

**A STUDY OF ORGANIZATIONAL CULTURE AND HRM PRACTICES IN SELECTED PRIVATE SECTOR ORGANIZATIONS IN MAHARASHTRA****Mr. Rajendra Natha Chavan****Dr. Kirti Dharwadkar****Research Scholar****Research Guide**

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**Abstract:**

This paper addressed the similarities between company culture and HRM activities in Maharashtra-based private sector organizations. In the Maharashtra environment, corporate culture and global values have developed. This study is based on a survey of 95 respondents working in two organizations in the private sector. While HRM practices in these organisations are very different, the HRM practices and corporate culture have a major relationship.

**Keywords:** Management of human resource; Corporate culture.**1. Summary of Management:-**

The modern economic climate is defined primarily by the elimination of obstacles to business and economic development. The 'licensing system' was essentially replaced by the 'business system.' HRM practice will have the task of developing a scalable environment that could introduce improvements in processes, technologies, procedures, etc. effectively, and comply with them. The cycle of transition should be given the correct definition. The Maharashtra state is able to compete globally .. It has an advanced legal system, democratic governance and an advanced banking sector, with fairly sophisticated and integrated financial markets. The knowledge technologies offer economic opportunities and Maharashtra is governed to benefit from this growth with its community of highly qualified citizens.

Business developments have led the sector to pursue the production of human resources ( HR). In a globalization scenario new approaches, new concerns and challenges are being developed to build new competency to meet changing requirements, expectations and problems. Nevertheless, in any effort to deal

with human resources, these basic items should be discussed. HRM typically works at the organizational level to ensure the successful management and development of the professional and empowered workers of the company. Organic companies prefer to concentrate their HRM efforts on skills and enhancement of corporate culture. To order to meet HRM goals, businesses hire teams of professional and committed employees. Also under their management, corporations can do very little by offering excellent technical and other services. This declaration gains greater legitimacy in the developing world, usually during early stages of economic development, than in the conventional 'modern economies' of Delhi, Kolkata and Chennai.

The literature survey reveals that the major part of Maharashtra state-based research is based on descriptor data and the sharing of experiencing which do not address certain practical concerns. The scientific paradigm carried by the organization shows that HR practices are of great importance for organism efficiency.

Included in the Methodology was a survey of 95 workers from two private sector companies, consisting of 90 items, from which (1) 69 deal with the activities of the company in relation to the HRM, and (2) the analysis of the relations between the variables organizational and HRM cultures was completed.

The most likely impacts of HRM will be for those who have managed and controlled the process of change in a turbulent economic climate. HRM will recruit and keep staff who are the key to this macro-change – both in time and cost terms. The need to refocus on society, philosophy and paradigms will challenge leaderships of change.

## **2. Presentation:-**

Global unsettled market conditions, induced by liberalization , globalization, rising technology , information growth and IT innovation, are showing the growing importance of HRM in business and public life.

Maharashtrian companies strive to be competitive for meeting the appropriate requirements. An increased emphasis on privatization has led to a new emphasis on results-oriented long-term solutions, consumer interest, commitment and a range of conduct for internal and external communications.

The Maharashtrian business environment has historical rigidity, mostly due to centralized planning. Our decisions are more influenced by restrictions than by facilitators, among other factors.

The Maharashtrians are more acquainted with the narrow categories of our own culture, our own caste, the nation, the local and linguistic communities.

HRM is one of the most important organic science and functional areas. The HRM is emerging and is not separate in the context of economic change and development, so it needs a completely different approach to human resources than managers. It has the most demanding features so opportunities.

The Wright, Smart and McMahan organisations (1995) state that the human resources of a company are the main inputs. It brings a wide variety of talents, interests, goals, and aspirations to their job. By recruiting and constantly working on the organization, the people socialize into the organisation.

Guest, Conway, Briner and Dickman (1996), say that for the effective use of human capital the relationship between the person and the organization is necessary. A psychological contract is formed between person and institution. Individual members agree to contribute to organization and, in exchange, obtain some incentives.

The working relations models reflect the theory of HRM. Managers should follow models of the role of their seniors in the practice and theory of HRM. They internalize in the organizational socialization process, the values and attitudes of their leaders which institutionalize the entire cycle (Snell, Youndt and Wright, 1996).

