MODERATING ROLE OF ORGANIZATIONAL CULTURE ON THE RELATIONSHIP BETWEEN STRATEGIC HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE: A CONCEPTUAL REVIEW

Nurudeen Oyairekhua Aileobini
&
Abubakar Sadiq Suleman Ph.D
Department of Business Administration, Federal University Dutsin- Ma, Katsina State.
Email: nuruaileobini@gmail.com

Abstract

The main objective of the study is to examine the moderating role of organizational culture on the relationship between strategic human resources management and organizational performance: a conceptual review. Literatures reviewed shows an inconsistency on the relationship between strategic human resources management and organizational performance and also it could be noted that based on the literature there is ample evidence that suggests that organizational culture has a positive and strong impact on organizational performance. Therefore, it is recommended that firms in developing countries like Nigeria should be careful in adapting strategic human resources management practices from the developed nations as literature shows that most of the studies conducted in developing country reveal insignificant or negative results. It is suggested that future studies to apply the proposed conceptual framework in developing nation like Nigeria to find out if organizational culture can moderate the relationship.

Keywords: *Organizational Performance, SHRM, Organizational Culture*

Introduction

Firm's performance has become an issue of concern among shareholders. This is because the financial performance indicates how well investors 'wealth is being managed in generating returns from investments (Ismaila & Tanko, 2023). Investors are not interested in running the business but they are interested in how much their investments can generate (Abolo, 2023). Henry and Zheng (2017), claim that different stock returns of an organization, usually in the long run, will be affected greatly by financial performance. Ironkwe and Emefe (2019), assert that the maximization of shareholders' wealth which can be shown in share price is the main objective of shareholders. In addition, financial performance in the context of macroeconomics is the reflection of efficiency of firms on how businesses use their scarce resources (Ironkwe & Emefe, 2019). Therefore, the high performance of firms shows that the economy is viable which can boost the confidence of investors in such firms.

Moreover, it becomes necessary for every organization to continuously improve its performance in order to compete in this environment (Firdawsi & Abedin, 2023). This can be done by reducing costs, innovating products and processes, improving the quality of their products and increasing productivity (Gituma, & Beyene, 2018). Every organization consists of the people who work in it, i.e. its human resources, as is considered one of the most important resources available to the organization (Firdawsi & Abedin, 2023). In fact, they have proven to be even more important to competitive success in any business. Other sources were more important earlier, but are now considered less important (Fahim, 2018).

Therefore, organizations must develop a different frame of reference to address issues of human resource management and strategy in order to survive in this highly variable and competitive market (Firdowsi & Abidin, 2023). It cannot be denied that there are many traditional resources such as product technology, process technology and economies of scale that provide competitive advantage to the organization, but the need for strategic human resource management (SHRM) cannot be ignored in the current competitive environment (Sepahvand, & Khodshahri, 2021). Therefore, the function of human resource management nowadays is growing and has taken place at a higher level in the organizational hierarchy. The purpose of SHRM is to ensure that skilled labor is procured and employed at the right place in the organization when required.

Additionally, a significant proportion of SHRM research has come from developed nations (Chourasia & Bahuguna, 2023). Organizations in developing nations have begun to rely on SHRM systems, which foster empowerment, facilitate organizational learning, and increase employee adaptability at work (Boxall, 2018). It is unclear whether a Western HRM system, like SHRM, is also effective in developing nations, as most of these countries are known for their complex cultural aspects like high power distance, moderate to high levels of masculinity, high levels of collective behavior, and a greater emphasis on other social issues such as caste, networks, and influence than performance (Kundu et al., 2019). Because of this, little is known about whether SHRM is relevant or successful in other cultural environments or how they impact performance in such situations (Kwon, 2020).

Furthermore, another factor that affects company performance is organizational culture. Organizational culture is considered the most important determinant of any type of organization and a vital determinant of organizational success (Rahman, et al., 2019). Organizational culture plays an important role in the survival of an organization in the market (Rehman et al., 2019). Many researchers agree that organizational culture is not only an important factor for an organization, but also a fundamental driver of superior business performance. This is due to its ability to influence significant organizational change efforts as well as assist in sustainable competitive advantage (Abu Jarid, et al., 2010, Yilzam & Ergun, 2008). A strong culture within an organization shows that workers think alike and are guided by the same ideas about work (Rassels, 2010).

