

Human Resource Management and Organizational Culture. A Theoretical Approach

ONASANYA, Opeyemi Ph.D.

Afe Babalola University, Nigeria

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ABSTRACT

Numerous are the Human Resource Management Functions/ Principles in an organization, they include Human Resource Planning, Recruitment and Selection, Performance Management, Training and Development, Career Progression/ Succession Plan, Performance Evaluation, Compensation and Benefit, Reward and Recognition, Policy Formulation, Industrial Relation, Health and safety, Employee wellbeing and Administrative responsibility. All of these functions put together translates into a culture for an organization.

Key words: Human Resource, Organization, Organizational Culture.

INTRODUCTION

Storey (1995) asserts that HRM is a unique approach to employment management that uses a comprehensive range of personnel, structural, and cultural strategies to strategically deploy a highly capable and dedicated workforce in an effort to gain a competitive edge. Enhancing the value of leadership potential, top talent, employee retention rate, company goals, and the organization's long-term manageability at a higher maturity level than the one already in place are the functions of human resource management (HRM). Regardless of the industry or size of the company, human resource management is critical to the success of the organization and its employees. V. Eriv (2024)

A group of people who collaborate in concert to accomplish shared aims or objectives is called an organization. Based on their vision and mission, organizations have different goals and objectives. These variations of goals and objectives are what divide organizations into three primary groups: profit-making, service-based, and social responsibility-based organizations.

According to Simoneaux and Stroud (2014), organizational culture encompasses the common values, beliefs, customs, behaviours, and artefacts that characterize a business and direct its relationships with both customers and employees. People's thoughts, behaviours, and emotions inside an organization are influenced by the collective personality of the corporation. Each business has its own unique set of values, vision, mission, and core values, as well as communication style, leadership style, cooperation and collaboration, work environment and atmosphere, traditions, employee engagement and motivation, and decision-making. (Aboramadan et al. 2019)

According to Yirdaw (2014), organizational culture serves as the binding agent between the organization's human and non-human resources, fostering collaboration and superior performance. The organization's culture, which has been developed over time, is one of the things that new hires must go through during the induction process before they can become part of the system throughout the hiring process.

Overview of Human Resource Management and Organizational Culture

An organization's effectiveness and adaptability are greatly influenced by the interaction between organizational culture and human resource management (HRM). The transition from personnel management to HRM, which stresses a humanistic approach to understanding employee behaviour, demonstrates how HRM goes beyond traditional personnel functions and develops into a strategic partner that links talent management

with more general organizational objectives (Voynycha et al., 2024). Building a strong corporate culture eventually affects worker motivation, engagement, and output, resulting in a unified workplace that promotes creativity and teamwork. For example, including sustainability into HRM procedures creates a culture that prioritizes ethical governance, employee welfare, and corporate profits (Foster 2022). In an increasingly complicated and international corporate world, this alignment of HRM strategies with a good organizational culture fosters resilience and adaptation in response to external challenges, creating a framework where workers and the organization thrive.

