities, functions and processes. and interlocking targeting Attracting, developing and preserving the organization's human resources.

According to Gerhart (2007), human resources management is a combination of multiple factors and these factors are practices, policies and systems that affect the conduct, attitude and performance of the staff member towards the organization in a positive way, and human resources management practices are linked to human resources management, through activities such as staff recruitment and maintaining high staff performance.

Human resource practices form the foundation supporting the way a business or organization's human capital will operate. Basic elements in human resource practices are organization structure, capability building, performance management,

employee engagement, employer branding and HR service excellence (Armstrong, 2009).

HRM practices have been identified as a source of business revenue at the organizational level (Mathis et al, 2004). This is because HRM practices such as compensation (offering attractive rewards to attract and retain skilled manpower), performance appraisal (determining employees' strengths and weaknesses), and training and development (training potential employees to undertake higher-level tasks) have been considered foundation strategies to ensure that an organization has a group of talented employees who help to increase organizational productivity and enhance the organization's innovativity.

HRM practices means that it is a set of policies and practices which boost up the firm's human capital to contribute in the achieving of business objectives (Gürbüz, 2009).

3.2 The Importance of Human Resources Management Practices

The economic value of an organization is not determined by the cost of its equipment and apparatus. Other assets include a financial investment, as well as expertise, innovations, a highly skilled personnel, a competitive reputation, customer relationships, and a unique management style (Omari et al, 2009).

It reflects the importance of human resources as the Organization's most valuable asset, which is required for the optimal operation of all other resources. The importance of human resources management practices, in turn, lies in caring for employees, their services, developing their knowledge and skills, stimulating them at a high level of performance, and thus maintaining and maintaining a high level of performance, which is essential to achieving the organization's objectives, and gives it the ability to lead the sector in which it operates through its capabilities that allow it to lead the sector in which it operates. It must alter the competitive game's regulations in the manner and time that it selects based on its management systems and resources Human (Neog & Barua 2014).

A study by Syed & Yah(2012) on Human resources management practices showed that the strategies for attaining short- and long-term objectives involve human

resources. They explained that human resources management functions as various interconnected activities, functions, and processes with the goal of attracting, developing, preserving, or disposing of the company's human resources developing, preserving or disposing of the company's human resources.

Bambale and Maimako (2016) emphasized the importance of human resource management methods, citing as sound human resource management techniques are important, it plays a major role in FAO's strategies. The importance of economic development in terms of improving service quality, productivity, lowering turnover, increase client satisfaction, and lowering manufacturing costs, all of which lead to a competitive advantage.

The importance of HRM practices lies in motivating employees to develop the skills, knowledge, and innovations required for organizations to compete favorably with competitors, as well as improving teamwork and increasing employee job satisfaction, allowing them to pay attention to the quality of their work at a higher level of efficiency and efficiency, resulting in better service to the organization's customers and customers (Chauhan,2014).

Recruitment, selection, training, development, compensation, and rewards are the most common human resources management practices, according to Oyeniyi et al (2014), and these practices are aimed at improving the overall performance of employees within the organization, ultimately leading to successful organizational performance and competitive advantage for the organization.

The usefulness of HRM practices is an organization that can never be overemphasized as they provide the creative spark that drives organizations. Noe et al., (2004) suggested the following qualities that distinguished HRM practices from other forms of organizational resources, they are:

- 1.HRM practices are valuable: High quality employees provide a needed service as they perform many critical functions.
- 2.HRM practices are rare in the sense that a person with high level of the needed skills and knowledge is not common. An organization may spend several months searching for talented employee.

3.HRM practices cannot be imitated. It will be impossible to find and employ HRM practices that can do precisely the same thing so that advantage of a competitor could easily be eliminated.

4.HRM practices have no good substitutes: Proper training and motivation will cause employees to learn, develop their abilities, and care about customers. It is difficult to imagine another resource that can match committed and talented employees.

3.3 Dimensions of Human Resources Management Practices

Human resources management practices, according to many management thinkers, are a set of practices that will put human resources strategies into practice and are geared toward improving organizational performance and enhancing human resources capabilities, skills, and knowledge in order to achieve strategic objectives. As a result, the most essential practices and how they connect to human resource systems will be identified and concentrated on in accordance with the study's dimensions (Jameendar, 2014, Noe, 2015 Murithil et al., 2014). These practices are (human resources planning, recruitment and appointment, training, performance evaluation and Compensation).

3.3.1 Human resources management planning

In order to secure right employees into an organization, Human Resource manager have to decide on the number of employees needed at present or in the future and the vacancies/positions that the incoming personnel will fill. This process is known as HR planning, Manpower planning or employee planning (Anyadike & Nkechi, 2013). The process involves systematic analysis of organization manpower in order to determine future demand of the organization; thus, shortage or excessive use of manpower will be avoided (Kurfi, 2013). HR planning is concerned with predicting the business demands for manpower and using required strategy to meet these needs. It also constitutes anticipating manpower demands and strategic action. The former involves estimating how many? And the types of HR required at every place in the organization. While the latter deals with staffing activities (Anya, Gift & Umoh 2017). HR is a continuous and dynamic process with interrelated activities that need modification and updating in accordance with the situation. It plans and develops programs like recruitment, performance appraisal

and training to ensure achievement of organizational as well as people needs (Anyadike & Nkechi, 2013). A sound Human Resource planning will guide the Human Resource manager to recruit and select appropriate employees to the organization. This is because through Human Resource planning, Human Resource manager has information on the right number, qualifications of employees and the position /vacancy to be employed and fill accordingly

Planning also involves deciding the number and quality of an organization's human resource demands, which necessitates assessing the organization's staffing needs, calculating what is available, and comparing the supply and demand sides to estimate the deficiency or growth in human resources (Jameendar,2014).

In his study, Al-Qudah (2014) sees the importance of human resources planning as assisting in the economically operating production elements and increasing growth, as well as developing and improving competitive advantage and basic competencies until the maximum possible benefit from these elements is obtained, linking the organization's strategy and human resources management strategy in achieving profit and growth.

One of the primary functions of human resource management is planning, which seeks to predict the organization's staffing needs in terms of the categories of jobs or labor necessary, the number of persons required for each type of job, and the time period over which the human resources plan is developed (Mishra,2007) The organization's future needs are assessed through human resource planning. Develop a future strategy to determine whether it need additional personnel, what type of personnel and talents are necessary to perform future work, whether it has a surplus of human resources, and so on. Existing human resources inside the organization are being restructured and rehabilitated (Timizar, 2014).

3.3.2 Recruitment and appointment

Appointment and recruitment take place after human resources planning and determining the workforce's requirements in terms of number and qualifications in order to fill a job vacancy as soon as possible. As a result, recruitment can be defined as an organization's activity aimed at locating the greatest number of qualified candidates for the open positions (Noe, 2015).

Internal appointment means promotions and transfers of an old employee of the organization to a new job, or upgrading a current employee at a certain administrative level to a higher administrative level, and means external appointment: promotions and transfers of an old employee of the organization to a new job, or upgrading a current employee at a certain administrative level to a higher administrative level. External appointment is based on the labor market available in the organization's immediate vicinity, whether local, regional, or international, especially in light of the globalization of business and the ease of access to human resources, as well as their use through electronic communication and remote work completion, which has created a practical, easy, and less expensive alternative to business completion (Erekat et al , 2010).

This recruitment process is supplemented by recruitment and appointment activities, which include a trade-off between individuals applying for a specific job, selecting who is best in terms of their validity for that job, and finally assigning official work to place the right person in the right job. And then there's this. It is frequently done by businesses using a series of practical methods and procedures to detect individual distinctions among applicants in terms of their talents, professional and behavioral abilities. To ensure that the job's criteria and responsibilities are compatible with the applicant's qualifications and traits. And it's because of this that some people (Adwan, 2011) use the word recruiting instead of recruitment and appointment.

The relevance of appointment and recruiting is critical for the implications of getting the essential human resources that are aligned with the organization's duties, and thus depending on them to complete tasks and achieve goals. Effective recruitment provides the business with a wide range of options. Through appointment and recruitment, the organization can connect its mission to employees who are in the right place to build and develop their careers. Appointment and recruitment also improves the organization's effectiveness in terms of employment stability and the inclusion of a highly qualified workforce (Tan & Nasurdin, 2011).

3.3.3 Training and development

The formal efforts conducted by an organization to assist employees in acquiring the skills and expertise required to perform current or future positions are known as training and development (Mondy et al, 2005). Training and development activities,

in general, are intended to assist employees in continuing to make positive contributions in the form of good performance by acquiring new information, skills, and talents (Ivancevich, 2001; Berge et al., 2002). Training and development is also defined as the process through which individuals alter their skills, knowledge, attitudes, and/or behavior, whereas development refers to learning opportunities that are aimed to help employees grow and are not exclusively skill-oriented (Robbins, 1998). It provides general knowledge and attitudes that will be beneficial to higher-ranking personnel. Similarly, Dowling et al. (2004) stated that training strives to improve current work skills and behavior, whereas development aims to improve abilities in connection to a future position or employment.

Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience” (Armstrong 2001: 543). Training can be on the job or off the job depending on the need in question. Appropriate training is required for various needs such as: to solve pertinent problems, to boost performance, and also for continuous development of human resource.

Smithson and Lewis (2004) added that, the provision of specific training for career self-management and encouragement for workers to learn transferable skills assist in reducing dependency in a dynamic environment, increasing their employment their employment security, providing opportunities for employees to accept challenging task, building employee self-confidence and commitment and again producing a measurable change in performance that can solve a variety of problems.

An effective training and development practices enable the employees to understand that they are valued and that the organization is investing in their development so that they may contribute to organizational performance in the long run (Wright, Gardner, Moynihan, & Allen, 2005).

Training becomes vital for an employee's personal development and advancement, which will drive the employee to stay with a company for reasons other than monetary gain. Organizations must provide employees with updated training to suit market changes and dynamism, as well as changes in employment policies and other factors (Drucker, 2001).

Comprehensive training and development are essential for equipping employees with up-to-date knowledge, skills, and competencies. Such activities enhance employees' flexibility and increase their loyalty and commitment to the organization (Iverson & Zatzick, 2007)

The importance of training to strengthen the relationship between the employer and his employees, in addition to Increase the quality of functionality in general, also increase the level of experience of individuals and refine skills which gives satisfaction to the employer and the employee himself, so employees need to train and develop comprehensively to increase talent that positively affects organizational achievement, thereby boosting the growth rate economic and profitability of the organization (Kepha,2015).

According to Sparrow (1998), the ability, understanding and awareness in training and development are necessary in an organization in order to develop workers to undertake higher grade tasks, provide the conventional training of new and young workers, raise efficiency and standards of performance, meet legislative requirements and inform people (induction training, pre-retirement courses, etc.)

The training process does not involve only mechanisms to provide staff with access to Training in order to acquire the skills they need to perform their jobs effectively but also determine the nature of The level of training that is required (Iodhi &shakeel,2015) .

3.3.4 Performance evaluation

The definition for performance “is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. “ Performance appraisal in an organization is generally done in systematic ways which measures the pay of employees and compare it with targets and plans, analyses the factors behind work performances of employees and position to guide the employees for a better performance (Chan, 2013).

Employee performance evaluation is a method of identifying, measuring, evaluating, improving, encouraging, and rewarding employees for their efforts (Mondy et al, 2005). Performance evaluation is a formal system used by an organization to review and evaluate employees' performance on a regular basis. To put it another way,

performance evolution is the process of analyzing how well individuals accomplish their responsibilities in comparison to a set of criteria or the expectations of the business.

Performance evaluation is a great tool for not just evaluating employees' job performance, but also for developing and motivating them (Anthony et al., 2002).

Employees may become aware of their performance level and discover their deficiencies through important feedback or guidance from top management, allowing them to take the required actions to improve their performance. As a result, for the aim of human capital development, performance appraisal must be done on a regular basis. Top management may use the results of performance evaluations to make decisions about salary, promotions, terminations, transfers, recognition awards, and training opportunities, all of which can affect employee satisfaction and possibilities for growth. The majority of organizations feel that performance assessment is a good tool for determining employee potential and evaluating employee performance, both of which are critical to the organization's success (Lau et al, 2008).

According to Ghebregiorgis and Karsten (2005) performance evaluation is centered on an individual employee and his/her contribution to the organization as measured against some objective criteria often called performance targets. The procedure for performance appraisal could vary among organizations.

While some see it as a regular official assessment of how workers get their jobs done in line with the organization's established policies, it is an analysis of individual performance in order to reach the point of strength, strengthen it, address the weakness so that the individual can improve his work and achieve organizational objectives, and to evaluate workers an influential role in achieving the career progress of workers, which is influenced by the results of the evaluation, and the method of evaluation affects the morale and motivation of the workers (Rusan and Amoush, 2013).

Performance evaluation should be a positive experience and contribute to the overall welfare of the organization. Boselie, Dietz and Boon (2005) add that if done properly, it will serve as an effective tool in improving performance and productivity and developing employees as well.

Performance management systems give a manager room to know whether his employees are performing their job efficiently and effectively or they need improvement. The practice sets performance standard that are used to measure employee's performance. The way a manager evaluates employee performance is called performance appraisal. The performance evaluation allows for the following:

1. Manager to decide employees pay increment and other rewards.
2. Manager to decide whether an employee needs training or development.
3. Employees to know acceptability or otherwise of his performance by management of the organization through feedback from the appraisal exercise (Armstrong, 2012).

3.3.5 Compensation and benefits

Compensation and benefits has traditionally meant to recruit and retain employees, as well as incentivize them to raise their effort and outputs in order to meet organizational goals (Bergmann et al, 2001). One of the major costs of running a corporation is compensation. Most importantly, remuneration is a crucial instrument for aligning employees' interests with company goals by establishing and giving rewards for accomplishing specific goals allocated to them. Salary growth and other non-salary perks supplied to employees have a considerable impact on their desire to resign, according to Trevor et al. (1997). The whole remuneration package has a considerable impact on employee retention, according to Miller et al. (1992). Several productivity studies have found that high-talent employees frequently demand high pay. As a result, if an organization can offer them a competitive wage package, they may choose to stay with their existing employer (Shepherd et al, 2000; Jardine et al, 2001)

Rewards and benefits is a topic that human resource practitioners and management emphasize because of the affective nature it has upon employees. Management and employers are keen to find a strong correlation on rewards and benefits to employee satisfaction and job performance (Dulebohn, 2008).

There are many types of rewards and benefits that are monetary and non-monetary in nature such as pensions, healthcare, retirement's savings and family benefits.

Overall, that employees place emphasis on monetary type benefits more and benefits for family members are also welcomed (Dulebohn, 2008).

Compensation is a practical concept that describes the financial or moral value that an individual receives through an act or conduct in order to serve several purposes in organizations. These compensations are related to the formulation and implementation of strategies and policies aimed at up to reward Individuals in exchange for a specific task, fair and consistent in accordance with the organization's policy (Kepha,2015).

3.4 Human Resource Management Practice And Organizational Culture

Human resource management practices is closely related to organizational culture. According to Berg (1986), human resource management is a part of the strategic framework of organizational culture. The results are reciprocal (Yaung et al., 1991) because Human resource practice must adapt to culture in order to retain it effectively and timely, but practice in turn strengthens culture and By providing information and Induced behavior: some of the fastest mechanisms to intervene in the required direction of organizational culture are related to human resource management: reward and reward system, recruitment, selection and socialization standards (Schein, 1988), and even The so-called "soft" human resource model, such as the shaping of corporate values (Begley and Boyd, 2000) and the pursuit of participation and commitment (Denison, 1990), may have an impact on organizational culture On the other hand, we should realize the integration and development of human resources Quality and flexibility require some management Organizational culture (ogbonna and Whipp, 1999). They improve the consistency between individual and organizational goals and increase the efforts of employees (Kotter and Heskett, 1992; Sorensen, 2002), hoping that this culture can reduce the transaction costs related to human resource management (ladoy Wilson, 1994), However, when the organization wishes to maintain a strong culture, it needs to pay special attention to human resources policies and ensure that human resources policies support the required culture (ogbonna.and.whi-pp,1999).

4. METHODOLOGY

4.1 Sample and Procedure

The researcher chose random sampling as the sampling method. The survey forms were delivered to 350 participants via Google Forms by sending an email to the Baghdad Science and technology ministry Iraq. As the purpose of this study was to examine the effects of organizational culture on human resource management practices, it requires the understanding of employees about their organizational culture and the levels of the human resource management practices.

Finally, 273 copies of the questionnaire were collected from the organizations in Iraq . About 77 questionnaires were not completed by the respondents due to time constraints and lack of interest of the respondents in the exchange of information

4.2 Instruments

A two-page survey is created to obtain information about the organizational culture ,human resource management practices, the first section of the survey asks about the demographic characteristics of respondents (gender, ,age , etc.). then there were a total of 62 structured questions in the questionnaire related to the independent variable (organizational culture) and the dependent variable(human resource management practices),The respondent needs to used 5 Likert scale.

(1= strongly disagree, 2= disagree, 3= neutral , 4=agree, 5= strongly agree).

Measurement of organizational culture scale. In the last few decades, both academics and practitioners in management science have focused on studying possible ways to measure the dimensions of organizational culture and how such measures relate to the effectiveness and competitiveness of an organization (Mobley, Wang & Fang, 2005). Cameron and Quinn (2006) created the famous Organizational Culture Assessment Instrument (OCAI), The evaluation of a culture is made through those four core values, in a competing values, Flexibility and discretion opposing Stability and control and Internal focus and integration versus External focus and

differentiation. The competing values cross upon six dimensions: Dominant characteristics, Organizational leadership, Management of employees, Organizational glue, Strategic emphasis and Criteria of success.