### 3. Ethos of the organization:

The main ingredients of the corporate culture are culture and climate. Corporate culture entails a series of shared definitions that distinguish between one organizing organisation and the other. Corporate culture gives staff an understanding of the way the organization does matters.

Culture is seen as a kind of a bridge that connects the individual and the organisation. Cultural traditions play a variety of roles within an organisation. It distinguishes from one institution and gives employees a sense of identity, fosters loyalty and promotes the cohesion of the social structure.

Highly prospective cultures concentrate on the future and preserve principles in the present that are not instantly of benefit, whereas short-term cultures

focus on the past and the present while promoting respect for tradition and compliance with social obligations.

His study found that individualist countries were rich and that all the high-dominant collectivistic cultures were weak. Cultures tend to influence a nation's economy through the promotion of individuals by supporting individuals. The five dimensions discussed by Hofstede (1980) help us to understand the way in which workers can be handled from different backgrounds.

The lack of consensus on effective measures also limits research into the correlation between organizational culture and effectiveness. Today's literature originated in the beginning of the 1980s.

They claim that an organisation's superior business efficiency is achieved by moving away from a technologically purist and more rationalized approach, which is more pragmatic and humanistic and is therefore very popular with cultures.

Culture can serve as a filter for factors affecting organic productivity, but these factors also distinguish between organizations. A more thorough understanding of the mechanisms in question is important for cultural performance research.

Wilderom and Van den Berg (1998), which found the importance of developing in culture / performance relationship to more elaborate theories and contingencies, found that there is a substantial connection between culture and performance based on perceived management and performance, in conjunction with HRM practices.

This should lead to improved performance and productivity.

This should lead to improved performance and productivity in more effective HRM systems, which at the same time exploit the potential for complementarity or alignment with corporate culture. Indian culture is embedded in Maharashtrian organisations, which influence and are influenced by cultural, political, social and also global business influences. Self-realization and creative values were defined as the highest type of labor values in Indian culture Sinha and Sinha (1994). Organization that promotes and recognizes innovation, creativity and performance, values the self-realization core values of companies and inventory values.

#### 4. Analysis of literature:

Schuler (1992) said the SHRM has a broad variety of elements including methods, context, values and practices. The company's strategic business needs are defined by its internal (mainly including corporate and organizational) and external factors (including the existence and condition of the environment it functions in, as well as the key success factors, influenced by HR-operational factors such as opportunities and challenges to the industry.

Thornhill, Lewis, Millmore and Saunders (2000) have established a potential role for HR-based strategies to modify or realign the culture of an company. By replacing external employees, reform the company, simplify the workplace, train programs, new compensation policy, and managing results to change or enhance employee behavior, an organization can improve its culture. Economic liberals in Maharashtra were pressured to move from cost-effective, original, less efficient and outdated to economical, modern technology to help people make the most of it. It was done to build and preserve the competitive advantage in the wider market climate.

Workers' future interest would be enhanced, together in line with current demands and faster than opponents, by improving their expertise and capacity. The HRM 's efficacy is assessed by the HRM's ability to relate information to an environment for learning.

Their efforts are usually aimed at developing skills, culture and effectiveness among the employees by Indian organisations, individually or in groups (Singh 2003). Organizations can use many mechanisms to reach their HRM targets because an organization with no competent and dedicated employees can do very little, even with great technology and other resources.

The selection of companies is focused on the general lack of interest in value factors, such as appearance, concentration and inter-personal skills (Om, 1994). The basic method of recognition was based on developing and enhancing existing performance strategies. If appropriate values are to be used to select and train, the pattern must be completely changed. Only then will Maharashtra bind the values of a broader socio-cultural context. To make an organization successful, the values of society and the cultural atmosphere should be generated in conjunction with the values of an organisation.

Political , economic and cultural powers are responsible for the organization's mission and strategy. Mission and plan form the organizational shape. In other

words, the organisations, in order to achieve the organisation's mission, are organized into different tasks.

Hendry and Pettigrew (1992) propose that a range of internal factors such as organizational culture, systems (HR), leadership and technical needs as well as market performance should specifically define the content of HRM.

The research being debated:

In this study , the relationship between HRM and organizational culture is examined. HRM activities are presented in the areas of preparation, recruitment , selection, training and development , performance assessment, career management and incentives.

