

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI

**IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES
TOWARDS THE IMPROVEMENT OF WORK CULTURE. A CASE STUDY OF
MANUFACTURING FIRMS IN GHANA.**

BY

YAW MENSAH-BONSU JUNIOR

A thesis submitted to the Department of Marketing and Corporate Strategy, of Kwame Nkrumah University of Science and Technology, in partial fulfillment of the requirement for the Degree of **MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT AND CONSULTING OPTION)**

OCTOBER, 2023

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DECLARATION

‘I **Yaw Mensah-Bonsu Junior**, do hereby declare that this submission is my work toward the “Master of Business Administration (Strategic Management and Consulting)” Degree and that, to the best of my knowledge and belief, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgment has been made in the text’.

Mensah-Bonsu Yaw, Junior
(PG3969320) Signature Date

Certified by
Dr. Samuel Yaw Akomea
(Supervisor) Signature Date

Certified by
Prof. Agyapong Ahmed
(Head of Department) Signature Date

DEDICATION

To my mother, for her steadfast love and support through this journey. And for believing in me always. And to all of my friends, sisters, and loved ones for all of your assistance in making this a success. With deep appreciation and adoration.



ACKNOWLEDGMENT

First and foremost, I give glory to God Almighty for His protection over my life and more especially during the study period. Without the presence of God, it would have been impossible for me to complete the program.

Secondly, I acknowledge the support and guidance of my devoted supervisor, Dr. Samuel Yaw Akomea who despite his tight work schedule, has been able to guide my study. My supervisor made me explore other ways of discovering scholarly materials online to complete this thesis.

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ABSTRACT

Employing strategic human resource management practices is critical to the success of every business or organization. Theoretical and empirical evidence supports this argument that the adoption of strategic human management practices does have an impact on the improvement of work culture. This study aimed to investigate the impact of strategic human resource management practices on the improvement of work culture in manufacturing firms in Ghana. The population of the study comprised 195 employees. Quantitative data and cross-sectional research were collected using structured questions questionnaires and the data collected were

then analyzed using the Statistical Package for Social Sciences (SPSS) software version 25. The study aimed to explore the effects of strategic human resource management practices on work culture in Ghanaian manufacturing firms. The objectives of the study were, to investigate the impact of strategic recruitment on work culture, to assess the influence of strategic training and development on work culture, to evaluate the effect of strategic compensation on work culture, and to analyze the impact of strategic performance management on work culture. A quantitative design was employed to collect data. The findings of the study revealed that Strategic Human Resource Management Practices positively and significantly influence work culture. The results of the study revealed that implementing a targeted recruitment strategy would result in a 71.9% improvement in workplace culture, strategic training and development would significantly improve work culture by 54.7%, strategic compensation would lead to a 68.5% increase in work culture, and strategic performance management would account for 73.6% improvement of work culture. The study recommended that manufacturing firms foster a cohesive work culture by strategically integrating Human Resource practices with the organization's values, encompassing recruitment, training and development, compensation, and performance management.

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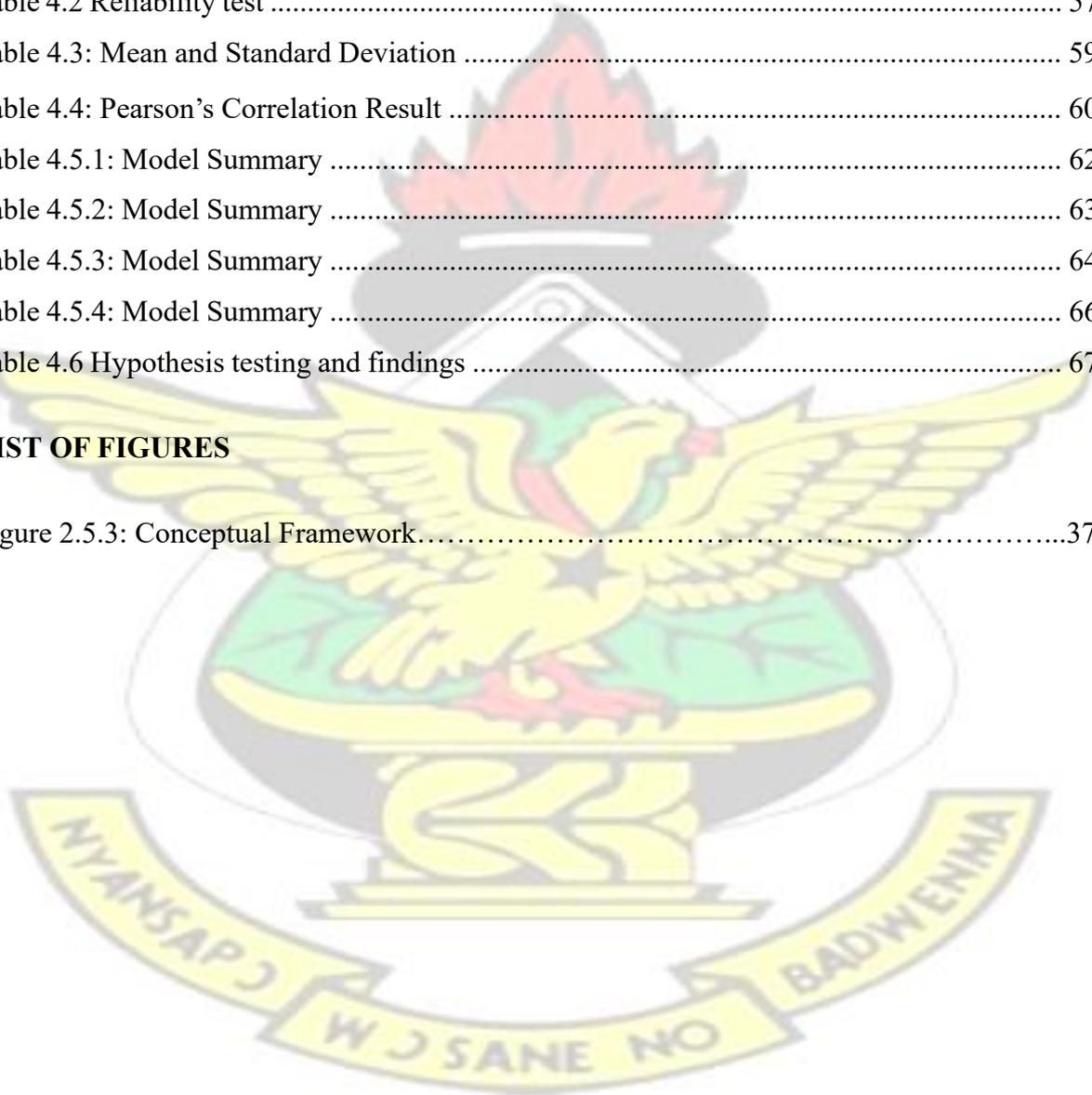
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CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background of the study