Measurement of human resource management practices scale. Measure which was developed by Dessler (2007) human resource management practices Survey to measure (Human Resources Planning, Recruitment and appointment, Training, Performance Evaluation and Compensation) using a Likert-type rating scale format.

4.3 Data Analysis and Scales

The data obtained from the internet via the questionnaire were analyzed using the SPSS 19.0 program. The research analyses were interpreted in order to achieve the desired result. Some results have been obtained using statistics appropriate for the research purpose. The demographic information of the participants was obtained using the questionnaire form, and the scales were requested to be assessed scale dimensions were determined by using factor analysis on the scales. the scales and obtained dimensions were subjected to a reliability analysis to determine their suitability for research. it is concluded that the scales and dimensions have a high degree of reliability. Following these steps, correlation and regression analysis, as well as the relationship and effect values between dimensions, were performed. Hypotheses were tested by determining which dimensions affect each other and to what extent they affect each other. The results of the hypothesis are interpreted.

5. RESEARCH FINDINGS

5.1 Demographic Information

Table 5.1: Frequency table

What is your gender?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	133	48,7	48,7	48,7
	Female	140	51,3	51,3	100,0
	Total	273	100,0	100,0	

The distribution of participants is *very balanced* for gender categories. The number of female participants is slightly (7; 2.6%) higher than the number of male participants.

Table 5.2: Age range

What age range you are in?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 26	77	28,2	28,2	28,2
	26-35	116	42,5	42,5	70,7
	More than 35	80	29,3	29,3	100,0
	Total	273	100,0	100,0	

Although five age categories were defined in the survey questions, in order to categorize the data in a statistically significant way, *the categories 36-45, 46-55 and more than 55 years old, which had a small number of participants, were combined as more than 35* and the number of categories was reduced to three. Thus, the distribution of categories has been made more balanced. As a result, while the highest participation was in the 26-35 age group (116; 42.5%), the lowest participation was in the age category less than 26 (77; 28.2%).

Table 5.3: Educational status

Which of the following is your educational status?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School Degree	76	27,8	27,8	27,8
	University Degree	124	45,4	45,4	73,3
	Post Graduate Degree	73	26,7	26,7	100,0
	Total	273	100,0	100,0	

Although there are five diploma categories in the questionnaire; as in the age range category; In order for the categories *to be statistically significant and comparable*, *BSC and diploma categories were combined as university degree category*, *master's and doctorate categories were combined as postgraduate degree category*, and as a result, the number of categories was reduced to three. In this context, the highest participation was in the university degree category (124; 45.4%); the lowest participation was observed in the postgraduate degree category (73; 26.7%).

Table 5.4: Your position in your institution

What is your position in your institution?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employee	154	56,4	56,4	56,4
	Department Manager	119	43,6	43,6	100,0
	Total	273	100,0	100,0	

The *distribution of the participants according to their positions is balanced*. The number of employee participants is slightly higher (35; 12.8%) than the number of department manager participants.

Table 5.5: Your total work experience

Which of the following includes your total work experience?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	110	40,3	40,3	40,3
	6-10 years	85	31,1	31,1	71,4
	More than 10 years	78	28,6	28,6	100,0
	Total	273	100,0	100,0	

Although five total work experience categories were defined in the survey questions, in order to categorize the data in a statistically significant way, *the categories 11-16, 17-20 and more than 20 years, which had a small number of participants, were combined as more than 10* and the number of categories was reduced to three. Thus, the distribution of categories has been made more balanced. As a result, while the highest participation was in the 0-5 years of work experience group (110; 40.3%), the lowest participation was in the category more than 10 years (78; 28.6%).

5.2 Relations between Categorical Variables in Crosstabulations Using the Chi-Square Analysis

1. Age – Position Relationship Crosstabulation

Table 5.6: Age-position relationships cross tabulation

What age range you are in? * What is your position in your institution?				
Table 5.2.1: Age-position relationship cross tabulation				
		What is your position in your institution?		Total
		Employee	Department Manager	
What age range you are in?	Less than 26	69	8	77
	26-35	73	43	116
	More than 35	12	68	80
Total		154	119	273

Table 5.7: Chi-Square tests

Value	df	Asymptotic Significance (2-sided) (p)
Pearson Chi-Square	2	,000
N of Valid Cases	273	

$p = 0,000 < 0,05$ *There is a significant relationship between two categorical variables: age and the participant's position.* Only 10.39% (8/77) of the participants younger than 26 were department managers, while this rate increased to 37.07% in the 26-35 age range (43/116); and to 85% (68/80) for the participants older than 35. *As the age*

of the participants increases, their probability of becoming a department manager increases by taking seniority.

2. Total Work Experience – Position Relationship Crosstabulation

Table 5.8: Total work experience-position relationship cross tabulation

Which of the following includes your total work experience? * What is your position in your institution?				
		What is your position in your institution?		Total
		Employee	Department Manager	
Which of the following includes your total work experience?	0-5 years	90	20	110
	6-10 years	46	39	85
	More than 10 years	18	60	78
Total		154	119	273

Table 5.9: Chi-Square tests

Value	Df	Asymptotic Significance (2-sided) (p)
Pearson Chi-Square	2	,000
N of Valid Cases	273	

$p = 0,000 < 0,05$ There is a significant relationship between two categorical variables: participant's total work experience and the participant's position. Only 18.18% (20/90) of the participants were department managers with less than 5 years total work experience, while this rate increased to 45.88% for the participants with 6 to 10 years work experience (39/85); in the more than 10 years of total work experience category 76,92% (60/78) of the participants were department managers. **As the total work experience of the participants increases, their probability of becoming a department manager increases.**

3. Total Work Experience – Age Relationship Crosstabulation

Table 5.10: Total work experience - age relationship cross tabulation

Which of the following includes your total work experience? * What age range you are in?		What age range you are in?			Total
		Less than 26	26-35	More than 35	
Which of the following includes your total work experience?	0-5 years	62	48	0	110
	6-10 years	14	53	18	85
	More than 10 years	1	15	62	78
Total		77	116	80	273

Table 5.11: Chi-Square tests

Value	df	Asymptotic Significance (2-sided) (p)
Pearson Chi-Square	4	,000
N of Valid Cases	273	

$p = 0,000 < 0,05$ *There is a significant relationship between two categorical variables: participant's age and the participant's total work experience.* When we look at the participants with 0-5 years of work experience, it was observed that 56.36% (62/110) of them were younger than 26 years old. On the other hand, it was determined that **all participants over the age of 35 had more than 5 years of work experience (0/110; 0%)**. The highest number of participants in the 6-10 years work experience category is the 26-35 age category, which is the middle age category. (62.35%; 53/85). On the other hand, 79.49% (62/78) of those in the category of more than 10 years of work experience, are older than 35 years of age. In this context, ***it can be said that as the age of the participants increases, they have more total work experience.***

4. Age – Education Relationship Crosstabulation

Table 5.12: Age –education relationship cross tabulation

Which of the following is your educational status? * What age range you are in?					
		What age range you are in?			Total
		Less than 26	26-35	More than 35	
Which of the following is your educational status?	High School Degree	51	21	4	76
	University Degree	26	60	38	124
	Post Graduate Degree	0	35	38	73
Total		77	116	80	273

Table 5.13: Chi-Square tests

Value	df	Asymptotic Significance (2-sided) (p)
Pearson Chi-Square	4	,000
N of Valid Cases	273	

$p = 0,000 < 0,05$ There is a significant relationship between two categorical variables: participant's age and the participant's educational status. When we look at the participants younger than 26, it is seen that 67.11% (51/76) of them have a high school diploma or its equivalent. In the upper age category, 48.39% (60/124) of the participants have a university degree. The rate of those with a postgraduate degree was only 5.26% (4/76) for participants younger than 26 years old, and 30.95% (38/124) for those aged 26-35; It was observed that the majority of respondents aged 35+ (52.05%; 38/73) had a postgraduate degree. **On the other hand, none of the participants younger than 26 years old had a post graduate degree (0/73; 0%).** Accordingly, *it can be said that as the age of the participants increases, their education level increases.*

5. Education – Position Relationship Crosstabulation

Table 5.14: Education –position relationship cross tabulation

Which of the following is your educational status? * What is your position in your institution?				
Table 5.2.5: Education –position relationship cross tabulation				
		What is your position in your institution?		Total
		Employee	Department Manager	
Which of the following is your educational status?	High School Degree	70	6	76
	University Degree	64	60	124
	Post Graduate Degree	20	53	73
Total		154	119	273

Table 5.15: Chi-Square tests

Value	df	Asymptotic Significance (2-sided) (p)
Pearson Chi-Square	2	,000
N of Valid Cases	273	

$p = 0,000 < 0,05$ *There is a significant relationship between two categorical variables: participant's educational status and the participant's position. While only 7.89% (6/76) of the participants who do not have a university degree are in managerial positions, this rate increases to 51.61% (64/124) among university graduates; it increases to 72.60% (53/73) for those with a postgraduate degree. In this respect, it can be stated that the higher the education level, the higher the probability of the participants to be promoted and become a manager.*