THEORETICAL FRAMEWORK

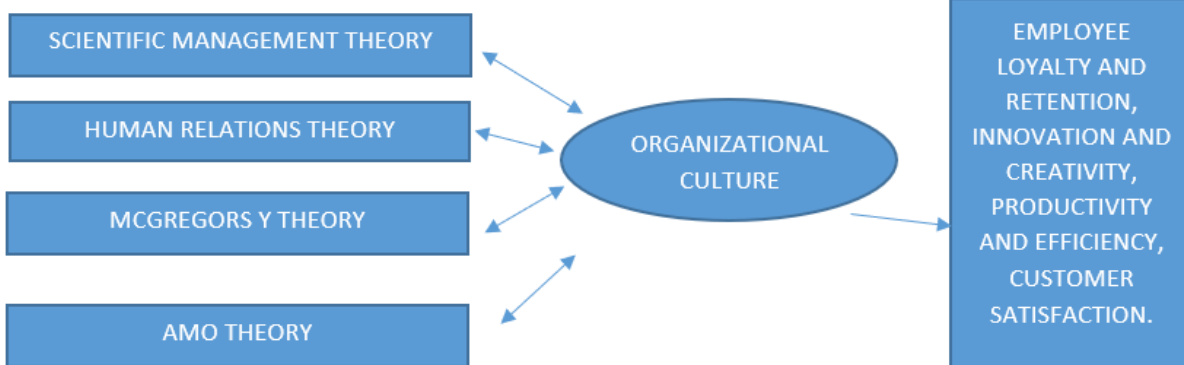
Scientific Management Theory (Taylorism): This theory lays emphasis on improving work processes and efficiency, it encourages standardization of duty, division of labour and giving of reward/financial incentives to boost productivity. This theory is a good culture targeted at achieving the goals of the organization.

Human Relations Theory: This theory emphasises the need for social inclusion in the workplace which include relationship amongst employees irrespective of the cadre/level, communication and employee wellbeing. Having this culture in place makes employee feel valued above money and other material gifts, it has a way of spurring productivity.

McGregor’s Y Theory: This theory brings about the culture of initiative thinking and self-direction, which encourages autonomy and responsibility, this is a culture of innovation and high performance.

AMO Theory (Ability, Motivation and Opportunity): This theory suggests that employee performance is driven by three factors: Ability (skills and knowledge), Motivation (desire to perform), and Opportunity (having the chance to perform well). The culture of offering extensive training programs (ability), performance-based bonuses (motivation), and ample career growth opportunities (opportunity) encourages employees of an organization to key into organizational goals because of what is in it for them.

CONCEPTUAL FRAMEWORK



Adapted from Bogale, Debela 2024

Sources of Organizational Culture

Organizational cultures are values and attributes that are built over time which could emanate from:

1. Board Constitution/ Member
2. Organizational Structure
3. Workplace Ethics
4. Externally Originated but adopted due to success at source

Having a good organizational culture in place in every organization has the following **advantages:**

1. **Employee loyalty and retention:** Keeping an effective organizational culture and enhancing performance within the organization depends on having engaged and loyal personnel. Pinho et al. (2014), for instance, pointed out that workers who feel a sense of ownership could greatly enhance output and performance within the company. Employees may carry out their duties without constant oversight and control if they feel a sense of ownership and accountability (Denison, 1990)
2. **Innovation and creativity:** An effective organizational culture brings out the best in employees, it brings out in them skill they never even knew they possessed.
3. **Productivity and efficiency:** A good culture in place within an organisation enables employee maximise time and resources to the advantage of the business, which eventually translates into higher productivity.
4. **Customer satisfaction:** Putting cultures in place where customers feed backs are valued for better performance and service delivery will bring about customer satisfaction.
5. **Adaptability and resilience:** A strong organizational culture can significantly enhance an organization's adaptability and resilience by fostering a mind-set that embraces change, encourages innovation, and supports employees in navigating challenges.

Organizational culture has four functions. That includes 'giving sense of identity to members, reinforcing organizational values, increasing the commitment, and serving as a control mechanism for shaping behaviour.

Types of Organizational Culture

Strong Culture: Employees that work for a company with a strong culture share similar opinions about it and act in a way that is consistent with its values (Flamholtz & Randle, 2011). Because culture engages and inspires workers, business managers use a strong corporate culture to affect workers' work attitudes and performance (Simoneaux & Stroud, 2014). When an organization has a strong organizational culture, its people share its values and objectives, and new hires rapidly pick up on these values (Kotter & Heskett, 1992). Organizations with a strong organizational culture have dedicated workers who carry out their responsibilities with little to no oversight, which fosters innovation.

