Review of literature

All the Organizations given from any industry present similar structure, resources, operate in similar environment, the only thing that differs is Human factor, which is integral part of every organization system and they are unique as they create value for self and organization. Human resource follows rules & regulation and policies & procedures set by organization but their actions and behaviors are governed by the culture. Organizational culture and HRM practices are elemental to raise the motivation among the employees. The findings of the various studies have led the researcher to conclude that if the organizational culture and HRM practices are effective and efficient in the organization, it helps to increase the performance among the employees ultimately resulting high performance organization culture.

Organization culture still does not have a unique definition, however defined as: The dominant values espoused by organization, The philosophy that guides policies towards employees and customers, The way things are done in and around organization, The basic assumptions and beliefs that are shared by members of the organization (Stephen Robbins, Organizational Theory, 2009). Literature pertaining to organization culture constantly reinforce that culture is imperative for organizational culture and change effort, deployment of human resources and to large extent aid in sustaining competitive edge (Raduan Che Rose, Naresh Kumar, Haslinda Abdullah, Goh Yeng Ling 2008).

Organizational culture is increasingly understood as a critical element in the creation of high performance workspaces. The advantage of knowing the company culture is that it provides an overarching structure that helps organize the sub cultural elements (Bruce M. Tharp 2010). The organization with higher degree of shared beliefs and values will be able to differentiate itself from the others. The organizations to promote a shared vision to individuals working in the organization, need leaders who have the ability to facilitate emotional involvement in that vision. (Peter J. Jordan 2004). Organizational culture and climate of the organization are the crucial variables to raise the motivation among the employees (Prabhjot Kaur Mahal, 2009).

The business environment presents number of challenges which makes it inevitable for the organizations to change. Since the change is imperative, it is necessary for organizations to develop approaches that assist change agents in achieving effective outcomes. However, in order
Chartered Institute of personnel and development 2007, HRM practices, involves the cultural dimension in its competence, and introduces a number of instruments through which it can effectively stimulate company culture, as well as bring about the mutual binding on the employees with the organization. Employer branding and reputation management have power to give organizations competitive edge in retaining and attracting and getting best performance of their employees, thereby meeting the challenges posed by competition. Organization culture has been responsible for the success most of the HRM processes in the organization be it training and development, performance management etc. (Marcel Van Marrewijk and Joanna Timmers 2003). As found in a study, activity like training failure can be a manifestation of values and beliefs and assumptions shared by members of various levels of organization culture (Kay J. Bunch 2007).

Understanding the impact of HRM decisions on employee attitudes and behaviour, and the potential effects on organizational performance, has considerable practical importance for local management as well as for central HR practitioners (Garry A. Gelade, Mark Ivery 2003). There may be no universally best set of HR practices for every firm; we argue that there may actually be no one best set of practices for every employee within a firm. Organizations to utilize human capital strategically, they must be organized in a manner that enables them to do so (David P. Lepak and Scott A. Snell 1999). Consequently the importance of HR to any business can be found in its leadership role in adding value through being a champion and caretaker of culture. As business leaders look to the future in a gradually improving job market, a number of problems related to culture confront them (Phyllis G. Hartman, SPHR, and John T. Hayden 2005). The managers and entrepreneurs need to understand the importance of HR practices and
procedural justice and its outcomes and OCB within the firms and its effects on their entrepreneurial activities, which are very important for survival of firms in present dynamic environment (M.R. Dizgah, Sh Gilaninia, H.R. Alipour, A. Asgari 2011). Corporate leaders can consciously design and build organizational interventions to achieve their goals (Lowell L Brayan and Claudia I. joyce, 2007).

Organizations are facing unprecedented challenges. They are increasingly forced to limit their costs, maximize their returns, and act strategically in an extremely complex, global society. Organizations need integrated and innovative solutions. The potential impact of HR is maximized by a more formally integrated HRM, HRD, and OD HRM, HRD, and OD should be encouraged to thrive in their individuality, but not at the great cost of diminishing the whole of HR’s value to organizations (Wendy E. A. Ruona and Sharon K. Gibson 2004). In order to figure out how to induce the necessary changes in behaviors, it is important to analyze what current practices might be influencing the behaviors and attitudes that need to be changed. (Angel Cabrera, Elizabeth F. Cabrera and Sebastian Barajas 1999). OD is a humanistic approach. Where importance is laid on organization culture, employee attitude and employee participation in achieving organizational objective (Satrina Harvey and Bruce Millett 2001).

HRM should not only be looked upon as a cost, as an HR system could be worked out which develops potential to serve organization as a strategic business partner. Alignment has to be found between the values and goals of individuals and collective between organization and employees (Marcel Van Marrewijk and Joanna Timmers 2003). Ultimately, the path to a high-performance organization is simply a case of improving understanding of people so that a better nurturing work environment can be created and maintained. This allows people to be free to do their jobs in a supportive and positive environment. This also creates the platform for any insecurities to diminish (Minnesh Kaliprasad, CCE 2006).