Strategic Human Resource Management (SHRM) is a crucial aspect that plays a significant role in organizations, particularly in the manufacturing sector. It is a valuable tool for assisting employees in effectively adjusting to the ever-changing working environments within businesses (Vu & Nwachukwu, 2020). In a study conducted by Ichsán et al. (2020), the importance of robust HR strategies for capitalizing on emerging prospects and maintaining the highest professional standards in public service functions was examined. The researchers emphasized the significance of these strategies to navigate the dynamic and evolving landscape of public service effectively. By implementing robust HR strategies, organizations can position themselves to take advantage of emerging opportunities while upholding the highest levels of professionalism. The increasing need for strategic human resource management (SHRM) is becoming more evident in various areas such as policy development, corporate administration, service delivery, and managing the impact of global economic crises. This highlights the importance of having competent and knowledgeable personnel in these domains (Widyanty et al., 2020). Global leaders actively explore novel approaches to foster integrity, accountability, and motivation within organizations. Their objective is to ensure that corporate policies are in harmony with the diverse interests of stakeholders, thereby promoting coherence and coordination. This endeavor involves leveraging strategic human resource management (SHRM) practices and cultivating an influential workplace culture (Al-Khaled & Fenn, 2020). Globalization, rapid technological advancements, and unprecedented workforce diversity mark the contemporary business landscape. Within this context, managers face many complex challenges (Sharma et al., 2022). The successful navigation of diverse environments

necessitates combining industry knowledge with cultural expertise. This includes a deep understanding of operational cultures and the cultural values held by employees. The complexity of this task is further complicated by the diverse nature of the labor market (Hamadamin & Atan, 2019). The influence of culture on a company's organizational culture and its impact on human resource management have been widely acknowledged in the literature (Sareen, 2018). The influence of culture on shared beliefs, values, and norms significantly impacts various aspects of society, institutions, and organizations (Chakraborty & Biswas, 2021). Collings et al. (2021) conducted a study on Hofstede's cultural dimensions, which include power distance, individualism, masculinity, uncertainty avoidance, and longterm orientation. These dimensions play a crucial role in shaping societal dynamics. With a focus on Hofstede's collectivism and power distance dimensions, this study examines Ghana's cultural aspects. The findings reveal that Ghanaian culture strongly emphasizes high power distance, indicating significant inequality and hierarchy within social structures.

Additionally, collectivism is highly valued, highlighting the importance of group harmony and cooperation over individualistic pursuits. However, it is essential to note that Ghanaian culture also exhibits a contrasting element of assertiveness, suggesting a balance between maintaining relationships and expressing one's opinions and needs (Widyanty et al., 2020). The dimensions discussed in the study by Vu et al. (2020) significantly impact business practices, particularly in the context of culturally influenced strategic human resource management.

The importance of human resources in driving organizational success and gaining a competitive edge is acknowledged by organizations in today's ever-changing business environment (Chakraborty et al., 2021). The emergence of strategic human resource management (SHRM) as a crucial framework for aligning an organization's human resource practices with its strategic objectives has been widely acknowledged (Rossidis et al., 2021).

The positive impact of effective Strategic Human Resource Management (SHRM) on work culture is a significant outcome. The study conducted by Rehman, Hafeez, Aslam, Maitlo, and Syed (2020) explores the impact of a particular factor on both the overall organizational performance and employee well-being. Work culture, or organizational culture, significantly influences employee interactions, collaborations, and performance (Naji et al., 2020). It encompasses shared values, beliefs, behaviors, and norms within the organization. The impact of work culture on various aspects of employee well-being and organizational outcomes has been extensively studied. Research has consistently shown that a positive work culture is associated with higher levels of employee engagement, productivity, job satisfaction, and innovation (Choi et al., 2018).

Conversely, hostile or toxic work culture has been found to have detrimental effects, including increased absenteeism, turnover, and decreased performance (Choi et al., 2018). These findings highlight the importance of cultivating a positive work culture to enhance employee well-being and organizational success. The influence of strategic human resource management (SHRM) practices on work culture has garnered increasing attention from scholars, practitioners, and policymakers due to its substantial implications (Ali et al., 2018).

The significance of this study lies in the intricate relationship between work culture and strategic human resource management (SHRM) practices, including strategic recruitment, training and development, and strategic compensation. The importance of effective strategic human resource management (SHRM) cannot be overstated when it comes to the survival and growth of organizations. To stay competitive in today's dynamic business environment, organizations must constantly strive to improve their SHRM practices. Human resource training and development are crucial practices in various organizational settings. The significance of these practices stems from their ability to enhance employees' knowledge, skills,

and abilities, ultimately contributing to the organization's overall success. Extensive research has been conducted to explore the impact of training and development on employee performance, job satisfaction, and organizational outcomes. This study further investigates the importance of human resource training and development. Fu et al. (2019) contend that employees' skills, knowledge, and experiences have a significant economic value that can boost productivity. Numerous studies have demonstrated that training programs positively impact individuals' commitment and performance. In today's competitive business environment, companies increasingly recognize the importance of training and development practices. These practices enhance employees' skills and knowledge and contribute to the organization's success. However, companies must be mindful of the potential benefits of such practices and be aware of their cultural assumptions. Training and development programs have been shown to have numerous advantages for both employees and organizations. Firstly, they help employees acquire new skills and knowledge, enabling them to perform their jobs more effectively. This leads to increased productivity and efficiency within the organization. Training and development initiatives can also boost employee morale and job satisfaction, as they feel valued and supported by their employers. Recognizing these assumptions enables organizations to understand their impact and strive towards enhancing current practices, thereby enhancing company outcomes.