Weak Culture: According to Schein (2010), management that has a weak organizational culture does not communicate openly and consistently within the organization. Because of poor communication and inconsistent leadership guidance, employees in a weak organizational culture act contrary to the organization's priorities (Flamholtz & Randle, 2011). A weak organizational culture puts the organization's survival in jeopardy since its members may act contrary to management's priorities due to their differing values and views, low staff involvement and unclear values. (Eaton & Kilby, 2015). When workers are closely monitored to ensure they are performing their jobs well and show little dedication to their work, the organization's culture is poor.

Culture of Innovation: An organization that fosters an innovative culture is one that promotes experimentation, risk-taking, and creativity. Employees feel empowered to think creatively, take chances, and work together to propel progress in this culture. New accomplishments are highly rewarded and celebrated in this culture.

Culture of Accountability: In any organization, this kind of culture places a strong emphasis on accountability, openness, and outcomes. Because of this culture, each employee in a business is held accountable for their work, their responsibilities, and the results of their acts and inactions which is sometimes corroborated with a reward.

Collaboration culture: A collaborative culture encourages cooperation, candid communication, and support for the goals and objectives of an organization, which typically results in a win-win outcome for all parties.

Important determinants of corporate culture:

1. Leadership: establishes the tone and provides behavioural examples
2. Traditions and history influence norms and values.
3. The market and industry have an impact on innovation and flexibility.
4. The influence of employee demographics on diversity and inclusion

Difficulties in Establishing a Positive Corporate Culture

1. Opposition to change
2. Ineffective communication
3. Unreliable leadership
4. A varied workforce
5. External variables (market, economy)

Examples of Organizational Culture:

Teamwork: Teamwork is a key component of organizational culture. Employees are encouraged by their organizations to collaborate rather than work alone. Organizations gain from the synergy that occurs in groups when people work together. Employees can utilize their creativity, inventiveness, abilities, and talents when they work in groups. Along with learning from each other's abilities, it also allows the group members to benefit from each other's varied experiences. Employees learn how to accept constructive criticism when they collaborate with others. Employees that work in groups are also able to come up with fresh ideas that the company adopts. The new ideas increase employees' motivation because they feel that the organization values their input. Teamwork motivates employees to come up with work norms, which eventually become part and parcel of the organizations' culture.

Communication and Interaction: Within organizations, interactions teach implicit organizational culture. New hires pick it up by copying the workers they see in organizations. Because humans have an innate tendency to adopt behaviours that fit the social setting they are in, this imitation occurs unintentionally. Employees may create organizationally specific norms, values, symbols, and methods of operation through interaction and communication.

Dressing Culture: The regulations that govern how employees should look and what they can wear to work are referred to as an organization's dress culture. In certain organizations, it is different for men and women. The colours of suits, shirts, hairstyles, female shoe types, and ties are all examples of an organization's dress code. Even without questioning them, this is utilized to determine the company or brand they represent.

Work/Life Balance: The ability of individuals to successfully manage their personal and professional lives is a crucial component of business culture. Employee's health will be supported by a work/life balance culture, which will ultimately result in higher job satisfaction, productivity, and retention. Both the employer and the employee gain from this culture.

Human Resource can influence Organizational culture in the following ways:

Providing Equitable and Responsible Treatment to Workers

Organizational culture can be significantly impacted by HR's attitude to employee treatment. A culture of trust and cooperation can be fostered by ensuring that everyone is treated equally and that judgments are made on

the basis of merit rather than prejudice. Employers should also make sure that their policies are applied equitably, that workers are held responsible for their actions, and that they have access to the tools necessary to succeed in their positions. Since mistreated employees behave badly and have health issues ranging from stress to other psychological disorders, this can aid in creating a positive organizational culture built on accountability and fairness. Employee commitment to job satisfaction and perceived corporate citizenship is bolstered by fairness.

