



ISSN: 2319-6505

Available Online at <http://journalijcar.org>

*International Journal of Current Advanced Research*  
Vol 5, Issue 11, pp 1486-1488, November 2016

***International Journal  
of Current Advanced  
Research***

ISSN: 2319 - 6475

RESEARCH ARTICLE

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND HUMAN RESOURCES  
MANAGEMENT: A CASE STUDY of SİLİFKE**

**Mithat Turhan<sup>1</sup>, Onur Köprülü<sup>2</sup> and İter Helvacı<sup>3</sup>**

Department of Business Information Management, Yeni Mahalle Kayraktepe Mevkii, Silifke, Mersin, TURKEY

**ARTICLE INFO**

**Article History:**

Received 16<sup>th</sup> August, 2016  
Received in revised form 12<sup>th</sup>  
September, 2016 Accepted 30<sup>th</sup> October, 2016  
Published online 28<sup>th</sup> November, 2016

**Key words:**

Organizational culture, human resources  
management, banking, Silifke.

**ABSTRACT**

The aim of this paper is to examine the relationship between organizational culture and human resources management. Therefore, 94 employee from 14 leading branch banks of Silifke have been selected in our survey in order to highlight the relationship between their organizational culture and human resources management. Organizational culture scale developed by Haris and Moran (1993) and human resources management scale developed by Sang (2005) have been chosen during the preparation of survey questions. Factor analysis, reliability analysis, Pearson correlation analysis have been the major statistical indicators of data analysis.

© Copy Right, Research Alert, 2016, Academic Journals. All rights reserved.

**INTRODUCTION**

The success of a firm undoubtedly depends on employees as the leading element. Human resources, both as the most important and most difficult element to manage, is of vital importance to reach the success in competitive environment of firms. Firms may gain advantage of human resources management in case of providing accomplishment of human resources and increasing the level of coordination between employees and administration. Planning the manpower, providing human resources in accordance with organizational structure and needs, selecting, setting up in to appropriate position, evaluating the performance, training and providing occupational safety might be considered as important factors for efficient management of human resources (Uyargilet. al., 2009: 3-8). Human resources management activities can be taken into account in two dimensions. First dimension is the routine administrative activities such as finding, placing and training the employees in addition to performance evaluation and waging. Second dimension is related with strategic approach as a result of strategic orientation reached by considering future focused activities of competitive environment to gain competitive advantage (Mathis and Jackson, 1997:26.).

*“Organizational culture as the pattern of shared values and beliefs that help members of an organization understand why things happen and thus teach them the behavioral norms in the organization”* (Deshpande and Webster, 2010: 4). Organizational culture also increases the capacity of consistency to shifts in environment while helping members to share values and beliefs (Erkmen, 2000:23). Each organization has a unique characteristic. This feature of organizations identifies the productivity and motivation of employees. On the other hand, organizational culture also

plays an important role to gain competitive advantage as a result of constituting strategies and policies defined by firms (Köse, Tetik and Ercan, 2001: 227-228). Moreover, constituting shared commitment, while generating organizational goals and strategies are also important features of organizational culture (Eren, 2009:136).

***The Relationship between Organizational Culture And Human Resources Management***

Firms may take advantage of human resources management implementations by increasing the level of coordination between employees and administration in terms of necessary job qualifications. Adaptation of organizational culture by employees is the underlying factor of constituting the coordination between administration and employees. Generalizing the participating approach in administration in terms of efficient use of human resources management has taken attention with the introduction of new concepts and techniques in managerial and organizational implementations. Additionally, firms pay attention to encourage employees regarding their opinions and advices for innovation and organizational implementations by providing their voluntary attendance. Thus, it is believed that the existence of organizational culture that leads the implementation of these innovative ideas will play an important role to reach desired advantage of human resources management.

Organizational culture, while providing shared values and beliefs, also constitutes fidelity of employees. On the other hand, organizational culture has an important role to establish sense of trust during the adaptation process of innovative administration techniques.

Adaptation of organizational culture by employees is the common ground of most of the successful firms. Quantity and quality of new employees, orientation process, establishment

of social integration are also generated by organizational culture. Thereby, with the increasing adaptation of employees into organizational culture, it will be possible to provide higher level of contribution to organization as a consequence of establishing the feeling of “team spirit”.

Belief of well established organizational justice will make it possible to engender positive attitudes of employees resulting with organizational commitment (Akanbi and Ofoegbu., 2013: 207). Finally, designing fair performance evaluation process of employees will develop their perception of fair organizational justice and prompt the feeling of trust both to organization and to managers.