The manufacturing sector's role in Ghana and other developing nations is of significant importance in terms of its contribution to economic growth, employment opportunities, and the overall advancement of industries (Rehman et al., 2020). The manufacturing sector in Ghana is facing the challenge of global competition and evolving market dynamics (Collings et al., 2021). To remain competitive and ensure long-term success, manufacturing firms in Ghana must implement strategies that improve their organizational performance and sustainability (Ali et al., 2018). Adopting effective strategic human resource management (SHRM) practices

has emerged as a prominent strategy for enhancing work culture and driving strong workplace performance. The relationship between strategic human resource management (SHRM) and work culture has been recognized as having potential significance. However, there needs to be more empirical research specifically focused on manufacturing firms in Ghana (Naji et al., 2020).

This study seeks to address the existing research gap by conducting an empirical investigation to examine the influence of strategic human resource management on work culture in manufacturing firms located in Ghana. This study investigates the dimensions of Strategic Human Resource Management (SHRM) that impact fostering a positive work culture. Specifically, the study will examine SHRM practices' influence on recruitment and selection, training and development, and compensation. By exploring these dimensions, the study seeks to understand how SHRM can create a positive work environment.

1.2 Problem Statement

Collings et al. (2021) have conducted a recent study that emphasizes the significant influence of Strategic Human Resource Management (SHRM) practices on forming work culture and its subsequent consequences on organizational performance. Kuse & Wanyoike (2022) contend that strategic human resource management (SHRM) techniques substantially impact work culture. They specifically highlight an excellent association between strategic recruiting and work culture enhancement. Abrokwah et al. (2018) have emphasized the connection between strategic training and development programs and improving work culture. Training interventions can cultivate employees' collective sense of identity.

Moreover, from a broader standpoint, Ayentimi et al. (2018) conducted a study examining the correlation between strategic compensation and work culture. Their findings indicated that implementing compensation strategies that align with cultural characteristics can favor work

culture, resulting in employee satisfaction and engagement levels. The research above collectively highlights the interdependence of strategic human resource management (SHRM) methods and the improvement of work culture.

Despite the increasing volume of scholarly literature concerning the influence of strategic human resource management (SHRM) techniques on organizational work, there still needs to be an improvement in the study regarding the distinct dynamics inside manufacturing companies in Ghana. Although a previous study has examined the correlation between variables on a global level or across other industries (Ayentimi et al., 2018; Abrokwah et al., 2018; Opoku, 2020), there is a dearth of empirical investigations that mainly investigate this matter within the manufacturing sector of Ghana. Examining the interplay between manufacturing work, cultural subtleties in Ghana, and the unique obstacles encountered by manufacturing enterprises is of utmost importance to understanding this dynamic comprehensively within this particular setting. The extant body of literature establishes a fundamental basis for understanding the subject matter (Arora et al., 2023; Opoku, 2020). However, there is an urgent imperative to research the direct influence of strategic human resource management (SHRM) practices, namely strategic recruiting, training and development, remuneration, and performance management, on the work culture within manufacturing enterprises in Ghana.

Therefore, the objective of this study is to address the existing research vacuum by examining the correlation between strategic human resource management (SHRM) practices and organizational work culture across Ghanaian manufacturing enterprises, explicitly focusing on companies such as Kasapreko Companies Limited, Morgate Plastic Manufacturing Company, Three Stars Paperwork Company Limited, and Africaba Clone Ventures.

1.3 Objectives of the Study

This study objective is grouped into major (general) and minor (specific).

1.3.1 General Objective

The study's primary goal is to investigate the impact of strategic human resource management practices on work culture among manufacturing firms in Ghana.

1.3.2 Specific Objectives

1. To examine the influence of strategic recruitment on work culture.
2. To evaluate the effect of strategic training and development on work culture.
3. To assess the influence of strategic compensation on work culture.
4. To analyze the impact of strategic performance management on work culture.

1.4 Research Questions

1. What is the influence of strategic recruitment on work culture?
2. What is the effect of strategic training and development on work culture?
3. What is the influence of strategic compensation on work culture?
4. What is the impact of strategic performance management on work culture?

1.5 Significance of the Study

The findings of this study are expected to shed light on how manufacturing firms in Ghana can strategically leverage their human resource management practices to enhance work culture, leading to improved organizational performance and employee well-being. Such insights can guide industry practitioners and policymakers in formulating strategies that promote sustainable growth and development of firms such as Kasapreko Companies Limited, Morgate

Plastic Manufacturing Company, Three Stars Paperwork Company Limited Africaba Clone Ventures, and other manufacturing sectors in the Ghanaian context. Furthermore, the study's findings could contribute to the broader body of knowledge in SHRM, organizational behavior, and work culture, offering valuable insights for future research endeavors and practical applications in diverse organizational settings.

1.6 Scope of the Study

The focus of the study is centered on investigating the impact of strategic human resource management practices such as strategic recruitment, training and development, compensation, and performance management among manufacturing firms such as Kasapreko Companies Limited, Morgate Plastic Manufacturing Company, Three Stars Paperwork Company Limited and Africaba Clone Ventures. Also, this study geographically restricts itself to manufacturing firms in the Ashanti Region of Ghana. Hence, the study will include personnel at the top and lower levels of the selected firms.

1.7 Overview of Methodology

The study adopts a quantitative research approach and a descriptive research design. Also, the primary research strategy to be used is a cross-sectional survey; data would be collected on a large scale but only once in the lifetime of the study. The target population will be supply chain managers and employees of Kasapreko Companies Limited, Morgate Plastic Manufacturing Company, Three Stars Paperwork Company Limited and Africaba Clone Ventures. Although the population size is 530, the study adopts a purposive sampling approach and a rule of five. Structured questionnaires will be used to gather data from respondents. The study will employ SPSS for statistical analyses into reliability, correlation, descriptive, linear regression, and moderation analysis.

1.8 Limitations of the Study

The study, like many other studies, was expected to meet several challenges. Firstly, due to the Covid-19 protocols which are still observed, shifting systems are still in place, organizational redundancy, and avoiding too much direct contact with individuals, thus the observation of social distancing, the study had a challenge with communicating with and/or interacting with the organization to obtain data. This was one major limitation of the study. To deal with this problem, the researchers used Google Forms to collect data. Also, the study faced the problem of non-response. Thus, due to the busy schedules of employees, some of them refused to participate in the study. This was addressed by contacting sampled respondents to administer the data collection tool at their leisure. Additionally, due to time constraints, the researcher could not organize an interview session. Despite these limitations, every endeavor was taken to provide a thorough and accurate study.