The researcher agrees of many efforts going into – HRM Performance linkage, because performance stands out as one major organizational goal (Asta Savaneviciene, Zivile Stankeviciute 2010). Suhaimi Sudin, 2004. In a proposed model of relationship between HRM practices, HR characteristics and Organizational performance, identifies how HRM practices empowers and influences human resource characteristics which ultimately helps achieve organizational performance. Human resource is among one critical success factors of an organization in creating core competency which in turn creates competitive advantage. Thus it
becomes crucial for an organization to build loyal employee base because committed employees have substantial impact on the profits in meeting and exceeding customer expectation (Deepali Bhatnagar and Durgesh Batra 2006).

The challenge is to gain acceptance of continuous change throughout the organization so that these isolated innovations will travel and be seen as relevant to a wider range of purposes at hand (Karl E. Weick and Robert E. Quinn 1999). To obtain employee support for and commitment to HR strategic function, firms should establish appropriate involvement-oriented management systems (Hyondong Kim & Kang Sung-Choon 2011). The managers strongly need to implement in their firms high-commitment practices in their management of human resources. Angeline Taya, Catherine Leesb 2007, in their study established the different foci of the high involvement HRM practices associated with the corresponding foci of employee commitment.

These HRM practices elicit behaviors and develop competencies in employees in such a way that they give rise to a series of benefits in terms of better outcomes, both in quality and time (Alberto Bayo-Moriones and Javier Merino-Díaz de Cerio 2002). The organizations will have to be creative and innovative in framing and implementing HR strategies. Innovative SHRM practices provide a sustainable competitive advantage depending on how creatively and effectively they are interpreted and executed (Som Ashok 2007). RBV could be a useful perspective for strategy formulation of organization and creating a competitive advantage (Richard L. Priem and John E. Butler 2001).

There is positive and meaningful relationship between HRM practices and organizational culture. HRM practices become the means whereby organizational culture is created and sustained. Designing new culture requires that HRM professionals are ahead of the cultural change curve with innovative and exciting HRM practices (Anil Kumar Singh* 2010).

In future anything that will hold employees for long will be organization culture. Hence, Variation in employee retention in the organization may be related to the organization culture values. (Jhon E. Sheridan 1992) (Kerr and slocum and Kopelman and colleague) Not the technical – legal contract but a socio cultural network binds the employees, without them being hindered in their activities. (Marcel Van Marrewijk and Joanna Timmers 2003).
Till now we have discussion about the practices for the talent available in the organization, attracting new talent is also important so as to infuse new blood in the organization. Fresh employees will bring in new thoughts and ideas to the table. They cannot be ignored.

Potential employees look for an organization which could satisfy their need and similarly organization also looks for people who can deliver to their expectation, share the same or similar initiative of growth and development. This will make the two more compatible and could get along for long without compromising on the performance. An organization culture is a considerate solution in managing the activities of people within the organization and brings into line their performance with that required by organizational. The organization will have to find people who are right fit in the organization or it may have adverse effect on the performance. Hence for organization to retain and attract talent in the organization will have to be the first choice i.e. an employer brand. Employment brand is the first impression organization makes on potential employees. It’s the expectation organization sets for new hires and it is the reason which allows employees to decide whether to stay or leave the organization. An employer brand communicates the image that an organization wants to portray to its target employees (Deepali Bhatnagar and Durgesh Batra 2006).

In 2002 watson wyatt work USA study determined that the three year return to the shareholders was 36% higher at companies with strong employer brand and high employee commitment than at companies without these qualities. A strong employment brand helps employee commit to the organization and its mission by clearly laying down the value they receive from the organization. Employer branding impacts organization culture and organization identity that in turn contribute to employer brand loyalty. Not only can employer branding help recruit the right employees, it can also help an orderly company expansion by removing the drag caused by a high turnover rate (David Mason-Jones, 2005)

Kristin Backhaus and Surinder Tikoo 2004, Internal marketing helps create a workforce that is hard for other firms to imitate. By systematically exposing workers to the value proposition of the employer brand, the workplace culture is molded around the corporate goals, enabling the firm to achieve a unique culture focused on doing business the firm’s way.

Corporate brands need to be managed in relation to the interplay between vision, culture and image. Achieving this requires effective dialogue between top management, external stakeholders and members of the organizational culture. Effective corporate branding will come
with dedication to honest self-assessment, responsive attitudes toward stakeholders, and respect for the values that attract all parties to the corporation. In particular what is needed is to draw on the rich resource that is the organizational culture and make it an integrated part of the effort to build a corporate brand (Mary Jo Hatch, Majken Schultz, 2003). A strong employment brand, while enhancing recruitment and retention efforts, brings companies benefits that reach beyond the HR function. It should be a part of every corporate branding effort (Mark Shvitz 2007).

Hence, there is a very important role HR has to engage in. “HR plays, or I should say, HR should play a fundamental role in helping the organization achieve its mission” (Anthony Hesketh, Steve Fleetwood 2006).