6. Education – Gender Relationship Crosstabulation

Table 5.16: Education –Gender relationship cross tabulation

Value	df	Asymptotic Significance (2-sided) (p)
Pearson Chi-Square	3,129	,209
N of Valid Cases	273	

$p = 0,209 > 0,05$ *There is not any statistically significant relationship between two categorical variables: participant's educational status and the participant's gender. It is pleasing that there is no relationship between the gender of the participants and their level of education in Iraq, a Middle Eastern country where it is relatively difficult for women to receive education.*

7. Position – Gender Relationship Crosstabulation

Table 5.17: Position - gender relationship cross tabulation

Value	df	Asymptotic Significance (2-sided) (p)
Pearson Chi-Square	0,942	,332
N of Valid Cases	273	

$p = 0,332 > 0,05$ *There is not any statistically significant relationship between two categorical variables: participant's gender and the participant's position in the institution. This finding is remarkable, since it is known that men are promoted more easily all over the world, a significant relationship could be expected between being a manager and being a man.*

5.3 General Comment Regarding Crosstabulations

As expected, there was a statistically significant correlation between the age of the participants and their education level, their work experience and their position (status in the institution). In this context, *as the age of the participant increases, the level of education increases, the work experience increases and the probability of becoming a manager increases*. In the same direction, there is a statistically directly proportional relationship between the work experience of the participants and their education levels and positions. On the other hand, there is no statistically significant

relationship between the gender categorical variable and the education levels and positions(status of them in the institution) of the participants. Accordingly, **within the scope of this research, the gender element does not have a distinctive feature.**

5.4 Characteristic Values

General Information: In this part of the research, the characteristic values of the scales and the sub-dimensions of the scales will be included. Characteristic values are divided into three as measures of central tendency, measures of variability and measures of distribution. Measures of central tendency to be used in this study are *arithmetic mean* (\bar{X}), *median* (Me), and *mode* (Mo).

The most important purpose of calculating measures of central tendency, that is, means, is to specify a single value that represents the series. Mode to the most repeated value of the data set; The value that divides the data set into two equal parts is called the median (Turanlı and Güriş, 2015, p. 49 – 82). The measures of variability, on the other hand, are the measure of the scattering of the series values. These measures indicate how intensely the series values are dispersed around the mean (Turanlı and Güriş, 2015, p. 100). The measure of variability to be used in this study will be the *standard deviation* (σ).

Distribution measures show the *skewness* and *kurtosis* of the data set. Skewness is the degree to which the distribution of a data set departs from symmetry. Negative skewness indicates that the series is skewed to the left, and positive skewness indicates that the distribution of the data set is skewed to the right. Kurtosis, on the other hand, is the sharpness of the distribution of the data set, and this degree of sharpness is compared with the sharpness of the normal distribution in studies. If the kurtosis of the distribution is more than the normal distribution, it is called flat (*platykurtic*) and if it is less, it is called pointed (*leptokurtic*) (Yolsal, 2020, p. 136).

Variables & Sub Dimensions of the Study:

HRM Practices: Independent Variable. It consists of 7 *sub dimensions*.

1. Training: 6 items: TR1, TR2, TR3, TR4, TR5, TR6.
2. Performance Appraisal: 7 items: PA1, PA2, PA3, PA4, PA5, PA6, PA7.
3. Employee Participation: 3 items. EP1, EP2, EP3.

4. Career Planning: 7 items: CP1, CP2, CP3, CP4, CP5, CP6, CP7.

5. Job Definition: 4 items: JD1, JD2, JD3, JD4.

6. Compensation: 5 items: C1, C2, C3, C4, C5.

7. Selection: 4 items: S1, S2, S3, S4.

Organizational Culture: *Dependent Variable*. It consists of *24 items collected in a single factor*.

5.5 Characteristic Values

Table 5. 18: Characteristic values

N		Mean	Median	Mode	Std. Deviation	Skewness Kurtosis		
	HRM Practices	273	3,71	3,88	4,21	0,55	-,916	-,169
	Training	273	3,97	4,17	4,50	0,75	-,747	-,342
	performance appraisal	273	3,97	4,14	4,43	0,76	-,735	-,513
	employee participation	273	3,93	4,00	4,00	0,68	-,615	-,064
	career planning	273	2,83	2,75	2,57	0,75	,421	-,044
	job definition	273	2,99	3,00	3,00	0,53	,065	,119
	Compensation	273	3,96	4,20	4,20	0,72	-,628	-,567
	Selection	273	3,98	4,25	4,75	0,82	-,646	-,741
	Organizational Culture	273	3,94	4,21	4,63	0,75	-,792	-,684

1) When the mean values of the variables and sub-dimensions are looked at, the sub-dimension with the highest mean value is the selection sub-dimension of the variable of the HRM Practices independent variable (3.98). The lowest mean is the career planning sub-dimension of the same independent variable (2.83).

2) The striking point on the basis of averages is that the *mean, median and mode values of career planning and job definition sub-dimensions are significantly lower than the values of other variables and sub-dimensions*. At this point, it can be said that the *participants scored lower on the questions on these two sub-dimensions (job definition and career planning), and these scores diverged from the scores they gave to other items*.

3) The *skewness and kurtosis values marked in dark pink* show us whether the distribution of the data is in accordance with the normal distribution. ***If most of these values are within the range of +1,500 to -1,500, the distribution is considered normal. Since the variables and all sub-dimensions are in this range, there is definitely a normal distribution*** (all data are normally distributed).

4) In addition to this test, the Kolmogorov – Smirnov / Shapiro – Wilk Test at %95 confidence interval was used to ensure the normal distribution. ***In cases where the sample size is less than 50, Shapiro-Wilk results are checked (N<50). Since our sample size is 273 N = 273>50, we look at the results of the Kolmogorov-Smirnov test.***

For the distribution to be normal, the significance (Sig.) of the variables and sub-dimensions must be less than 0.05. **As seen below, all p values are less than 0.05. With this test, we have confirmed that the distribution is normal.**

5.6 Tests of Normality

Table 5.19: Test of normality

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig. (p)	Statistic	df	Sig. (p)
HRM Practices	,146	271	,000	,898	271	,000
Training	,132	271	,000	,921	271	,000
Performance Appraisal	,155	271	,000	,910	271	,000
Employee Participation	,157	271	,000	,942	271	,000
Career Planning	,145	271	,000	,967	271	,000
Job Definition	,128	271	,000	,977	271	,000
Compensation	,161	271	,000	,929	271	,000
Selection	,157	271	,000	,906	271	,000
Organizational Culture	,155	271	,000	,876	271	,000