Encouraging Inclusion and Diversity

HR directors play a significant part in promoting workplace diversity and inclusion programs. Promoting diversity and inclusion can be substantially aided by taking the initiative to create a secure and welcoming workplace by giving all employees sensitivity and anti-bias training. Important steps to accomplish this include making sure that all job postings contain language about diversity and inclusion and establishing trustworthy procedures for assisting staff members who might experience discrimination. Since workplace diversity has many advantages, such as fostering a diverse range of perspectives and backgrounds, fostering innovation, increasing creativity, reducing employee turnover, improving reputation and image, and more. HR can strengthen an organizational culture that values, respects, and celebrates differences.

Establishing a Good Work Environment

By creating employee-centric policies that foster engagement and commitment, HR can play a significant role in establishing and preserving a positive work environment. HR should think about how to enhance departmental cooperation and communication, reward staff for going above and beyond the call of duty, and create a secure space that fosters candid discussions about problems or worries. Focusing on growth and development by encouraging career advancement chances and offering resources to assist staff in achieving their objectives is a crucial part of bringing in optimism. The work environment where employees feel valued, appreciated, and supported can be influenced by a few simple actions.

Organizational Ethics and Values

An organization's overall culture is greatly influenced by its ethics and principles. Human resources can contribute to the development of a constructive and good culture by establishing and upholding moral norms. In addition to ensuring that every employee feels appreciated and respected, HR can endeavour to advance diversity and inclusion. HR can assist in making sure that workers are held responsible for their actions and fostering a sense of unity in the workplace by laying out a clear set of values and expectations.

Creating Opportunities for Training and Development

HR can contribute to the development of an understanding culture that supports a company's expansion and development by providing chances for additional education and development. Mentorship programs, instructional seminars, and other customized professional development opportunities are examples of these training and development possibilities. HR can foster a culture of mutual respect and trust by investing in staff members. This will ultimately benefit the entire organization by improving resource utilization, which reduces waste, boosts productivity, lowers employee turnover, and encourages employees to have a positive attitude toward their work.

Promoting Creativity and Innovation

The engine that drives organizational excellence is innovation. Creativity is necessary for innovation, and HR can significantly contribute to fostering creativity and innovation inside a company. They can achieve this by establishing crucial tactics like encouraging a culture of experimentation and risk-taking, setting up venues for ideation, and encouraging candid communication among staff members. HR should also concentrate on giving staff members the tools they require to be innovative and to have the courage to take chances.

CONCLUSION

HR is now seen as a valuable stakeholder in an organization's success rather than a profit centre for businesses. Human resource specialists have evolved into genuine change agents for culture transformation in today's dynamic and technologically advanced business environments. The performance of an organization can be influenced by the deliberate shaping and adjusting of its culture. Corporate culture is greatly impacted by policies, even though many factors can affect cultural practices and policies. It varies for a variety of reasons, including changing industry dynamics, workplace norms, and demographics. It is wise to evaluate an organization's culture and use the findings as a springboard for further enhancements. The company culture affects everything from engagement and brand reputation to productivity and morale. Human resources must comprehend how culture impacts financial performance and what steps businesses may take to frequently assess the health of their cultures.

Organizations must have a clear culture because it is essential to maintaining employee motivation. During this time of global turmoil, only companies with high employee engagement levels may succeed and become even more powerful. Individuals are more likely to be driven and supportive of the business and its initiatives if they can relate to the corporate cultures of their organizations. This culture must be promoted by human resources and must be lived by all team members, not just on paper or in a corporate handbook. Because a strong organizational culture is not only beneficial for productivity but also a crucial component of employee motivation, managers and leaders of organizations should make every effort to cultivate it. Cohesion across various organizational departments is also improved by a strong corporate culture, which boosts productivity and reduces time and resource waste. In conclusion, a key factor influencing financial performance and overall organizational effectiveness is the interaction between organizational culture and human resource management (HRM) practices. Therefore, in today's competitive environment, organizations that place a high priority on an adaptable culture that is in line with strong HRM practices have a better chance of achieving long-term success.

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