1.9 Organization of the Study

Chapter 1 details the background to the study, statement of the problem, research purpose, research objectives, significance of the study, and delimitation of the study. Chapter 1 also showcases the organization of the thesis chapters. Chapter 2 has been sectioned into four main sections; conceptual, theoretical, empirical reviews, and conceptual framework. The third chapter indicates the methodologies and methods used for this particular study. The fourth chapter of this thesis also looks at the entire data analysis, hypotheses testing, and discussing the study's findings. Lastly, chapter 5 dives into the findings summary, study conclusion, recommendation, and implications of the study outcomes.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the study focuses more on relevant literature reviews on the chosen variables. The definition of "employee turnover intention" is the chapter's introduction. In the following step, the researchers analyze their theories and models. A review of relevant literature on each antecedent and outcome addressed in this study is conducted afterward. Ultimately, a conceptual model and an executive summary of the findings are presented after the chapter.

2.2 Conceptual Reviews

The concepts to be reviewed are strategic human resource management and work culture.

2.2.1 Strategic Human Resource Management

Strategic human resource management (SHRM) revolves around the idea that human resources can be leveraged as a strategic asset to drive an organization's success and fulfill its mission (Apascaritei and Elvira, 2022). Farndale and Paauwe (2018), highlight the significance of Strategic Human Resource Management (SHRM) in aligning HR policies and practices with organizational objectives. They emphasize the importance of creating and implementing HR strategies that effectively engage and leverage the potential of employees to contribute to the organization's overall success. The concept of strategic human resource management proposes a fundamental change in the way HRM functions are approached. Instead of being prescriptive, reactive, and administrative, there is a call for a shift towards a descriptive, proactive, and executive approach (Roehl, 2019). Su et al. (2018) propose that strategic human resource management (SHRM) links HRM activities and a company's overall business strategy.

The primary objective of SHRM is to attain strategic fit by effectively aligning human resource practices with the overall business strategy. This alignment is crucial to gain a competitive

advantage in the market. By ensuring that HR initiatives are in sync with the organization's strategic goals, SHRM aims to optimize the utilization of human capital and enhance the company's overall performance. The concept of strategic alignment in HRM emphasizes the importance of HRM functioning as a strategic partner within an organization. This entails HRM actively participating in developing and implementing the company's strategies by incorporating strategic elements into HR activities. Several studies (Oh & Park, 2020; Karman, 2020; Farndale et al., 2018) have explored various HR practices and activities. These include job security, information sharing, work-life balance, training and development, career development, compensation and benefits, and performance appraisal. Donnelly (2019) highlights the significance of HRM practices and policies in shaping employees' perceptions of work, employment relationships, and overall organizational achievements.

Wright et al. (2018) aimed to investigate the nature of the relationship between human resource management practices and organizational performance. Specifically, they examined whether this impact was direct or indirect and whether employee cultural orientations moderated the relationship between strategic HR practices. Additionally, the researchers explored the possibility of employee motivation acting as a mediator in this relationship. The results of their regression analysis demonstrated a noteworthy relationship between most SHRM practices and performance, indicating a positive and significant association. However, it is worth noting that recruitment and selection did not exhibit the same significance level in this regard. In this study, the researchers examined the relationship between strategic human resource management (SHRM) practices and employee motivation, considering cultural orientations and values. Surprisingly, they found that cultural orientations did not impact the link between SHRM practices and employee motivation. However, they did discover that employee motivation played a crucial role in mediating the relationship between SHRM practices and performance. Ultimately, this had a significant impact on the overall performance of the firm.

Para-González et al. (2019) examined the implementation of strategic human resource management (SHRM) practices in Nigerian universities. The researchers discovered that the recruitment system in these institutions played a crucial role in aligning employees with organizational goals. Additionally, the performance appraisal system effectively shaped desired attitudes and behaviors among university staff. These findings shed light on the importance of SHRM practices in the context of Nigerian universities and provide valuable insights for improving HR strategies in the education sector. In their study, Al-Jedaiah and Albdareen (2020) examined the influence of strategic human resource management (SHRM) practices on hotel performance in Kenya. The findings revealed that training, development, and compensation were crucial in predicting performance outcomes.

Additionally, the study highlighted that training, development, compensation, and performance appraisal were the most influential factors in predicting employee motivation. These results highlight the importance of implementing effective SHRM practices in the hotel industry to enhance employee performance and motivation. The impact of organizational distinctiveness on the connection between strategic human resource management (SHRM) practices and firm performance is worth noting.

Ragmoun & Alwehabie (2020) discuss SHRM practices, which involve organizations' various decisions and actions to manage their employees. These practices are implemented at all levels of the organization and are designed to support the organization's strategies for maintaining a competitive advantage. The study acknowledges that it can be challenging to determine which HR practices are directly linked to improved organizational performance. However, they have identified four main areas that are commonly considered when developing human resources strategies: recruitment, training, compensation, and performance management. These areas play a significant role in driving organizational success. The study conducted by Pillai et al.

(2022) provides valuable insights into these critical aspects of HR strategy development. Wright & Steinbach (2022) have employed factor analysis to develop practice groupings. Their approach aims to identify commonalities among various HR practices.

On the other hand, Arora et al. (2023) present a contrasting perspective. They argue that certain HR practices consistently outperform others and advocate for their universal adoption to enhance organizational output. These differing viewpoints contribute to the ongoing discourse surrounding the most effective approaches to HR practices. Rehman et al. (2021) shed light on contemporary work practices, specifically job rotation and quality circles. They establish a connection between these practices and organizational efficiency, aligning with highperformance work practices or best practices, as defined by Aotrra and Gupta.

Arora et al. (2021) discuss the impact of strategic human resource management practices on an organization's work culture and how they can influence employee attitudes and behaviors. Yakut & Ergün (2022) argue that aligning their practices with the desired cultural attributes can enhance organizational performance and increase employee satisfaction and overall success. Drawing from existing literature, it is evident that the strategic human resource management (SHRM) function encompasses diverse practices and activities. These practices and activities are crucial in effectively managing human resources within an organization.

2.2.2 Strategic Training and Development

Strategic Training and Development is pivotal in the Society for Human Resource Management (SHRM), fostering competencies, expertise, and conduct that align with the organization's workplace culture. According to Cifalinò & Lisi (2019), training is a means of cultural socialization by imparting cultural norms and values to newly hired personnel. Integrating cultural elements inside training programs can effectively augment employees' comprehension of the organizational work culture, thereby cultivating a sense of shared expectations and

behaviors. Patel et al. (2021) provide empirical evidence supporting the favorable influence of strategic training on work culture. Their findings underscore the potential for enhanced employee performance, job satisfaction, and commitment from implementing well-designed training programs. Additionally, Halim (2023) highlights the significance of strategic training in improving employee adaptability and response to shifts in the workplace, thereby aligning them with the ever-changing elements of the organizational culture.