5.7 Factor and Reliability Analysis

Preliminary Explanations To Interpret The Analysis Results

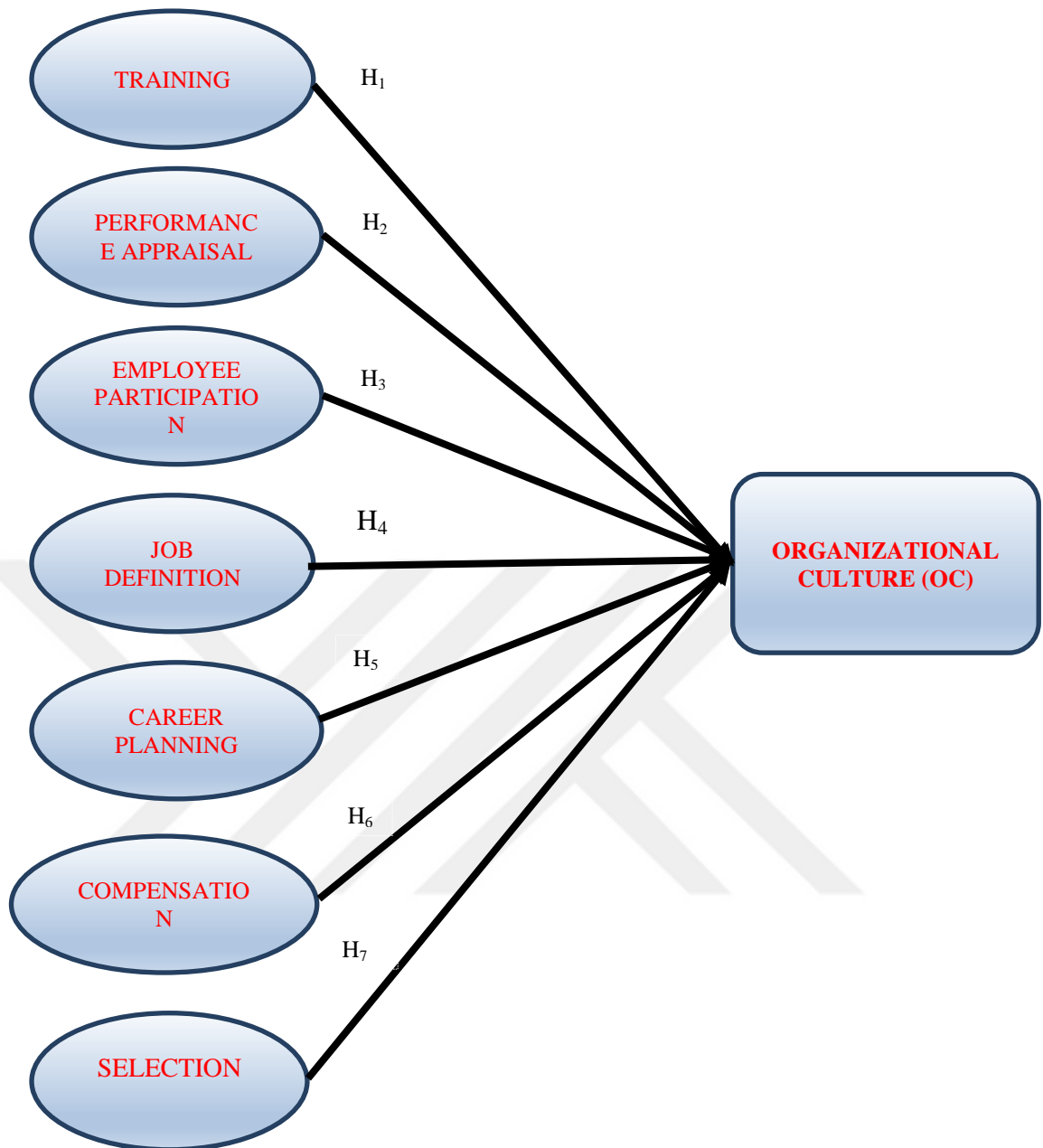
- **KMO Fit Value**: The suitability of the scales for factor analysis depends on the fulfillment of two basic conditions. The first of these is the Kaiser-Meyer-Olkin (KMO) test, which tests whether the sample size is sufficient for factor analysis. A KMO value below 0.50 indicates that the data are not suitable for factor analysis. Although it is sufficient for the KMO value to be above 0.50, it is preferred to be 0.70 and above.
- **Bartlett Test of Sphericity (Sig. value)**: The second condition is that there is a relationship between the scales. The existence of this relationship is tested with the Bartlett Test of Sphericity. This test is based on the rejection of the null hypothesis (H₀) ($p < 0.05$), which claims that there is no relationship between the scales (Cohen et al., 2007, p. 570).
- **Cronbach's Alpha (α) Coefficient for Reliability Test**: Cronbach's Alpha coefficient (α), which shows the internal consistency of the items that make up the scales and their sub-dimensions, varies between 0 and 1. As ratio approaches to 1, the internal consistency of the scales increases and thus the reliability of the scales and sub-dimensions increases, otherwise it decreases (Yolsal, 2020, p. 137). The fact that the Cronbach Alpha internal consistency coefficient is low indicates that the scale measures more than one feature at the same time, and the items are not homogeneous among themselves (Tavşancıl, 2014, p. 29). The interpretation of Cronbach's alpha values is as follows (Gliem & Gliem, 2003, p. 87).

Table 5.20: Factor and reliability analysis

Value Range	COMMENT
> 0,900	Perfect
> 0,800	Quite Well / Pretty Good
> 0,700	Good & Acceptable
> 0,600	Acceptable Upon Inquiry
≥ 0,500	Insufficient Acceptable Under Specific Circumstances
< 0,500	Unacceptable

- **Mean Inter-Item Correlation Values**: Another way to test the internal consistency of the scales and their sub-dimensions is to examine the mean correlation values between the items of the scales and sub-dimensions (Yolsal, 2020, p. 138). According to the researchers, a value below 0.10 indicates that the items are insufficient to measure the scale, and a value above 0.50 indicates that some items that make up the scale are unnecessary because they measure the same thing (Piedmont & Hyland, 1993, p. 370). In this context, it is stipulated that this value should be between 0.10 and 0.50.
- **Total Variance Explained**: Another factor to be considered while analyzing the results of factor analysis is the ratio of the variance explained by each scale to the total variance amount. In today's studies, it is seen that a rate of 40% or more is accepted (Aksu et al., 2017, p. 59).

Step 1: Initial Model Before Factor Analysis



H₁: Training has a statistically significant effect on OC.

H₂: Performance Appraisal has a statistically significant effect on OC.

H₃: Employee Participation has a statistically significant effect on OC.

H₄: Job Definition has a statistically significant effect on OC.

H₅: Career Planning has a statistically significant effect on OC.

H₆: Compensation has a statistically significant effect on OC.

H₇: Selection has a statistically significant effect on OC.

Figure 5.1: Factor analysis model

1. Factor & Reliability Analysis for Training

All items were gathered under a single factor as expected and factor loadings are quite high. The *Cronbach Alpha reliability is pretty good*. The total explained variance is quite high. The mean correlation value between the items is satisfactory.

Table 5.21: Factor & reliability analysis for training component matrix

Component Matrix	
	Component
	1
TR1	,811
TR2	,764
TR3	,780
TR4	,807
TR5	,835
TR6	,712
KMO Fit Value	0,873
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,876
Mean Inter – Item Correlation	0,440
Total Variance Explained (%)	61,76

2. Factor & Reliability Analysis For Performance Appraisal

Table 5.22: Factor & reliability analysis for performance appraisal

Component Matrix	
	Component
	1
PA1	,775
PA2	,788
PA3	,798
PA4	,820
PA5	,801
PA6	,818
PA7	,783

Table 5.22: (Cont.)

Component Matrix	
	Component
	1
KMO Fit Value	0,899
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,905
Mean Inter – Item Correlation	0,475
Total Variance Explained (%)	63,62

All items were gathered under a single factor as expected and factor loadings are quite high. The *Cronbach Alpha reliability is perfect*. The total explained variance is quite high. The mean correlation value between the items is satisfactory.

3. Factor & Reliability Analysis For Employee Participation

Table 5.23: Factor & reliability analysis for employee participation

Component Matrix	
	Component
	1
EP1	,737
EP2	,703
EP3	,679
KMO Fit Value	0,704
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,498
Mean Inter – Item Correlation	0,238
Total Variance Explained (%)	49,91

Although, all items were gathered under a single factor as expected and factor loadings are quite high, **Cronbach Alpha reliability is unacceptable ($\alpha = 0,498 < 0,500$)**. *This factor, which cannot provide reliability, should be excluded from the study.*

4. Factor & Reliability Analysis For Job Definition

Table 5.24: Factor & reliability analysis for job definition

Component Matrix		
	Component	
	1	2
JD1	,453	,752
JD2	,733	
JD3	,540	-,691
JD4	,516	

As seen above, all items can't be gathered under a single factor, therefore 2 statistically unstable items (JD1 and JD3) are excluded from the research and a factor analysis with 2 items applied for the second time.

Table 5.25: Factor & reliability analysis for job definition

Component Matrix	
	Component
	1
JD2	,736
JD4	,736
KMO Fit Value	0,500
Bartlett Test of Sphericity ($p < 0,05$)	0,177
Cronbach's Alpha Reliability (α)	0,152
Mean Inter – Item Correlation	0,082
Total Variance Explained (%)	54,10

As seen above, the factor consisting of 2 items cannot meet any criteria other than the total explained variance. In this context, it was decided to exclude this factor from the study.

5. Factor & Reliability Analysis for Career Planning

Table 5.26: Factor & reliability analysis for career planning

Component Matrix			
	Component		
	1	2	3
CP1	,606		
CP2	,607	,511	
CP3	,562		-,622
CP4	,516	-,595	
CP5	,549	-,640	
CP6	,606		,580
CP7		,412	,450

As seen above, the factor structure is quite problematic and 7 items were collected in 3 factors. As a result of many different trials, 4 items (CP1, CP4, CP5 and CP6) could be grouped under a single factor.

Table 5.27: Factor & reliability analysis for career planning

Component Matrix	
	Component 1
CP1	,502
CP4	,644
CP5	,805
CP6	,653
KMO Fit Value	0,685
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,648
Mean Inter – Item Correlation	0,238
Total Variance Explained (%)	43,50

All items were gathered under a single factor as expected, factor loadings are high and average inter – item correlation is satisfactory. On the other hand, **Cronbach Alpha reliability is acceptable under inquiry, KMO Fit Value is far from satisfying and total variance explained is just acceptable.**

6. Factor & Reliability Analysis for Compensation

Table 5.28: Factor & reliability analysis for compensation

Component Matrix	
	Component
	1
C1	,599
C2	,765
C3	,817
C4	,803
C5	,821
KMO Fit Value	0,827
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,819
Mean Inter – Item Correlation	0,476
Total Variance Explained (%)	58,60

All items were gathered under a single factor as expected and factor loadings are quite high. The *Cronbach Alpha reliability is pretty good*. The total explained variance is quite high. The mean correlation value between the items is satisfactory.