**Research Methodology and Hpotheses**

The aim of this paper is to examine the relationship between organizational culture and human resources management. Therefore, 94 employee from 14 leading branch banks of Silifke have been selected in our survey in order to highlight the relationship between their organizational culture and human resources management. Research hypotheses are as follows:

- H1:** There is a significant statistical relationship between organizational culture and human resources management
- H2:** There is a significant statistical relationship between sub-dimensions of organizational culture and sub-dimensions of human resources management

**Data Collection and Analysis**

Survey method has been used in this research for data collection. Survey is consisted of 3 major parts and 57 questions in total. First part of the survey is made up of demographic questions. Second part of the survey is consisted of organizational culture, which was developed as scale by Harisve Moran (1993) and translated by (Özenli, 2006: 177). Finally, third part is consisted of human resources management developed as scale by Chan Sang (2005) and translated and adapted by Yildirim (2013) in his thesis.

Descriptive statistics has been used in order to highlight the demographic features of survey attendants. Moreover, correlation analysis has been chosen to indicate the relationship between organizational culture and human resources management. On the other hand, factor analysis is applied to figure out the structural validity while Cronbach’s Alpha coefficient is calculated to stress the reliability of internal consistency.

Correlation coefficients has been interpreted according to Table 1, mentioned by Özdamar (2003:32).

**Table 1** Correlation Coefficient Values

Correlation Coefficient	
Too Low Relationship	0,00-0,20
Low Relationship	0,21-0,40
Medium Relationship	0,41-0,60
High Relationship	0,61-0,80
Too High Relationship	0,81-1,00

**Research Findings**

Demographic features of survey attendants are mentioned below on Table 2.

**Table 2** Distribution of Survey Attendants According to Demographic Features

Variable	Group	Number	Percentage (%)
<b>Gender</b>	Men	47	51,1
	Women	45	48,9
<b>Marital Status</b>	Married	54	58,7
	Single	38	41,3
<b>Education</b>	Primary School	17	8,1
	High School	115	55,0
	Associate Degree	13	14,1
	Bachelor Degree	76	82,6
<b>Institution</b>	Post Graduate	3	3,3
	Public Sector	53	57,6
	Private Sector	39	42,4

On the other hand, Cronbach’s Alpha coefficient values are shown on Table 3.

**Table 3** Cronbach’s Alpha coefficient Values of Dimensions of Scale

Dimensions of Organizational Justice	Cronbach’s Alpha	N
<b>Organizational Culture</b>	0,787	20
<b>Human Resources Management</b>	0,921	32

According to KMO and Bartlett’s Test results (0,072) as figured out on Table 4 below, it is clear that scale is suitable for factor analysis.

**Table 4** KMO and Bartlett’s Test

	Organizational Culture	Human Resources Management
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>	0,702	0,789
<b>Approx. Chi-Square</b>	664,693	2129,524
<b>Bartlett’s Test of Sphericity</b>	171	496
<b>Sig.</b>	P<0,001	P<0,001

Factor analysis results put forward that organizational culture scale applied in this research (which is consisted of 6 dimensions: sharing the vision, environment of trust, supporting the participation, efficiency of communication system, efficiency of awarding system, creativity and innovativeness) is capable of explaining 68% of the total variance.

Moreover, KMO results of human resources management highlighted on Table 5 (0,789) also identifies that selected scale (which is consisted of 8 dimensions: planning, selecting the staff, evaluation, training, team work, participation of employees, status differences and job security) is capable of explaining 74% of total variance.

Correlation analysis results as shown on Table 6 indicate that there is a medium level (r=0,530), positive and significant (p<0,01) relationship between organizational culture and human resources management. In other words, an increase in organizational culture also leads to an increase in human resources management. On the other hand, research results of correlation analysis concerning the relationship between sub-dimensions of organizational culture and human resources management are stressed on Table 6 below.

Table 6 represents the results of Pearson Correlation analysis which identifies the relationship between sub-dimensions of organizational culture and human resources management.

According to the results, there is not a significant statistical relationship between sharing the vision (sub-dimension of organizational culture) and planning (sub-dimension of human resources management)

On the other hand, there is a significant but weak relationship between sharing the vision (sub-dimension of organizational culture) and other sub-dimensions of human resources management. There is a medium level statistical relationship between environment of trust (sub-dimension of organizational culture) and job security (sub-dimension of human resources management).