2.2.3 Strategic Compensation

Strategic compensation is crucial in reinforcing and sustaining the ideal work culture. According to Lestari & Wahyudin (2020), pay systems have the potential to be structured in a manner that mirrors cultural values, thus serving as a means to incentivize employees to display behaviors that are congruent with the prevailing company culture. For example, a society that places high importance on fostering innovation might strengthen this cultural value by implementing remuneration systems that incentivize and recognize individuals who engage in creative and innovative approaches to problem-solving. Huberdeau, Krakauer, and Haith (2019) emphasize the need to match remuneration systems with cultural qualities, as a lack of alignment can result in employee unhappiness and perceptions of inequality. Furthermore, implementing intelligent pay practices has a significant role in attracting and retaining talented individuals. According to Flammer et al. (2019), implementing pay policies that correspond with an organization's cultural identity can attract candidates who prioritize and align with that culture. Consequently, this alignment can lead to a more cohesive and engaged workforce.

2.2.4 Strategic Performance Management

Strategic Performance Management plays a crucial role in influencing work culture by effectively aligning employee actions and attitudes with the goals and objectives of the firm. According to Bryson, Edwards, and Van Slyke (2018), it is emphasized that performance

management systems have the potential to function as mechanisms for reinforcing cultural norms and expectations. When there is alignment between performance requirements and cultural traits, it is more probable that employees will exhibit behaviors that contribute to the desired work culture. Moreover, Pham et al. (2020) emphasize the significance of establishing explicit performance goals and providing constructive feedback as essential elements in fostering a culture characterized by transparency, accountability, and ongoing enhancement. Using efficient performance management strategies contributes to developing employees' comprehension of the cultural priorities inside the firm, hence cultivating a collective sense of purpose and shared identity. In contrast, the lack of effectiveness in performance management can harm the alignment of organizational culture, impeding the organization's capacity to foster a unified and harmonious work environment.

2.2.5 Work Culture

Organizational culture can be defined as the collection of implicit norms and traditions that are consistently present within an organization, exerting a significant influence on its long-term achievements. A resilient organizational culture is founded upon solid and favorable principles that effectively enable the implementation of strategic initiatives. Four discernible culture types can be observed inside public sector organizations: market-oriented, hierarchical or bureaucratic, clan, and developmental or adhocracy cultures. The hierarchical culture strongly emphasizes achieving efficiency using rule enforcement, ongoing supervision, coordination, and reinforcement. This cultural orientation primarily concerns stability, maximizing efficiency, and ensuring predictability (Iis et al., 2022). Taheri et al. (2020) emphasize the comprehensive nature of organizational culture, which comprises its members' shared values, beliefs, and principles. This includes various elements such as vision, norms, systems, symbols, and other components. Values are a collection of commonly held fundamental convictions

(Badrianto & Ekhsan, 2020), which play a crucial role in shaping human resource management (HRM) practices inside a business and are closely connected with the social culture (Lazarus, 2020).

According to Groysberg et al. (2018), the culture in question focuses on control, emphasizing managing information and communication to ensure stability and compliance with established regulations. Clan culture is distinguished by its robust traditions, individual dedication, employee allegiance, and cooperative teamwork, often facilitated by seasoned employees mentoring new members. This culture is further reinforced through incentives such as job stability, salary advancement, and career progression (Patel et al., 2018). The impact of culture on employee performance in specific situations, such as Ghana, has been observed (Contreras et al., 2020). Additionally, culture has been found to influence organizational innovativeness through the mediating factor of trust culture (Galanti et al., 2021). Zhang et al. (2018) highlight the significance of culture in facilitating effective communication between top management and employees. However, the possible moderating influence of organizational culture on the relationship between strategic human resource management techniques and academic retention has received limited attention in existing research. According to Carnevale & Hatak (2020), it is argued that organizational culture has a significant role in shaping the whole organizational environment, thereby offering valuable insights into the essential qualities of a company.

Organizational culture pertains to deeply rooted patterns of conduct passed down through generations, encompassing commonly held beliefs and attitudes regarding ethical standards, laudable actions, and fundamental principles. An organization's culture is a unifying element, offering a sense of identity and unique qualities (Fishman, 2019). It is worth mentioning that Kenya's public sector has historically had notable deficiencies in terms of service quality, characterized by insufficient accountability, governance, and asset management. These

weaknesses have resulted in infrastructure failures, decreased productivity, and heightened levels of poverty (Bouncken & Reuschl, 2018). Frequent absenteeism among public officials, leading to unaddressed public requirements, was prevalent, ascribed to ambiguous guidance and inadequate strategic planning. The implementation and assessment mechanisms of current plans need to be more effective, which can be attributed, in part, to an organizational culture characterized by negative staff values. Consequently, a lack of responsibility was seen (Contreras et al., 2020).

2.3 Theoretical Framework

This study underpins the Social Exchange Theory and Resource-Based View Theory to support the relationship between strategic human resource management and work culture.

2.3.1 Model of Culture Fit

The theoretical framework for this study incorporates all the elements previously discussed in this chapter. The model of culture fit (developed by Cartwright and Cooper, 2018) postulates that national and industry cultures directly influence HRM through the mediation of internal work culture. The organization's human resource is then managed based on the organizational culture. For example, an organization is set up in a country that is perceived to have low power distance, meaning that power is evenly distributed from the leaders to the followers. The managers in this organization will assume that the employees can handle being given some power and will create a flat organizational structure that will discourage bureaucracy (Groysberg et al., 2018).

2.3.2 Resource-Based View Theory

The Resource-Based View (RBV) theory, which was initially conceptualized by Dubey et al.

(2019) and further developed by scholars such as Tate & Bals (2018), Nason & Wiklund (2018), Gao et al. (2018), and Barney (2018), posit that organizations attain competitive advantage through the efficient acquisition, development, and deployment of their internal physical, human, and organizational resources. This approach aims to create unique value that is challenging for competitors to imitate. The theory, widely utilized in Strategic Human Resource Management (SHRM), posits that possessing internal resources is crucial for attaining a competitive advantage (Treiblmaier, 2018).