7. Factor & Reliability Analysis for Selection

Table 5.29: Factor & reliability analysis for selection

Component Matrix	
	Component
	1
S1	,842
S2	,845
S3	,849
S4	,829
KMO Fit Value	0,830
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,862
Mean Inter – Item Correlation	0,410
Total Variance Explained (%)	70,77

All items were gathered under a single factor as expected and factor loadings are quite high. The Cronbach Alpha reliability is pretty good. The total explained variance is the highest among all variables (%70,77). The mean correlation value between the items is satisfactory.

8. Factor & Reliability Analysis for Organizational Culture

Table 5.30: Factor & reliability analysis for organizational culture

Component Matrix	
	Component
	1
OC1	,771
OC2	,786
OC3	,723
OC4	,807
OC5	,807
OC6	,768
OC7	,773
OC8	,778
OC9	,769
OC10	,784
OC11	,724
OC12	,749
OC13	,816
OC14	,785
OC15	,699
OC16	,681
OC17	,777
OC18	,773
OC19	,746
OC20	,803
OC21	,827
OC22	,721
OC23	,753
OC24	,782

Table 5.30: (Cont.)

Component Matrix	
	Component
	1
KMO Fit Value	0,972
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,970
Mean Inter – Item Correlation	0,470
Total Variance Explained (%)	58,92

Gathering a 24-item variable under a single factor without the need to remove any item, indicates the power of the scale under all conditions. The excellent KMO Fit Value (0.972) and Cronbach Alpha reliability (0.970) are proof of this. Total variance explained and mean inter-item correlation values are also quite satisfactory.

Step 2: Intermediate Model After Factor Analysis

After factor analysis, *employee participation factor could not provide Cronbach Alpha reliability* and the *items of job definition factor could not be grouped under a single factor in accordance with the compliance criteria*. In this context, *hypotheses H_3 and H_4 were rejected before the multiple regression analysis, which will be used in final model building.*

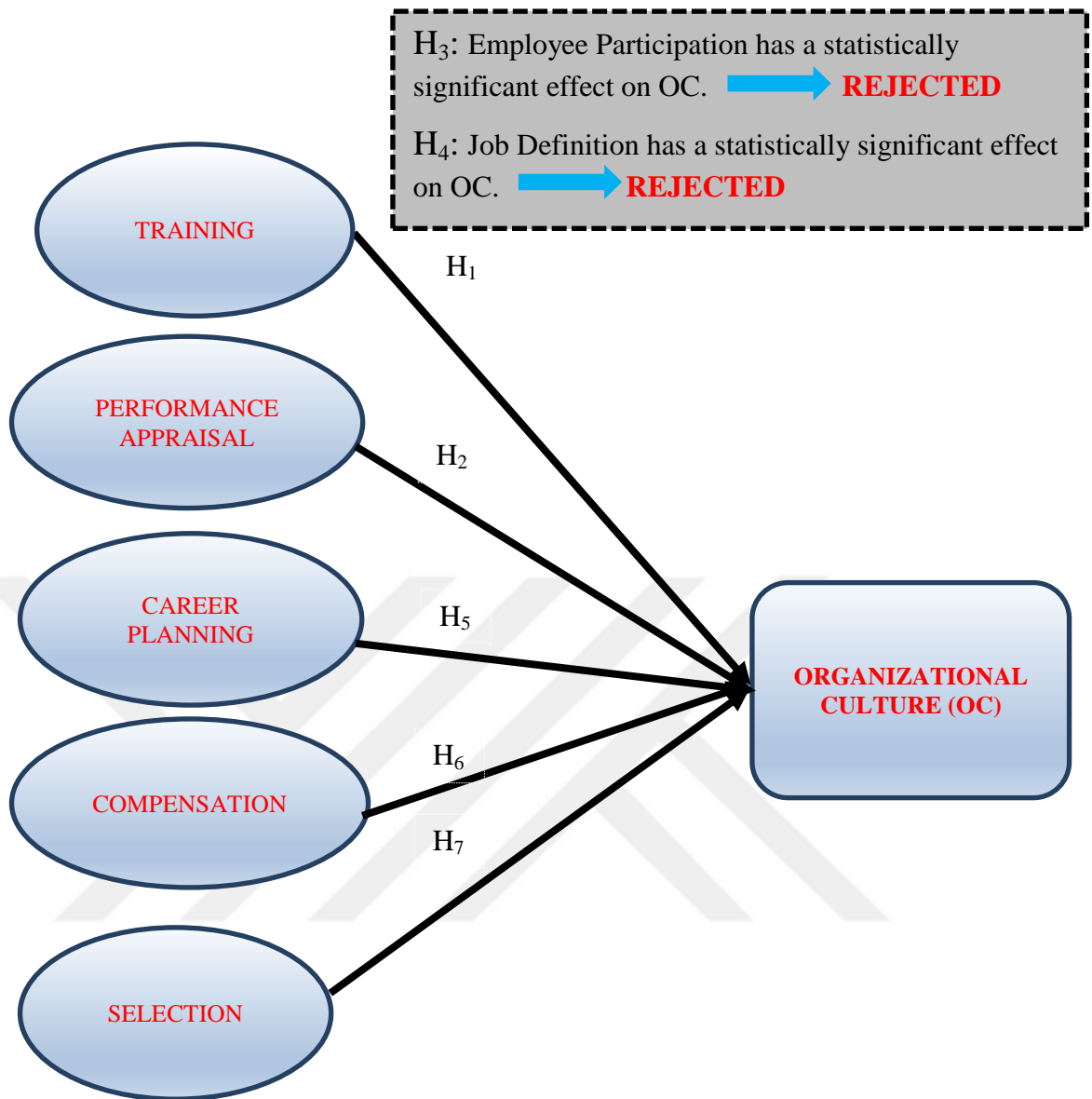


Figure 5.2: Intermediate model after factor analysis

5.8 Multiple Regression Power Analysis (R^2 Interpretation)

Table 5.31: Multiple regression power analysis (R^2 interpretation)

ANOVA ^a (Analysis of Variance)						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	136,792	5	27,358	425,679	,000^b
	Residual	17,160	267	,064		
	Total	153,952	272			
a. Dependent Variable: organizational culture						
b. Predictors: (Constant), selection, career planning, training, compensation, performance appraisal						

H₀ (Absence) Hypothesis: Independent variables of the model selection, career planning, compensation, training and performance appraisal are statistically insignificant in explaining organizational culture as the dependent variable. *If Sig (p) < 0.05, the null hypothesis is rejected, that means at least one or more of the independent variables is statistically significant in explaining the dependent variable. In this context, it is seen that at least one or some or all of the 5 independent variables explain the dependent variable.*

Table 5.32: Multiple regression power analysis (R² interpretation)

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,081	,107		,753	,452
	Training	-,005	,045	-,005	-,120	,905
	Performance Appraisal	,432	,055	,438	7,882	,000
	Career Planning	-,016	,024	-,014	-,673	,502
	Compensation	,402	,043	,388	9,431	,000
	Selection	,157	,042	,171	3,715	,000

a. Dependent Variable: organizational culture

At this point, the significance (sig =p) value of each independent variable that is expected to explain the dependent variable is checked. ***Sig. (p) variables with a value of less than 0.05 explain the dependent variable significantly; It is determined that variables with this value greater than 0.05 do not have a statistically significant effect on the dependent variable.***

Looking at the results, training and career planning variables sig. (p) values were found to be greater than 0.05 ($p_{\text{training}} = 0.905 > 0.05$; $p_{\text{careerplanning}} = 0.502 > 0.05$). ***At this point, these two variables are removed from the model and the regression analysis is repeated.***

Table 5.33: Multiple regression power analysis (R² interpretation)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	136,762	3	45,587	713,359	,000 ^b
	Residual	17,190	269	,064		
	Total	153,952	272			
a. Dependent Variable: organizational culture						
b. Predictors: (Constant), selection, compensation, performance appraisal						

Table 5.34: Multiple regression power analysis (R² interpretation)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta (β)		
1	(Constant)	,038	,087		,440	,660
	Performance Appraisal	,428	,045	,434	9,477	,000
	Compensation	,399	,042	,386	9,441	,000
	Selection	,157	,042	,171	3,783	,000
a. Dependent Variable: organizational culture						

As a result of repeated regression analysis, all independent variables included in the model had Sig. (p) values less than 0.05. It means that *all 3 independent variables (performance appraisal, compensation and selection) are statistically meaningful for the dependent variable (organizational culture)*.

In this context, the final model of the study has been reached. **Final model, assumes that 3 independent variables (performance appraisal, compensation and selection) have an impact on participants' perceptions of organizational culture.**

Power Analysis (R² Interpretation): (R² is a statistic that will give some information about the goodness of fit of a model. In regression, the R² coefficient of determination is a statistical measure of how well the regression predictions approximate the real data points. An R² of 1 indicates that the regression predictions perfectly fit the data.