Research also shows that if employees are guided by the same standards and values in their organization, their performance will improve (Abubakar, et al., 2023). Therefore, organizational performance depends on the culture of the organization, as it is a clear indicator of business survival (Rassels, 2010). Several studies find that there is a strong relationship between organizational culture and performance (Kamaamia 2017; Maina 2016; Nikpour 2017; Chukwu, et al., 2017, Sengottuvel & Aktharsha, 2016), but there are few studies that consider the impact of organizational culture in the relationship between SHRM and performance, which makes it appropriate for this study to determine the aforementioned relationship. Therefore, the main objective of this study is to examine the moderating role of organizational culture in the relationship between strategic human resource management and organizational performance: A conceptual review.

Research Objectives

The objectives of this research paper are as follows:

i. To examine the relationship between SHRM practices and organizational performance.

ii. To examine the relationship between organizational culture and organizational performance.

iii. To examine the moderating role of organizational culture on the relationship between strategic human resources management and organizational performance.

Methodology

To obtain the above objectives, the study applies a systematic review of literature review from various research articles. Hence this study is a desk research rather than a survey researching.

2.0 Literature Review

This section presents a review of the literature related to firm performance, strategic HR practices, and organizational culture.

2.1 Firm Performance

To conduct a research focusing on the components of firm performance, an introductory definitions of the terms "firm" is necessary (Ibrahim & Bello, 2021). Firm performance is the general indicator of how well a firm uses its available resources to generate profits. A corporation ought to earn profits so as to survive and grow over a long period of time (Pandey, 2010). Profits are essential but it would be wrong to assume that each action initiated by a company should aim at profit maximization to the detriment of environment, employees and society (Pandey, 2010). Work performance is a significant measure for organizational results and achievement. Berkeley (2019, further explains that the goal of performance is to further develop procedure execution by adjusting business exercises and individual activities to accomplish firms' vital and functional targets. This suggests that performance helps in the periodic rating, observing, prize and remuneration, arranging and assumption putting forth to accomplish organization objectives. Organizations need to have top performing people to work on nature of items to have the option to fulfill market needs and to achieve competitive advantage.

Kaplan (2012) identifies key performance indicators (KPI) as monetary (financial) and non-monetary (non-financial) indicators. Monetary indicators are those that contribute to financial success. Examples of financial indicators are; net profit margin, liquidity, asset turnover, operational cash flow, leverage, profit or loss of the year, solvency, equity, growth in revenue, gross profit margin, current accounts receivables and inventory turnover. Financial Performance indicators are generally based on income statement or balance sheet components, and may also report changes in sales growth (by channel, product families, customer segments) or in expense categories. Typical non-financial indicators include measures that relate to customer relationships, employees, operations, quality, cycle-time, and the organization's supply chain or its pipeline.

To accomplish long-term objectives for example; profit, workforce, increasing revenue, customer satisfaction, market share, business units, quality, customer loyalty, delivery, competence, and productivity, an organization or a company must implement a strategy supported by its competencies, capabilities, and resources (Aboramadan & Borgonovi, 2016; Abuzaid, 2018; Dibrell et al., 2014; Ratnawati, 2020). The balanced scorecard is a collection of measurements that includes internal process, financial, customer, and continuous improvement perspectives. It was first presented by Kaplan and Norton in 1992. The balanced scorecard provides a complete image of organizational performance and can be used for central management coordination" with stakeholders such as investors, consumers, and employees (Kornelius et al., 2021).

Strategic Human Resources Management (SHRM)

Strategic HR management is a process that involves using comprehensive methods to develop HR strategies, which are vertically integrated with business strategy and horizontally with each other (Sepahvand, & Khodashahri, 2021). These strategies define goals and plans related to general organizational considerations, such as organizational effectiveness, and more specific aspects of people management, such as resources, learning and development, compensation, and employee relations. Strategic HRM focuses on actions that differentiate a company from its competitors (Purcell, 1999). SHRM is based on the assumption that if an organization's employees are effectively managed through appropriate human resource policies and practices, the organization will have the right number of required people who behave in the right way (Firdowsi, & Abidin, 2023).

SHRM practices

Median, (2020) SHRM practices are aligned with the organizational purpose for its future direction. This includes:

I. Recruitment and Selection: Recruitment refers to the activities undertaken by an organization to identify and attract individuals who can help the organization achieve its strategic objectives. This definition defines the difference between recruitment and selection functions and emphasizes the relationship between recruitment and strategy (Brandão, Silva, & dos Santos, 2019).