The Resource-Based View (RBV) theory emphasizes the dynamic relationship among internal resources, organizational strategy, and performance. It places particular emphasis on developing human capital to foster long-term competitive advantage rather than simply aligning human resources with present strategic goals (El et al., 2021). The method above deviates from previous strategic paradigms that prioritize external factors, instead emphasizing the significance of internal resources in attaining a competitive advantage (Kohtamäki et al., 2019). The Resource-Based View (RBV) theory enhances our theoretical comprehension of the relationship between an organization's human resources, their impact on performance, and the resulting competitive advantage.

According to the Resource-Based View (RBV), paradigm, competitive advantage is derived from resources that exhibit value, rarity, inimitability, and non-substitutability (Jabbour et al., 2019). Specifically, the human resources of a business have a significant role, as HR procedures and systems can be replicated, except for the distinct abilities possessed by individuals. This alignment with Barney's criteria is noteworthy. According to Bag et al. (2021), integrating HR processes into a cohesive system generates intricate and difficult-to-duplicate resources that meet the criteria for achieving long-term competitive advantage. Within the domain of Strategic Human Resource Management (SHRM), scholars that employ the Resource-Based

View (RBV) framework have predominantly directed their attention towards comprehensive HR systems that serve as valuable assets for fostering human capital development (Islam et al., 2021). This research utilizes the Resource-Based View (RBV) framework to emphasize the significance of human resource talents that are valued, unique, inimitable, and nonsubstitutable for gaining a competitive advantage. Additionally, it focuses on identifying particular Strategic Human Resource Management (SHRM) methods for further analysis.

2.4 Empirical Review

2.4.1 Strategic Human Resource Management in the Workplace

According to Cai et al. (2022), the short-term competitive advantage of an organization can be derived from its human resources, provided that they possess characteristics of value and rarity. Nevertheless, this advantage may decline over time if other organizations can imitate these attributes, ultimately resulting in a state of competitive parity. To maintain a competitive advantage, human resources must develop distinctive characteristics that are difficult for competitors to replicate. According to Ramirez, Peek-Asa, and Casteel (2018), it is emphasized that when a resource or its associated advantages can be replicated, it can only provide competitive parity rather than a competitive advantage. The significance of socially complex factors, like an organization's history and culture, is emphasized to find exclusive behaviors that contribute to its superior performance compared to competitors. According to Yakut and Ergün (2022), resources that exhibit path-dependency, intricate relationships that enhance competitive advantage, social complexity, legal protection through property rights such as patents, or necessitate prolonged imitation processes like employee training or knowledge absorption, tend to be more challenging to replicate.

Chakraborty et al. (2021) studied the correlation between strategic human resource management (SHRM) characteristics and organizational performance. The analysis findings

indicated that these variables positively influenced organizational results, specifically regarding HR performance, job satisfaction, employee productivity, and commitment. The study emphasized the importance of effectively implementing essential strategic HRM practices, potentially enhancing organizational performance. Notably, several performance dimensions were influenced by distinct strategic human resource management (HRM) variables. Firms prioritizing financial success consider performance appraisal important, whereas those seeking to improve HR performance focus on training and empowerment. In a study by Sidhu, Bhalla, and Nazneen (2020), the relationship between six human resource management (HRM) practices and the performance of firms in India was examined. The researchers collected data from 359 organizations registered in the Centre for Monitoring Indian Economy database. The study's findings revealed a statistically significant correlation between two human resource strategies: training and pay.

Pillai et al. (2022) analyzed 137 prominent manufacturing enterprises in India to discern the distinguishing characteristics of human resource practices in the public and private sectors. The research findings indicate no significant differences across the studied groups in HR departments, functions, recruitment practices, and other areas. However, it was observed that private-sector enterprises exhibited a more reasonable approach to compensation and training. Genin et al. (2022) investigated the impact of strategic human resource management (HRM) and the sector on the perceived performance of healthcare companies. The research conducted on Australian executives revealed a significant association between employee commitment, strategic HRM orientation, customer demandingness, the implementation of HR strategies that enhance human capital, and organizational performance. This association was found to be particularly pronounced in the private sector. Nevertheless, using self-reported perspectives in this study gives rise to apprehensions about probable bias and restricted reliability

(ParaGonzález et al., 2019). Both analyses emphasize the intricate relationship between human resource practices and the sector in determining organizational success.

2.4.2 Workplace Culture in the Workplace

Organizations that adopt a market culture regard themselves as being motivated by market forces, actively responding to market needs, and engaging in competitive strategies to improve productivity and profitability. The advocated position emphasizes achieving desired outcomes, demonstrated through resilience and a strong drive to succeed (Bødker & Pedersen, 2020). On the other hand, a developmental culture is characterized by its capacity for flexibility and adaptability, with the primary objective of achieving growth, acquiring resources, and seeking external support. The culture in question exhibits a strong emphasis on visionary and inventive leadership that is directed toward the external world. This leadership style is defined by a willingness to embrace change and take risks (Erichsen & Reynolds, 2020). According to Payne et al. (2018), in a period characterized by technological progress and increased interconnectedness, firms must possess entrepreneurial qualities to respond effectively to changing customer demands and capitalize on competitive advantages.

Lohikoski et al. (2019) examined the organizational culture traits of different organizations and their resultant outcomes throughout a defined timeframe. They employed financial indicators as a means to assess performance. The study's findings indicated a positive relationship between organizational culture and financial performance. Specifically, the analysis demonstrated that work planning and decision-making processes were significantly associated with long-term financial results. Additionally, administrative leadership was shown to be linked to short-term financial success. Abendroth & Reimann (2018) conducted a study that focused on organizations that depend on voluntary services and utilized cash obtained through

campaigns as a metric to evaluate performance. Their findings did not reveal any statistically significant association between performance indicators and organizational culture.

The study conducted by Hur et al. (2019) encompassed a wide range of organizations and periods, utilizing many criteria to assess cultural factors and long-term economic performance. Upon initial examination, there appeared to be a minimal correlation between a strong organizational culture and long-term performance. However, further investigations revealed that firms that had cultures aligned with their market environment exhibited higher levels of performance in comparison to those organizations whose cultures were less congruent. Ireson et al. (2018) analyzed several organizations to examine the relationship between organizational culture and performance. The researchers explored the influence of values, structure, climate, and individual beliefs on organizational culture while assessing performance using market share and financial indicators. The findings of their study demonstrated a noteworthy influence of these cultural factors on the overall effectiveness of organizations.