The table regarding the interpretation of the R² value obtained as a result of the regression analysis is as follows:

Table 5.35: Final comments

Comment	R ² Value (Chin) (1998)	R ² Value (Hair et al.) (2011)
Very Weak	$R^2 < 0,19$	$R^2 < 0,25$
Weak	$0,19 \leq R^2 < 0,33$	$0,25 \leq R^2 < 0,50$
Moderate	$0,33 \leq R^2 < 0,67$	$0,50 \leq R^2 < 0,75$
Substantial (Strong)	$R^2 > 0,67$	$R^2 > 0,75$

When the comments of two studies that have a place in the literature on the interpretation of R² are combined, R² can be interpreted as follows:

Table 5.36: Combined comment

Combined Comment (Chin, 1998 & Hair et al., 2011)	R ² Value
Very Weak	$R^2 < 0,19$
Quite Weak	$0,19 \leq R^2 < 0,25$
Weak	$0,25 \leq R^2 < 0,33$
Weak – Moderate	$0,33 \leq R^2 < 0,50$
Moderate	$0,50 \leq R^2 < 0,67$
Moderate – Substantial (Strong)	$0,67 \leq R^2 < 0,75$
Absolute Substantial (Strong)	$R^2 > 0,75$

Table 5.37: Model summary^b

Model Summary ^b				
Model	R	R Square (R ²)	Adjusted R Square (R ²)	Std. Error of the Estimate
1	,943 ^a	.888	,887	,25279
a. Predictors: (Constant), selection, compensation, performance appraisal				
b. Dependent Variable: organizational culture				

When the model summary is looked at, the **R² value**, which expresses the explanatory power of the 3 independent variables for the dependent variable, is **0.888**. This value shows that the explanatory power of the model is very high: *Performance appraisal, compensation and selection as independent variables, explain the dependent variable organizational culture very strongly.*

Standardized Beta Coefficients numbers in the Coefficients table enlighten us on the model contributions of the independent variables. When we look at these coefficients, it is seen that the performance appraisal variable ($\beta = 0.434$), which has the largest coefficient, is the variable that affects the organizational culture the most. Compensation variable also affected the organizational culture at a level very close to the performance appraisal variable ($\beta = 0.386$). The effect of the selection independent variable on organizational culture is slightly lower than these two variables ($\beta = 0.171$).

Step 3: Final Model After Multiple Regression Analysis

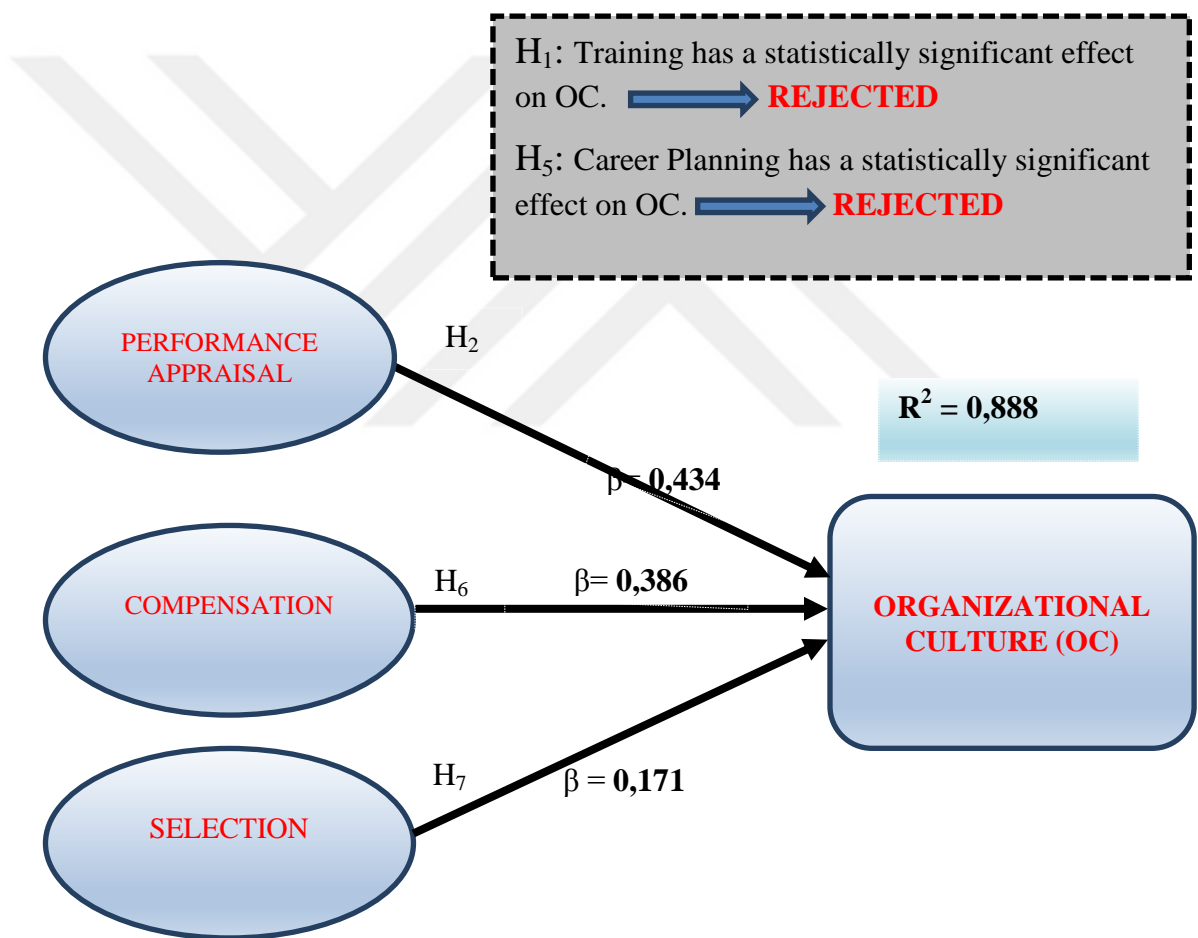


Figure 5.3: Final model after multiple regression analysis

6. CONCLUSION AND RECOMMENDATIONS

6.1 Discussion

Organization culture and their impact on human resource management practices is a topic that is attracting the attention of both scholars and practitioners, and research in this area has made great strides. However, the reliability and validity of organizational culture surveys are often poorly documented and findings in this area are generally disappointing. For translated or linguistically adapted measures, verified information regarding their reliability and validity is even more difficult to find, which poses a challenge to researchers who intend to assess organizational cultures in cross-cultural settings or non-English speaking countries

Manetje (2006) The current culture of the company is based on previous activities and how successful those efforts were for the personnel. The founders, on the other hand, have the greatest influence on the organization's culture (Schein, 2010), as they frequently supply the organization's vision as well as create the values that they consider to be vital (Martins, 2003). Employees who have had comparable experiences share a common norm, which is maintained by them. Employees who fit within the culture are rewarded, while those who defy the culture are penalized, thanks to the hiring process, performance evaluation criteria, training, career development, and promotion procedures. These points will be covered after that. Organizational culture has "significant effect in organizations, particularly in areas such as performance and commitment," according to (Lok & Crawford, 2003, p. 323). The idea that organizational culture has an impact on crucial factors like performance and commitment highlights why organizational culture has become so significant. Culture is a critical part of all companies, and it is the most essential contributor to their success, even more so than their business strategy, structure, or politics. This is due to the belief that a strong fit between an employee's personality and the company's culture was critical (Nazir, 2005) and would lead to the company's success. A good fit between the organization and the individual can help to foster a strong culture throughout the company, which can help the company succeed. It's

also understandable that a strong culture would be consistent, because the organization's values and views are shared quite uniformly across the board Schein (1992).

The impact of organizational culture on human resource management practices was investigated in this study. As expected, a positive and significant effect was found between organizational culture and human resource management practices. The analysis showed that, as explained, organizational culture can be considered as a means to improve and develop human resource performance practices in organizations.

The culture of the organization greatly affects the mentality of the employees and this, in turn, impacts the perception of customers of the organization and improves the overall effectiveness in the organization by reshaping the prevailing culture in line with the goals of the organization and providing support for the rules in the organization by existing positions within the workplace.

Finally, The result that training practice has no significant effect on organizational culture is quite surprising and interesting. It may be suggested that researchers considering working on this subject in the future, should examine the effects of training on organizational culture in more detail.

6.2 Implications

In this study, the effects of seven different HRM practices on the organizational culture perception of the participants were measured. Each HRM implementation is treated as an independent variable. The perception of organizational culture is designed as a dependent variable. In this context, seven hypotheses have been developed.

As a result of factor analysis, employee participation independent variable could not provide factor reliability; as the job definition independent variable could not be grouped under a single factor; these hypotheses were rejected before the regression analysis. This finding is not surprising, as employee participation and job definition are not included in traditional HRM practices. Furthermore As a result of the regression analysis, career planning and training variables were also excluded from

the model, as they could not have a statistically significant impact on the dependent variable organizational culture.

Career planning is also not among the classical HRM applications such as employee participation and job definition, which are excluded from the model in factor analysis. All three applications are new generation HRM applications developed in the context of new generation HRM concepts such as personnel empowerment and job autonomy.

The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.