The culture of the organization is considered with regard to self-recognition, improved status, creative interests and socio-economic help. The realization of itself consists of values such as progress, usability, growth, esthetics, creation of the person and peace of mind. Improvement of status, one of the variables of corporate culture, consists of values of mankind, power, activity and reputation. Another distinction between corporate culture and creative values are the ideals of autonomy, creativity, lifestyles, risk management and diversity. Socio-economic support comprises the ideals of social commitment, comfort, reliability, good work status and economic benefits. The self-knowledge and creative ideals provide a person with inner satisfaction when doing a job. Extrinsic values will boost the status and socio-economic support within the Maharashtra community. The Maharashtra society and the emerging communities are disturbed by poverty and the lack of opportunity and a generally unsuccessful history. Fear of failure leads to increased socio-economic support and a lack of capital plays a major role in improving the status of individuals (Sinha, 1990).

The belief that people will evolve relies on the belief that people are important and necessary for an organization to function. This point of view is applied in a number of initiatives promoting human growth and improving environmental adaptation.

The modern company development and the change in the HRM market model has given rise to an appraisal of the 'new' human resources managers' capacities, responsibilities and competences. This represents a response to the dramatic and ongoing change which globalization has undergone in society and

in the world of work. Many people who run the HRM change jobs. The employees should develop the necessary new skills , skills and motivation.

In order to understand HRM practices, a comparative study of organizational practices is required. The relationship between HRM and organic culture between private sector organizations is being examined. The paper also explores the differences in HRM practices and organizational culture between the two private sector firms.

#### 5. Targets of the study:-

1. Examine different HRM activities in private sector organizations, such as planning , recruiting, selection, performance assessment, training and development , career management and management awards.

2. The relationships between various aspects of HRM practices and corporate culture can be explored and investigated.

1. Determine if there are gaps in the corporate structures of the two organisations.

#### 6. Hypothesis of studies:

The first assumption 1

HRM activities are linked to the organizational culture positively. This hypothesis is further broken down into secondary hypotheses.

The first theory.

The dimension of corporate culture is strongly related to planning (1 aspect of the HRM practice), in particular the self-realization, enhanced status, innovative ideals and socio-economic support.

For instance, hypothesis 1b.

As a beneficial dimension of HRM operations, recruiting is related to facets of the business society, including self-realization, enhanced status, creative ideals and socioeconomic assistance.

The declaration hypothesis 1c.

Selection (one of the facets of HRM practices) is strongly connected to corporate cultural factors, such as self-help, reputational change, product standards and socio-economic support.

### 1d theory

Learning and growth (one of the facets of HRM) contributed positively to elements of organization, including self-compliance, improved standards, innovative ideals and socio-economic support.

The first theory.

Positive performance assessment (one of the HRM practices)

in particular with respect to the aspects of corporate culture

Automation, status change, artistic values and socio-economic assistance.

### 1f Hypothesis

Career administration (including self-compliance, enhanced reputation, creative principles and socio-economic support) are a positive feature of the HRM.

Reward is closely related to the dimensions of corporate culture: self-realization, enhanced standing, creative ideals and economic support (one of the dimensions in HRM practices).

### 7. Application:- Request.

On this report is based a selection of managers from two individual private firms. Until they were selected, both were stable entities. The data were collected directly by the researcher and also by e-mail using various conveniences to make the information collected more confidential. The survey consisted of all management levels, but most of the respondents had an exact and thorough understanding of HRM activities from the middle management. All departments such as production , marketing, HRM etc. This includes the study. This survey was specifically intended to provide an accurate image of HRM procedure in the organization; 95 questionnaires of 150 questionnaires distributed were used to evaluate the study. The sample display with a bird's eye view is given below.

A: (N-41) Process

Organisation B: (N-54) Organisation Organisation

#### 8. Definition of questionnaire:

The first part of the questionnaire provides details of the personal profile of the respondent.

The second part consists of 90 objects and consists of two parts:

- (1) 69 points are applicable to the HRM activities of the organization and
- (2) 21 points concern the organization's culture.