Petts et al. (2022) conducted an independent investigation to examine the influence of organizational culture on performance, using leadership style as an additional component. The performance assessment in manufacturing organizations was conducted by considering various criteria such as market share, customer happiness, sales growth, and competitive advantage. The research utilized four markers of organizational culture, namely inventive culture, competitive culture, community culture, and bureaucratic culture. The study revealed a strong and consistent association between the four cultural indicators and the corporation's overall performance.

2.4.3 Strategic Human Resource Management (SHRM) and Work Culture

Evaluating stakeholders and proficient management are critical factors in determining a firm's performance (Ichsan et al., 2020). The organization's objectives are guided by managers'

experience, education, and leadership, which directs personnel. According to Sharma et al. (2022), the cognitive talents of top managers have a substantial impact on both the formulation of strategies and the overall effectiveness of organizations. According to Al-Khaled et al. (2020), it is crucial to align the characteristics of senior managers with the nature and strategy of the organization. Implementing effective human resource management practices is crucial for achieving success, necessitating careful consideration and oversight by managers (Widyanty et al., 2020). The seamless integration of human resources into a company's strategy is crucial.

According to Sareen et al. (2018), the viewpoint of human resources management significantly impacts their approach to managing personnel within a constantly evolving corporate environment. The perspectives mentioned, which are influenced by the national culture, play a significant role in shaping the preconceptions of managers regarding their personnel (Chakraborty et al., 2021). Assumptions are cognitive strategies managers utilize to facilitate the organization of their thinking. To effectively assume leadership roles, managers must possess a comprehensive understanding of the cultural backgrounds and values held by their employees. This notion is underscored by Naji et al.'s (2020) research on "Upper Echelons," which proposes a decision-making framework that relies on managers' awareness of their surroundings and cognitive capacities. The importance of cultural understanding in determining work design and management techniques becomes increasingly significant as organizations expand their operations worldwide. The cultural understanding of managers significantly influences the operation of institutions, and the justifications leaders provide for their actions (Rehman et al., 2020).

According to Choi et al. (2018), the portrayal of organizational culture emphasizes its nature as a compilation of recognized values transferred within an organization. The cultural dynamics

of this particular context are shaped by various elements, including the organizational structure, approaches to task management, strategic considerations, and prevailing industry standards. Schein's paradigm classifies these elements as artifacts, values, and assumptions. Artifacts pertain to observable structures and resources, values comprise objectives and approaches, and assumptions underpin the deeply embedded layers of culture. The influence of national culture on the formation of organizational culture is a substantial and enduring factor. Strategic human resource management (HRM) encompasses formulating and implementing policies, practices, and programs that pertain to a company's human capital. The efficacy of strategic HRM is influenced by external factors, such as the state of the economy and internal ones, including technology, business strategy, and organizational culture (Fu et al., 2019).

According to Kuse et al. (2022), it has been established that organizational culture has a substantial influence on the strategic management of human resources inside a company. The assertion was supported by Ayentimi et al. (2018) through a study conducted using samples from culturally dissimilar countries, namely India and Canada. The results of surveys examining national cultural values, characteristics of corporate culture, and human resource management techniques indicated a significant positive relationship between these variables. In India, a culture characterized by paternalism was associated with the organizational component that emphasizes participation. This dimension facilitated the establishment of reciprocal goal-setting between supervisors and subordinates, as managers perceived employees as individuals needing nurturing.

2.5 Conceptual Framework

The conceptual framework of a study is a model that represents the pictorial view of the researcher's philosophy and is built on a theoretical foundation. This conceptual framework constitutes how strategic human resource management practices; strategic recruitment,

strategic training and development, strategic compensation, and strategic performance management, influence the improvement of work culture. The effect can either be positive or negative. This conceptual framework illustrates the impact of strategic recruitment on work culture. The impact could be positive or negative. Various evidence from the literature shows that strategic recruitment plays a pivotal role in the improvement of work culture. When recruitment is done right, the work culture in the organization is enhanced. As per the literature, strategic training and development play a major role in the improvement of work culture. When employees are trained and developed well, the work culture of the employees improves. Also, strategic compensation can lead to improved work culture. Implementing pay policies can attract employees to improve their work culture. Strategic performance management also aids the improvement of work culture in an organization. Hence, this study is supported by the model culture fit and resource-based theory in explaining the relationship between strategic human resource management and work culture.