II. Training and career development: Refers to the process of acquiring or transferring the knowledge, skills and abilities necessary to perform an activity. Training and career development provide employers and employees with strategic and far-reaching benefits (Hammond & Churchill, 2018).

III. Performance appraisal: judging whether employees have performed their duties in relation to a set of standards.

IV. Compensation and benefits: Compensation refers to "all external rewards that employees receive for their work," such as wages, bonuses, and benefits. Benefits can be monetary, such as health insurance and paid time off, or non-monetary, such as flexible work arrangements and wellness programs to increase employee morale, satisfaction and engagement (Batiar & Wang, 2020).

2.3 Organizational Culture

Culture is difficult to define; it's an abstraction. Each person may have their own understanding of culture. There many concepts of culture, each representing a point of view, a point of view (Ajiferuke & Boddewyn, 1970). Even a study many definitions of culture by Kroeber, Kloehn, and Untereiner (1952) show that there are 164 meanings of culture and that the definition of culture has changed over time. Anthropologist Edward Taylor (1871) is the first to scientifically define the concept of culture: that complex whole that includes knowledge, beliefs, arts, morals, laws, customs, and any other skills and habits acquired by (man) as a being. Member of the community. This definition succeeds in highlighting several independent factors that make culture the subject of a separate science (Bernardi, 1977). Organizational culture is the values and symbols that all members of the organization understand and respect together. This culture belongs uniquely to a particular organization as differentiating the organization from others (Marta & Suharnomo, 2011). Organizational culture is a system of values that all members of the organization believe in, and is studied, implemented and developed as an adhesive system as a reference for the company in achieving its goals (Ruff et al., 2014). Organizational culture is typically classified into four types of culture: clan culture, adhocracy culture, market culture, and hierarchy culture (Schein, 2010; O'Donnell & R. Boyle, 2008; Cameron & Quinn 2006).

Clan Culture

Clan culture has been identified as an organizational culture that focuses on flexibility in internal maintenance, concern for individuals, and sensitivity to customers (Schein, 2010; Dani, et al., 2006; O'Donnell & Boyle, 2008).

Adhocracy Culture

Adhocracies are temporary and the goal of adhocracy is to foster creativity, flexibility, and adaptability, in which uncertainty and information overload are representative features (Cameron & Quinn 2006). Cameron and Quinn (2006) indicate that the adhocracy culture is a temporary culture based on employees' rapid reconfiguration when new circumstances arise. This type of culture is frequently found in the aerospace, filmmaking, and software development industries, in which the employees create new products and adapt quickly to new opportunities (Cameron & Quinn 2006).

Market Culture

Market culture is one that focuses on external positioning with a need for stability (Dani, et al., 2006). According to Cameron and Quinn (2006), market culture is oriented toward the external environment, focused on suppliers, contractors, customers, and unions to conduct a transaction with other constituencies and to create sustainable competitive advantage.

Relationship between Research Variables

Strategic Human Resource Management and Organizational Performance

A number of studies show that there is a mixed result on the relationship between strategic human resources management and organizational performance, and this has led to an increase in organizations' interest in the measurement approach. A hot topic of discussion in the last two decades (Ferdousi, & Abedin, 2023; Yuling et al., 2023; Chawla et al., 2022; Sepahvand, & Khodashhari, 2021; Patiar, & Wang, 2020; Batiar & Wang, 2020; Muideen, 2020; Hadi, et al., 2020; Uysal, 2019; Boone, et al., 2018; Gituma, & Beyene, 2018; Fahim, 2018; Hammond, & Churchill 2018; Chopra, 2017). For instance:

Khan, et al., (2023) examines the impact of strategic human resource management (SHRM) practices on organizational performance in Pakistan. The findings from the research reveal that SHRM influence organizational performance and recommended the organizations to enhance their SHRM practices and ultimately improve their performance outcomes. Suwarto, et al., (2023) reveal that strategic human resource practices have a positive and significant effect on organizational Performance at the Depok City Regional General Hospital in Indonesia. Kiowi, (2023) reveal that strategic human resource practices have no significant effect on organizational Performance. Guha, (2023), find a negative implication of strategic human resource management and effectiveness on Organisational performance.