The questionnaire used for the organizational culture was created by Super and Nevill (1986) to introduce new variables as necessary to Maharashtra culture (Mehta 1982 & 1990, respectively). There were four super-or regular variables in the survey elements. The values were defined as the goals to meet a need (Pravin, 1970). However, the difference in the conception of the role of value expectations did not prevent the author of the WIS group from using the foundations. Across several countries in Asia, the community reviewed literature on values in depth. They spoke about their leader's essence and compiled the 21-value list. Of the 21 values, all WIS members considered 18 to be usable. The last three were optional and the participants were encouraged to replace them with cultural values. Sinha (1982 ) identified three of the following as traditional Indian cultural values (in parenthesis):

19 Peace of mind (work to have peace of mind). Peace of mind.

20. Comfortable living (have a comfortable life).

21. Dependence (work in a place I can look for personal assistance).

#### 9. Organizations of study:-

Department A: Department Department

The largest private sector business in Maharashtra is Organization A in the area of electrical engineering. The business consists of approximately 9,800 highly trained technical and management professionals. In the last 50 years , the company has manufactured fans, home appliances and lighting systems.

The concentration on consumers continues to be continuously focused on consistency in product and service quality. The company's TQM journey continues to boost efficiency and productivity at all levels. The theory KAIZEN is used in the organization in order to minimize processing time , improve product efficiency and quality and eliminate waste. More than 90% of

employees have been exposed to TQM programs for awareness. In the near future, the business will concentrate on HRM initiatives to strengthen efficiency and emotional relations within the organization.

B:- Company

The Department of Employees in Organization B does not make nomenclature changes. Managing staff and workers provide accommodation, instruction, free electricity and water. Organization B has a degree in employee and family health. Personally established relations between employees and employers build on trust and trust. Organization B provides the people and organizational goals it accomplished and developed with a way of life. The way of life of the company has created a culture that uses human capital efficiently. His team of staff carries out performance review, promotions, planning, recruiting and selection and training. B. has a formal HR manager at B. There is no formal career management available.

### **Proof and discussion:-**

As a consequence of this study, HRM practices and corporate culture are positively linked. HRM (planning, recruitment, training and development , performance assessment, career management and awards) and enterprise culture (self-realization, status enhancement, inventive values and socio-economic support). The study found that individual values play a significant role in assessing the success of an organization's incorporation into a single dimension. Several scholars have developed and analyzed individual values in their attempts to understand organizational culture (Prakash, 1982; Sinha, 1990).

This investigation was conducted at a time when Maharashtrian organizations were very different rivalry. They were faced with competition from MNCs in the new liberal and global economy on domestic markets. Costs were reduced, product quality improved and services improved. Managers were put under greater pressure from these environmental constraints. Most often than not, these issues were inevitable in the horizons of Maharashtra. The results have an impact in this context.

The self awareness (one of the cultural variables) has been adopted by managers from different private sector organisations, which were closely linked to almost every HRM activity. It includes preparation, recruiting, collection, performance assessment, training , career management and awards. While organizations compete worldwide, most people work for self-help, skills use,

progress, esthetics, personal development and calmness. The accomplishment of values has led to positive outcomes by applying or predicting them. Self-realization helps people satisfy their needs for productive work (Sinha, 1990). Self-enactment was quite close to self-enactment in the State of Maharashtra.

The rank-building in privately owned companies has been closely connected to HR. The values underlying this dimension are authority, morality, integrity and physical activity. The ability to be responsible, individual, prestigious and physical has a positive impact on the success of managers. Managers developed a constructive approach and played a major role in the self-realization and development of the status that were the most valuable factors in the Maharashtra. Recruitment , selection and performance evaluation, education and development , and career management and awards are very closely correlated with the situation in the private sector. The collection of tactics and the specific recruitment contribute to a rank change. Financial and non-financial opportunities were closely connected to status change. The assessment of results (one of HRM practices) was closely associated with improved status. The evaluation of success was an important aspect of organized organizational recognition, career growth and punishment management. Organizational administrators were able to assess the strengths and expertise of recruits and provide their input. As a source of organizational expectations, the performance evaluation was crucial. Through the assessment process, the company people understood how well their mission and position requirements were met. A organization that socializes immigrants successfully is distinguished by consistent benefits. Awards offer attractive jobs, promotions and salary raises, etc, in addition to their readily identifiable value and encourage management to boost its reputation (Chatman 1991).