**Table 5** Results of Correlation Analysis among Dimensions of Organizational Culture and Human resources Management

		Human Resources Management
<b>Organizational Culture</b>	Pearson Correlation	0,530**
	Sig. (2-tailed)	P < 0,001
	Sum of Squares and Cross-products	9,355
	Covariance	0,103
	N	92

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 6** Results of Correlation Analysis among Dimensions of Organizational Culture and Human resources Management

Dimensions of Factor	Planning	Staff Selecting	Evaluation	Training	Team Work	Participation	Status Differences	Job Security
<b>Vision</b>	,164	,279**	277**	263**	270**	338**	-,275**	154
<b>Trust</b>	,410**	,455**	542**	472**	619**	576**	-,266**	174
<b>Participation</b>	,334**	,337**	467**	372**	540**	524**	-,151	319**
<b>Communication</b>	,364**	,230*	429**	384**	314**	395**	-,188	,249*
<b>Awarding</b>	,422**	198*	287**	352**	307**	,276**	-,070	,016
<b>Innovativeness</b>	,271**	296**	569**	274**	,452**	489**	-,273**	073

\*\* . Correlation is significant at the 0.01 level (2-tailed).

There is a medium level statistical relationship between environment of trust (sub-dimension of organizational culture) and job security (sub-dimension of human resources management). Additionally, it is observed that, there is a statistical significant relationship between sub-dimensions of organizational culture and human resources management except the efficiency of communication system (p=0,061) (sub-dimension of organizational culture) status differences (sub-dimension of human resources management). On the other hand, there is a significant statistical relationship between efficiency of awarding system and other elements except status differences and job security.

Finally, it is also observed that, there is a significant statistical relationship between creativity and innovativeness and the rest of the human resources management sub-dimensions except job security.

According to research findings, H1 hypothesis is accepted. On the other hand, H2 hypothesis is partly accepted for specific sub-dimensions of organizational culture and human resources management.

**CONCLUSION**

Research findings expose that there is a statistically significant and positive relationship between organizational culture and human resources management, in addition to statistically significant relationship between sub-dimensions.

Adaptation of organizational goals and appropriation by employees are highly dependent on the rational selection of employees with high potential of embracing organizational values. In this context, this process is directly related with human resources management policies of the organization. Thus, inter-organizational training programs for employees to adapt organizational values and process are of vital importance.

Establishing a fair evaluation process of employees' performance also believed to pave the way for creating the feeling of trust and high motivation that brings about success in organizational goals. On the other hand, setting up a well organized communication infrastructure of employees both among themselves and also with managers also play an important role to express their opinions and feeling comfortably. Thus, it would be possible to give an opportunity to employees both to participate in decision-making process in organizational operations and benefit from their creative potentials which might also let them feel valuable.

**References**

Akanbi, P. A., Ofoegbu, O. E. 2013. Impact of Perceived Organizational Justice on Organizational Commitment of a Food and Beverage Firm in Nigeria. International Journal of Humanities and Social Science, 3(14), 207-218.

Deshpande, R., Webster Jr, F. E. 1989. Organizational Culture and Marketing: Defining the research agenda. The Journal of Marketing, 3-15.

Eren, E. 2010. Örgütsel Davranış ve Yönetim Psikolojisi. 12. Baskı, Beta.

Erkmen, T. 2000. Örgüt Kültürüne Ölçümü, Yönetim, (35), 23-33.

Köse, S., Tetik, S., Ercan, C. 2001. Örgüt Kültürünü Oluşturan Faktörler. Yönetim ve Ekonomi Dergisi, 7(1), 219-242.

Mathis, R.L., Jackson J.H. 1997. Human Resource Management (8th. edition). U.S.A: West Publishing Company.

Özdamar, K. 2003. Modern Bilimsel Araştırma Yöntemleri. Eskişehir: Kaan Kitabevi.

Özenli, S. 2006. İşletmelerde Örgütsel Kültür Yapısının Takım Anlayışına Etkisi. Yayınlanmamış yüksek lisans tezi. Dumlupınar Üniversitesi Sosyal Bilimler Enstitüsü.

Uyargil C., Adal, Z., Atay, İ. D., Acar, A.C., Özçelik, A. O., Dündar, G., Sadullah, Ö., Tüzüner, L. 2010. İnsan Kaynakları Yönetimi, 4. Baskı, Beta Basım Yayın Dağıtım A.Ş., İstanbul.

Yıldırım, C. 2013. Örgüt Kültürü ve İnsan Kaynakları Arasındaki İlişki: Kamu ve Özel Sektör Bankacılığında Bir Uygulama. Yayınlanmamış yüksek lisans tezi. Atatürk Üniversitesi Sosyal Bilimler Enstitüsü.