Khan, (2018), found that strategic human resource practices have a statistically negative impact on performance towards achieving organizational goals in Bangladesh. Chourasia, Bahuguna, and Raju, (2023) indicate that the three components SHRM had different effects on the performance of oil and gas sector in India. The findings show that ability-enhancing HR practices are significantly associated with firm performance, whereas HR practices that enhance 'motivation' and ‘opportunity’ are not significantly related to performance. The study makes a significant contribution by developing a scale in the context of the public sector for measuring SHRM based on the AMO framework. The study concludes that the relationship between SHRM and performance could be better understood by breaking down HR practices and creating configurations or bundles.

Chourasia and Bahuguna, (2023), and Kwon, (2020), reveal that strategic human resource management have insignificant effect on firm performance in India. Lee and Cogin, (2020) found that strategic human resource management have a negative significant effect on firm performance in China. Su, et al., (2018) indicate that strategic human resource management influence firm financial performance. Han, et al., (2019) find the goldilocks positive effect of strategic human resource management on performance. Strategic HRM research differs from standard HRM research in that it has positively impacted business performance (Boselie et al., 2021).

Gituma, and Beyene, (2018) seek to establish the strategic human resource management practices and their effect on perceived organizational performance at the National Insurance Corporation of Eritrea. The findings reveal that the corporation had embraced a number of SHRM practices but their systematic implementation was impeded by lack of clear formal policies/guidelines across the corporation and lack of a formal (written down) strategic plan. In addition, there is the problem of inadequate as well as lack of highly qualified personnel. It was also observed that the corporation needed improvement in the areas of motivation and performance management.

In light of the above, the study observes that, while some studies investigating the link between SHRM and performance reveal a positive or negative correlation between the two variables, and some even shows insignificant relationship. Thus, the literature shows mixed or inconsistent results.

Organizational Culture and Organizational Performance

Organizations face challenges in achieving their goals in the changing environments due to rapid changes in the external environment; this has a direct impact on organizational structures, complicating the steps towards overcoming certain challenges to achieve its goals (Polychroniou & Trivellas, 2018; Alsamawi *et al.*, 2019a). Organizations that operate in dynamic working environments strive hard to improve their performance by altering their culture and responding swiftly to external influencing factors, such as using technologies (Al-Muhrami *et al.*, 2021), hence corporate culture is a vital component in achieving greater organizational effectiveness and performance (Ismail *et al.*, 2021; Imran *et al.*, 2021; Rahmatullah *et al.*, 2022). It has also been shown that corporate culture improves corporate value and competitiveness (Assamawi *et al.*, 2019b).

Studies mentioned that successful firms have strong cultures, which may be defined in a variety of ways. Companies that have strong cultures tend to have greater overall performance compared to those with weak cultures (Jamali *et al.*, 2022; Polychroniou & Trivellas, 2018). According to a number of studies on the relationship between organizational culture and performance, there is a positive and significant relationship (Salau, 2022; Shah et al., 2021; Asif & Sajjad 2018; Kamaamia 2017; Nikpour 2017; Chukwu, Aguwanba, & Kanu 2017; Maina, 2016; Aktharsha & Sengottuvel 2016; Rijal 2016). However, the results of the study by (Sinha & Dhall, 2020) suggest that there is no significant direct effect of organizational culture on performance. Similarly, Kotter and Heskett, (1992) found a minor positive correlation between organizational culture strength and long-term economic performance. For example:

Savić, et al., (2023) find that there is significant impact of organizational culture on financial performance of the company in Serbia. Moragolle (2022) find that organizational culture has a statistical significant effect on the business performance in SMEs in Sri Lanka. Shah, et al., (2021) study the effect of the organizational culture on the operational performance in food processing SMEs. The empirical investigations show that organizational culture is positively related to operational performance. The findings will help food manufacturers in improving the operational performance of their SMEs.

Asif and Sajjad (2018), investigate the prevailing type of culture and its relationship with performance in SMEs operating in Pakistan based on adhocracy culture, clan culture, hierarchy culture, market culture as a predictor of organizational culture and Profitability, number of employees, new product development, market share, customer satisfaction and business growth as determinants of SMEs performance. The results revealed that 'hierarchy' culture is the prevailing type of culture and a significant relationship exists between organizational culture and performance among the sampled SMEs. The study recommends that organizations need to identify the cultural strengths and weaknesses that hamper their performance in the market.