Bonuses were also closely linked to creative principles in private industry companies. The award was offered to organizations with attractive risk taking, diversity, creativity, lifestyle and innovation values. Rewards encourage entrepreneurial behaviour, flexibility and autonomy in your professional life, risk management and lead to cultivating your own lifestyle. Training and growth in private sector companies were also closely correlated with innovative principles. Thus, recompenses and private sector training and development have a major impact on personal and life-style appreciation. Managers were qualified at the highest level to perform a variety of tasks. Corporate managers have become self-sufficient to function more efficiently for their own lifestyles. This means employees expect companies to offer them an opportunity to develop a portfolio of expertise that will enhance their marketability. Therefore,

organizations have to provide employment and opportunities for learning that allow challenges, growth and self-development.

Socio-economic help involves social and interpersonal interactions, security, dependency, good work and economic benefits. Managers were oblivious to social interactions and ties and cared for social connections, while Indian managers retained substantial economic benefits, decent working conditions and comforts expectations.

Socio-economic assistance in the private sector has been closely related to HR activities. Newcomers with stronger support systems show less adverse psychological effects in connection with job performance than those with less support through preparation, recruitment and selection practices. Quality relations with organic insiders help newcomers to solve the negative effects of unmet expectations. Interacting with enthusiastic outsiders can be beneficial for the actions and morality of insiders. The study also established a connection between professional management and socio-economic support. Jobs at the companies try career management, which gives them the breadth of experience they now seem to require, and then start examining the command centric manager's in-depth expertise.

A shift in culture happens not because people have changed, but because they have changed their beliefs about what they must do to move forward. Socio-economic assistance in private-sector sponsored ventures is closely linked to bonuses. The essence of the awards is the secret to the performance of the awards. Managers who stressed appreciation and improvement of the organisation's culture or results were more effective. The reason for this could be that managers working in private organisations, who realize that social economic well-being will provide stability in a changing environment, undergo a tremendous amount of change in their environment. In addition, literary evidence has shown that similar studies contribute to uniformity of cultural characteristics (Mehta, 1987).

Rewards were closely linked in private sector companies (one of the HRM practices). Regarding incentives and training and growth there is barely any disparity between the two organizations. Individuals within the organizations are either respected or educated to behave in accordance with Indian organizations' prevailing values. Although the sample is not sufficiently wide to generalize the results, rewards still send clear and coherent messages of desired values and standards for those who work in the organization.

The perception of interviewees of both private sector organizations was compared and the difference in socio-economic support variable between the two organizations was found to be statistically significant, as shown in the table. In contrast with their counterparts in organization B it indicates that workers in organizations have understood it better. Prakash (1994) felt that Indian organisations, which are characterized by divergences and paradoxes, are congruent with their cultural environment. Multiple viewpoints need to be used at various theoretical levels including society, organisation, management and the individual. It is important that organisations, with their values and redefining links to society, continue to grow and develop new perspectives.

These findings support the inevitable advice of competitive organizations to market economies. This means the workers in companies would likely be through. There is a survival war in which no one should miss a chance to achieve optimal results. The individualistic mentality is reinforced as one moves higher up on the hierarchical level of an organization. The analysis of the correlation between HRM and culture dimensions shows that HRM practices impact the organizational culture. H1a, H1b, H1c, H1 d, H1 e, H1 f and H1 g are therefore accepted.

### **11. Findings:-**

This paper showed an significant , positive and substantive link between corporate culture and HRM practices. HRM activities are a means of developing and maintaining corporate culture. New culture needs HRM practitioners, creative and exciting activities, to push the cultural change curve. HRM was proposed by others as a powerful tool to influence and transform an organization's culture to boost the efficiency of the company.

This is a review of HRM activities in two major Maharashtra private sector organizations. HRM practices vary among organizations in the private sector. The assumption that implementing HRM practices depends on the unique needs of each company is reinforced by this variation.

The socio-economic support component in organizations A and B varies significantly. The other three variables of organisation's community , i.e. self-realization, status change, and creative principles, are not substantially varying in the private sector.

The results produced through inferential analysis to determine the differences between variables in corporate culture and HRM practices in the private sector are as follows:

1. The perceived mean of organization A was higher in both private sector organisations.
2. The contrast between the organizational cultural element of the two organizations within the private sector revealed that organization A's workers provided more socio-economic assistance than organization B's.
3. Organization A has clearly demonstrated a comparatively stronger cognitive understanding of HRM activities in comparison to organization B in preparation, recruiting procedures, selection and performance evaluation.
4. Training and development and rewards according to the responses of the respondents do not differ significantly between the organization A and the organization B.
5. Planning, recruitment , selection , training, development , performance assessment, career management and awards are closely linked to all aspects.