

The Influence of Organizational Culture on HRM Practices at Academic Institutions in Oman

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Abstract— Organizational culture is one of the factors which affect employee's behavior. Culture is the most important factor accounting for success or failure in organizations and it is even more important today than it was in the past because of increased competition and changes. Studies in the organizational psychology literature have shown that organizational culture and HRM practice are major factors to the Organizational Success. Organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of an organization. Organizational culture also represents the collective values, beliefs and principles of organizational members. Culture and HRM are connected to each other from many ways and as pointed out by Jackson and Schuler organizational culture and HRM cannot be separated in an organization and culture has influential effect on the administration of HR. This paper shows the results of the influence of organizational culture on human resource practices in some selected departments in the institution where the authors are working. The statistical analysis was based on one hundred respondents from different departments and it shows that there is a close relationship between organizational culture and recruitment process, training programs, job performance management, performance of employees, pay structure, and compensation administration.

Index Terms—Organizational Culture, HRM practices, Recruitment and Selection, Compensation, Training and development

IJBAMR