

THE IMPACT OF ORGANIZATIONAL CULTURE ON HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE.

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Abstract

The present study examines the impact of organisational culture on Human Resource Management and organizational performance in selected Public Sector organisations in Ghana. The data was collected using quantitative and qualitative methodologies, the qualitative data was collected from cross-section employees from the National Communications Authority, Ghana, through a structured interview questionnaire. In all, 200 respondents were sampled. The main findings of the study were that HR practices of Performance Management and Training and Development had a negative relationship with organisational performance, whilst Recruitment and Selection had a positive relationship with organisational performance. This implies that Human Resource practices by themselves do not have a significant impact on organisational performance unless other factors are taken into consideration.

However, when HR factors were moderated by organisational culture, it had a mixed impact on organisational performance and were significant in some cases. The study also showed a positive and significant relationship between Performance Management and Organisational Performance when moderated by Assertiveness; whilst Training & Development and Organisational Performance moderated by Assertiveness had a negative and significant relationship. It further showed that Assertiveness moderated negatively and significantly the relationship Performance Management and Organisational Performance.

The study concludes that the Public sector organisations operate within a particular internal cultural milieu, and the cultural context affects how HR factors such as Recruitment & Selection, Training & Development and Performance Management could be managed to achieve the desired goals of positive organisational performance. Sufficient attention must therefore be given to peculiar cultural factors that could propel organisations forward to achieve their stated goals throughout their existence.

Keywords: Human resource management, organisational performance, culture, paternalism, assertiveness, social influence.