Where information concerning policy issues is shared with employees. What is more, employees should be allowed to make suggestions concerning policies and procedures through a command structure that welcomes employee/employer interaction, and activities should be aimed at encouraging employees to express their views. Managers should construct a system of compensation, benefits and rewards in which employees are given positive recognition and rewards for good performance. Furthermore, there should be a competitive benchmark that considers the amount and quality of work that employees do. Within this system, the benefits should be equitable. Culture can give a shape to the organizational processes which again helps to create and modify culture.

It is likely that culture's contributes to performance is significantly less undemanding than many studies involve. Most of writers and successful managers suggest that strong organization culture is very essential for business because of three important functions:

First, organizational culture is extremely fixed with the social control that may cause to make influence on the employee's decisions and behavior.

Second, organizational culture works as social glue to bond the employees together and make them feel a strong part of the corporate experience, which is useful to attract new staff and retain the best performers.

Third, organizational culture is very useful to assist the sense making process, helps the employees to understand the organizational events and objectives, which enhance the efficiency and effectiveness of the employees.

6.3 Limitation of the Study

The researcher was required to find the information he needed, consolidate the document, and conduct a survey for this research study. However, due to very little research, the journals and articles established for this research study were limited. In addition, some respondents were not willing to take the survey because survey questions are very sensitive to them. Furthermore, answering the questionnaire is time-consuming and has not benefited you. The researcher used randomly and stratified samples to conduct the research and only 273 respondents would be selected. Therefore, it would be difficult to ensure that the research results can be properly evaluated. Respondents whom the researcher obtained may not represent the entire population may be the basis.

6.4 Future Research

This study offers many potential opportunities for future research. Previously, as with other studies, the results had to be repeated to confirm the results. This study was the first to impact organizational culture and human resource management and future studies need to confirm these results. Second, the study was cross-cutting. You should test your model within the same organization to determine if you can find similar results. This study was limited in scope given the sample size. . It may be suggested that researchers considering working on this subject in the future, should examine the effects of training on organizational culture in more detail.

Future research may extend the model or explore other variables. For example, this study looked at the organizational culture, but future studies may look at the relationship between an organization's culture and its working culture environment. In addition, you can include two other variables. Both leader-member exchange and job satisfaction have been analyzed in several studies. However, some research efforts have been made to determine the relationship with the working culture environment.

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APPENDICES

Appendix A: Survey

Appendix A: Survey

This study is part of an academic study to investigate human resource management practices , organizational culture .The data collected will be used for academic purposes only and will not be shared with others, institutions or organizations. It is important to answer all the questions in the survey.

Thank you for your interest in the research.

First Section Demographic Questions

Gender	Male <input type="radio"/>	Female <input type="radio"/>
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Age	Less than 25 <input type="radio"/>	26-35 <input type="radio"/>	36-45 <input type="radio"/>	55-46 <input type="radio"/>	More than 55 <input type="radio"/>
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Education	less than a diploma <input type="radio"/>	Diploma <input type="radio"/>	BSC <input type="radio"/>	Master's <input type="radio"/>	Ph.D. <input type="radio"/>
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Current function	Employee <input type="radio"/>	Manager <input type="radio"/>	Department Manager <input type="radio"/>
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Total years of experience	Less than 5 <input type="radio"/>	6-10 <input type="radio"/>	11-16 <input type="radio"/>	17-20 <input type="radio"/>	More than 20 <input type="radio"/>
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Second Section (organizational culture)

Please indicate the degree to which you agree with the following statements, considering the practices in your organization .

1 – Strongly disagree 2 – Disagree 3 – Neither agree nor disagree 4 – Agree 5 – Strongly agree

	The phrase	Strongly agree	agree	Neutral	Strongly disagree	Disagree
A. Organizational culture						
1. Dominant Characteristics						
1.1	The company is a very intimate environment. It's as though you're part of a large family.					
1.2	People appear to be willing to reveal a lot of their personal information. The company is a fast-paced, innovative environment. People are willing to take risks and stick their necks out.					
1.3	The company is focused on achieving its goals. Getting the work done is a huge concern. People are very goal-oriented and competitive.					
1.4	The company is a very structured and regulated environment.					

2. Institutional Leadership						
2.1	The organization's leadership is often thought to be mentoring, facilitating, or fostering..					
2.2	The organization's leadership is widely regarded as exemplifying entrepreneurship, innovation, and risk-taking.					

2.3	The organization's leadership is widely regarded as exemplifying a no-nonsense, aggressive, results-oriented approach.					
2.4	The organization's leadership is often thought to exemplify coordinating, organizing, or smooth-running efficiency.					

	The phrase	Strongly agree	agree	Neutral	Strongly disagree	Disagree
3. Management of Employees						
3.1	The organization's management style is characterized by collaboration, consensus, and participation.					
3.2	Individual risk-taking, invention, flexibility, and individuality characterize the organization's management style.					
3.3	The organization's management style is defined by hard-driving competitiveness, high demands, and achievement.					
3.4	The organization's management style is characterized by job security, uniformity, predictability, and relationship stability.					

4. Organizational Glue.						
4.1	Loyalty and mutual trust are the glue that ties the organization together. This organization has a lot of people that are passionate about it.					
4.2	Commitment to innovation and development is the glue that ties the company together.					

4.3	The emphasis on achievement and goal achievement is the glue that ties the organization together. The themes of aggressiveness and winning are prevalent.					
4.4	Formal rules and policies are the glue that ties the organization together. It is critical to maintain a well-functioning organization.					
5. Strategic Emphasis						
5.1	Human development is emphasized by the organization. High levels of trust, openness, and participation continue to exist.					
5.2	The focus of the company is on gaining new resources and posing new problems. Trying new things and looking for fresh chances are highly regarded.					
5.3	The organization places a premium on competitive activities and accomplishments. It's all about hitting stretch goals and winning in the marketplace.					
5.4	The organization places a strong emphasis on continuity and stability. The importance of efficiency, control, and seamless operations cannot be overstated.					

6.Criteria of Success						
6.1	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
6.2	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator					
6.3	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market					

	leadership is key					
6.4	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.					

Third Section (Human resource management practices)

Please indicate the degree to which you agree with the following statements, considering the practices in your institution.

1 – Strongly disagree 2 – Disagree 3 – Neither agree nor disagree 4 – Agree 5 – Strongly agree

	The Phrase	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
B. Human resource management practices						
1. Training						
1.1	Our organization conducts extensive training programs for its employees in all aspects of quality.					
1.2	Employees in each job will normally go through training programs every year.					
1.3	Training needs are identified through a formal performance appraisal mechanism.					
1.4	There are formal training programs to teach new employees the skills they need to perform their jobs.					
1.5	New knowledge and skills are imparted to employees periodically to work in teams.					
1.6	Training needs identified are realistic, useful and based on the business strategy of the organization.					

2.Performance Appraisal						
2.1	Performance of the employees is measured on the basis of objective quantifiable results.					
2.2	Appraisal system in our organization is growth and development oriented.					
2.3	Employees are provided performance based feedback and counseling.					
2.4	Employees have faith in the performance appraisal system.					
2.5	Appraisal system has a strong influence on individual and team behavior.					
2.6	The appraisal data is used for making decisions like job rotation, training and compensation.					
2.7	The objectives of the appraisal system are clear to all employees.					

	The phrase	Strongly agree	agree	Neutral	Strongly disagree	Disagree
3.Career Planning						
3.1	Individuals in this organization have clear career paths.					
3.2	Employee's career aspirations within the organization are known by his/ her immediate superior.					
3.3	Employees in our organization have more than one potential position for promotion					
3.4	Individual and organization growth needs are matched in this organization.					

3.5	Our organization plans for the career and development of employees.					
3.6	Our organization prefers an internal employee whenever vacancy exists.					
3.7	Each employee is aware of his/her career path in the organization.					
4.Employee Participation						
4.1	Employees in this organization are allowed to make decisions related to cost and quality matters.					
4.2	Employees in this organization are asked by their superiors to participate in operations related decisions.					
4.3	Employees are provided opportunity to suggest improvements in the way things are done here.					

5.Job Definition						
5.1	The duties of every job are clearly defined in our organization.					
5.2	Each job in our organization has an up to date job description.					
5.3	The job description for each job contains all the duties performed by individual employee.					
5.4	The actual job duties are shaped more by the employee than by the formal job description.					
6.Compensation						
6.1	Job performance is an important factor in determining the incentive compensation of employees.					

6.2	In our organization, salary and other benefits are comparable to the market					
6.3	In our organization, compensation is decided on the basis of competence or ability of the employee.					
6.4	The compensation for all employees is directly linked to his/her performance.					
6.5	In our organization, profit sharing is used as a mechanism to reward higher performance.					
7.Selection						
7.1	The selection systems followed in our organization are highly scientific and rigorous.					
7.2	In our organization, line managers and HR managers participate in selection.					
7.3	Valid and standardized tests are used when required in the selection process					
7.4	Selection system in our organization selects those having the desired knowledge, skills and attitudes.					

RESUME

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