Kamaamia (2017), studies the effect of organizational culture on organizational performance: A Case of Kenya School of Monetary Studies (KSMS). The findings on the effect of organizational culture on performance revealed the existence of a statistically significant relationship between organizational culture and performance. Acar and Acar, (2014), examine the effects of organizational culture types on organizational performance in Turkish hospitals based on adhocracy culture, clan culture, hierarchy culture, and market culture as a predictor of organizational culture. The study finds that organizational culture which considers stability, order and control behaviors dominantly comparatively in an advantageous position with the organizations which are in flexibility, discretion and dynamism. The study further recommends the creation of the cultural structure of private hospitals by public experienced personnel.

Oladele, (2012), assess the impact of organizational culture on the performances of faith-based Universities in Ogun State, Nigeria. it concludes that organizational culture plays a vital role in an organization's general performance. Management should treat and solve every cultural conflict as it affects Universities to reduce labour turnover and friction between University management and staff. Goromonzi (2016) discovered that corporate culture significantly and positively affects bank performance in Zimbabwe. According to Nikpour (2017), establishing an acceptable culture that the organization adopts in the Iranian education sector has a significant and positive impact on performance. Polychroniou and Trivellas (2018), further note the significant impact of culture on internal performance (innovative competency & human relations), as well as on the growth, profitability, and reputable assets of organizations.

Sopiah *et al.* (2021) reveal that corporate culture positively and significantly affects employees' performance in the Islamic banking sector. In the same manner, Sapta *et al.*, (2021) find that corporate culture directly and positively influences employees' performance and has an indirect influence by motivating employees to enhance their performance in the banking sector in Bali. Joseph and Kibera (2019), investigate the managers of microfinance businesses in Kenya find that, in addition to its beneficial influence on organizational performance, corporate culture is also viewed as a crucial factor for sustainable competitiveness. Given these claims, the study introduces organizational culture to moderate the relationship between SHRM and organizational performance.

Moderating Role of Organizational Culture

Strategic HR practices and organizational culture are important sources of firm performance (Almuslamani, & Daud, 2022; Widyanty, et al., 2020; Bamgbade, et al., 2019; Shaari, 2019). Organizational culture is not only a rent-yielding resource creating sustainability but also helps in reducing the transaction costs involved in managing HR by working on rules and values that serve the purpose of regulating and unifying the employees' actions and behaviors (Almuslamani, & Daud, 2022). Also, organizational culture is assumed to be rooted in social interactions, which influences the organizational behavior through the use of technology, rules, language, regulations, ideas, and knowledge, thus resulting in creating causal ambiguity, which assists the organization in attaining competitiveness (Yazdani, & Mavra, 2013).

Due to its importance, researchers have examined the moderating effect of organizational culture in the relationship between several variables. For instance, Keir's (2016) organizational culture plays a significant and positive role in the relationship between HR practices and organizational performance. Furthermore, organizational culture is found to moderate the relationship between organizational justice and organizational citizenship behaviors in 10 public universities in Turkey (Erkutlu et al., 2021). Another survey is carried out involving 238 part-time MBA students at the University of Malaya. The findings indicate that organizational culture plays an important role in moderating two relationships. First, organizational culture moderates the relationship between leadership behavior and organizational commitment. Second, organizational culture moderates the relationship between organizational commitment and job satisfaction and performance (Ying & Zaman 2019).

Typically, the organizational culture is very important as a moderator in several aspects of the organization (Almuslamani, & Daud, 2022). In particular, each type of organizational culture plays a crucial role as moderators in the relationship between strategic HRM and firm performance. Hence, clan culture plays a vital role in moderating the relationship between strategic HR practices and firm performance because this culture focuses on championing employees by responding to their needs, which ultimately creates cohesion, commitment, and the capabilities of employees (Naranjo-Valencia, et al., 2016). Clan culture motivates employees and keeps them satisfied (Almuslamani, & Daud, 2022).

Similarly, the adhocracy culture could play a significant moderating role in the relationship between strategic HR practices and sustainable competitive advantage because this culture provides more development opportunities for the employees in achieving the organization's goals (Naranjo-Valencia, et al., 2016; Aktaş, et al., 2019; Belias, et al., 2021). Salau (2022) assess succession planning as a panacea to SMEs, becoming a generational enterprise in Nigeria: the moderating role of organizational culture. The study concludes that Organisational culture has a significant effect on SMEs' performance. In terms of market culture, Cameron and Quinn (2006) argued that market culture supports sustainable competitive advantage as it improves the awareness of HR practices in terms of markets, profitability, customers, bottom-line results, productivity, and competitiveness. In practical terms, the market culture has attracted researchers' attention in moderating various aspects. For example, the market culture was found to moderate the relationship between the government's support and social sustainability performance in Malaysian construction companies (Bamgbade, et al., 2017). Likewise, hierarchy culture supports organizations in implementing formal rules and regulations in all aspects of the organization, particularly the selection, and recruitment processes, which guarantee to hire the right candidates (Almuslamani, & Daud, 2022). Based on the above discussion, in it can be concluded that organizational culture could be a good moderating variable.

Conceptual Framework

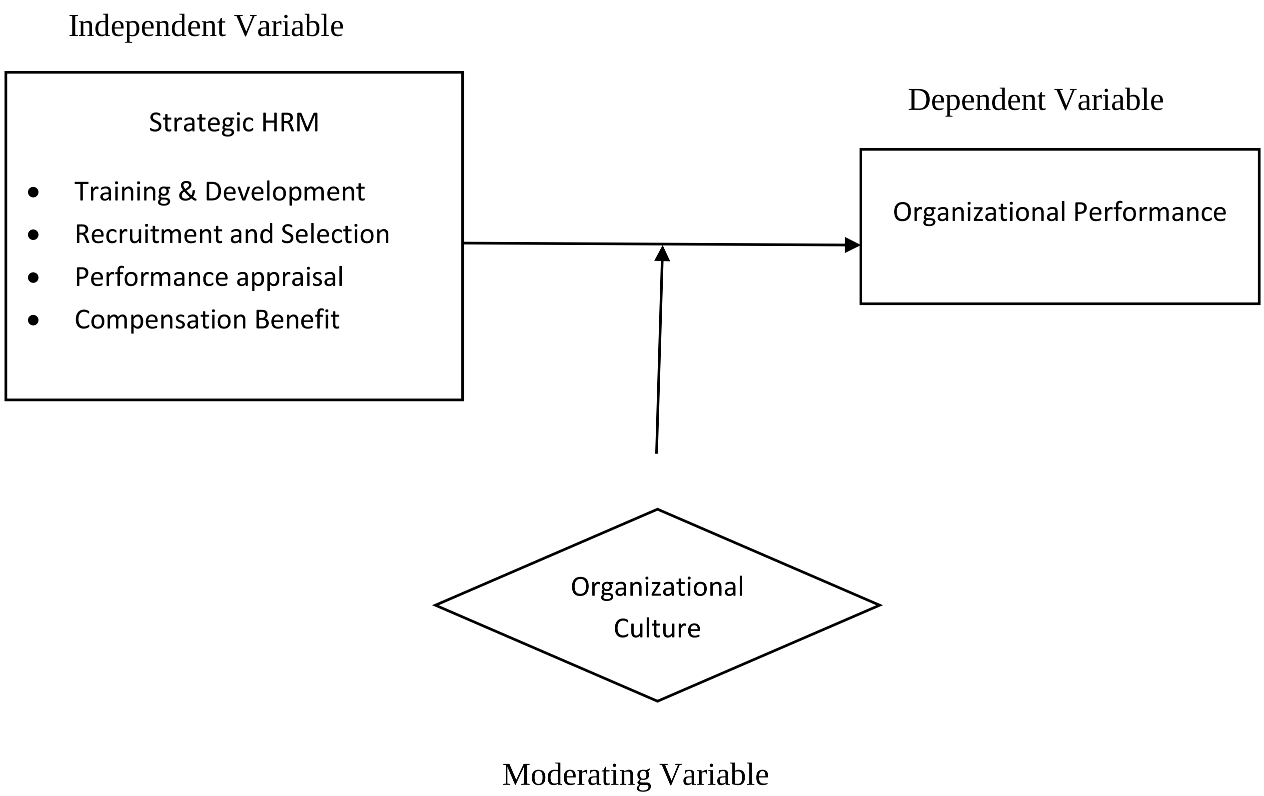

Figure 1: Conceptual Framework

Conclusion and Recommendation

In conclusion, literatures shows an inconsistency on the relationship between strategic human resources management and organizational performance and also it could be noted that based on the literature there is ample evidence that suggests that organizational culture has a positive and strong impact on organizational performance. Therefore, it is recommended that firms in developing countries like Nigeria should be careful in adapting strategic human resources management practices from the developed nations as literature shows that most of the studies conducted in developing country reveal insignificant or negative results. The paper suggests that future studies to apply the proposed conceptual framework in developing nation like Nigeria to find out if organizational culture can moderate the relationship.

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