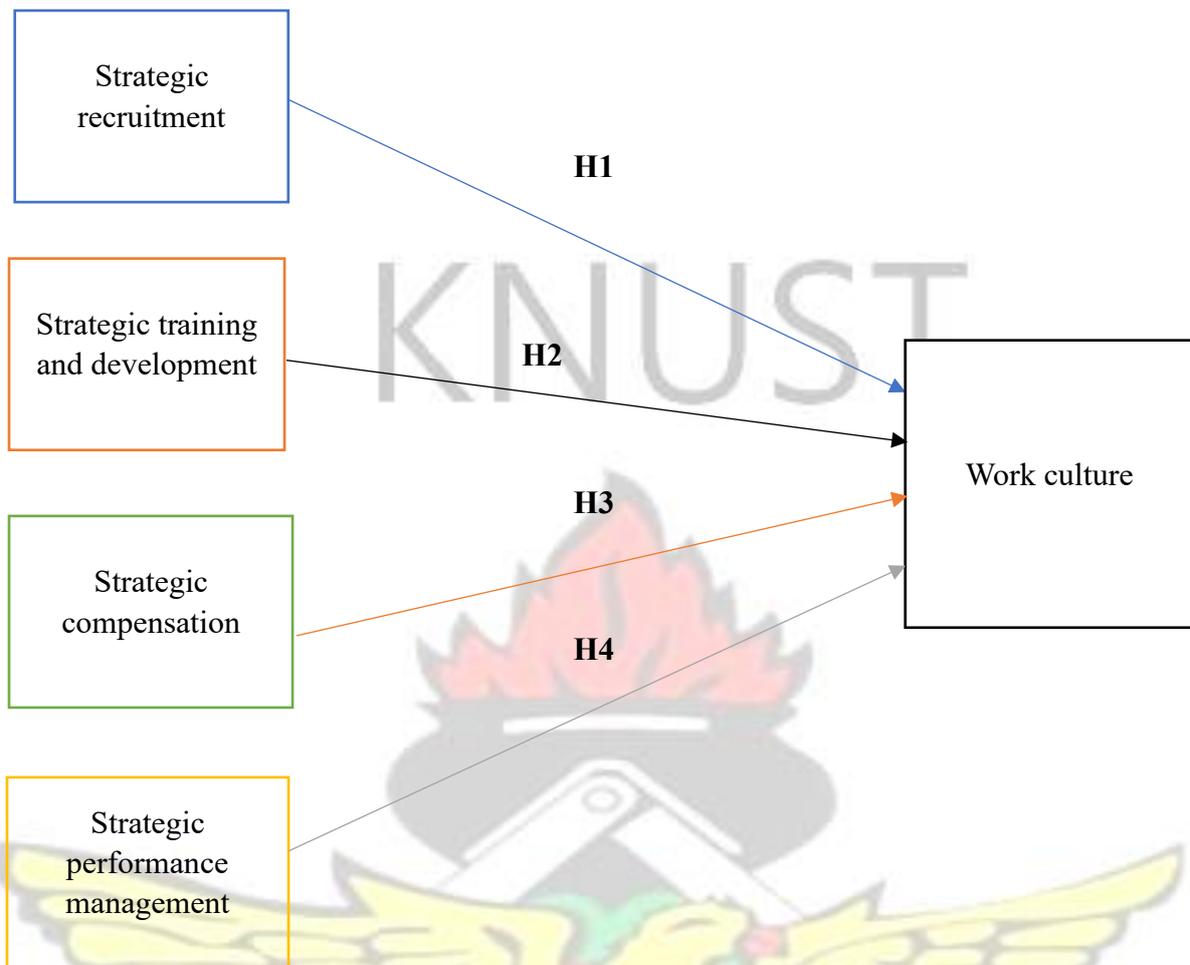


Figure 2.1: *Conceptual Framework of the Study*

Source: Author's Construct (2023)

2.5.1 Strategic Recruitment and Work Culture

Strategic recruitment plays a pivotal role in shaping an organization's work culture. Pham et al. (2020) underscore that the recruitment process is an initial touchpoint for potential employees, influencing their perceptions of the organization's values and priorities. Organizations that align their recruitment strategies with their desired work culture are more likely to attract candidates who resonate with the company's ethos, leading to a better cultural fit. Moreover, Taheri et al. (2020) emphasize that strategic recruitment practices can impact employee commitment and engagement. When organizations prioritize cultural fit during recruitment, it enhances the likelihood of employees feeling a sense of belonging and alignment with the organizational

culture. Conversely, a mismatch between recruitment and culture can result in employee dissatisfaction and turnover (Bryson et al., 2018). Hence, this study proposes that;

H1: Strategic recruitment has a positive influence on work culture

2.5.2 Strategic Training and Development and Work Culture

Strategic training and development interventions have profound implications for work culture. Scholars like Iis et al. (2022) highlight that training programs can serve as a means of socialization, facilitating the transmission of cultural norms and values. Practical training that aligns with the desired work culture helps employees understand their roles, responsibilities, and the organization's expectations, ultimately fostering a sense of shared identity. Moreover, studies by Isensee et al. (2020) suggest that well-designed training and development initiatives can improve employee performance, job satisfaction, and commitment. Organizations that invest in training and development opportunities signal their commitment to employee growth, which contributes positively to the work culture by promoting a learning-oriented and development-focused environment. Therefore, this study hypothesized that;

H2: Strategic training and development have a positive influence on work culture

2.5.3 Strategic Compensation and Work Culture

Compensation strategies are intrinsically linked to an organization's work culture. Research by Murtiningsih (2020) highlights the role of compensation systems in reinforcing cultural values and priorities. For instance, an organization that values innovation may structure compensation to reward creative problem-solving. Furthermore, studies by Payne et al. (2018) suggest that strategic compensation practices can influence employee motivation and behavior. Compensation that aligns with the desired cultural attributes can encourage employees to embody those attributes in their work, creating a reinforcing cycle. This means that strategic

compensation can have a solid and significant impact on the culture of the workplace (Nguyen et al., 2020). Thus, the study hypothesis that,

H3: Strategic compensation has a positive influence on work culture

2.5.4 Strategic Performance Management and Work Culture

Strategic performance management practices wield substantial influence over work culture. Research by Pandita and Ray (2018) emphasizes the role of performance management systems in shaping employee behaviors and attitudes. When performance expectations align with cultural values, employees are more likely to engage in behaviors that uphold the desired work culture. Additionally, studies by Claus (2019) highlight that well-defined performance management systems foster transparency and fairness, essential components of a positive work culture. Organizations that effectively communicate performance expectations and provide constructive feedback contribute to a culture of accountability and continuous improvement. Conversely, adequate performance management can result in clarity, demotivation, and cultural misalignment. Then, it can be proposed that;

H4: Strategic performance management has a positive influence on work culture

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The term "methodology" refers to a set of clear guidelines and procedures for doing research and evaluating knowledge claims (Ojo, 2003). This chapter describes the research methodologies employed to carry out the investigation. It describes the study's research design, population, the sampling and sampling procedure employed, and the data gathering method. It examines additional topics such as the study's data's reliability and validity, data analysis, and ethical considerations.

3.1 Research Philosophy

The study adopts a quantitative perspective, and as a result, there is a subscription to the positivist tradition in carrying out this research as recommended by Farquhar (2013). The positivist philosophy emphasizes the role that theories play in research and typically aims to comprehend the discovery of patterns in observable events. It provides ideologies that emphasize the identification of the causal relationship between variables and provides explanations for such connections as ways to describe such phenomena (Farquhar 2012). In ascribing the positivist method to research, this study generates and examines hypotheses where various theoretical statements are formulated after reviewing pertinent literature on the impact of strategic human resource management practices toward the improvement of work culture. As a result, the data is explored for evidence to either support or reject the hypotheses stated. Essentially, the researcher employs the use of a deductive research approach where quantitative data are collected through a survey to illustrate the relationship between variables of interest in the study (Collins & Hussey, 2013).

3.2 Research Methodology

These studies give a researcher insight into the overall strategies to employ to obtain evidence to provide answers to various research questions posed. This research employed a quantitative study deemed suitable for addressing the study objectives and research questions. The study employed a combination of post-positivist and positivist research approaches in its methodology. According to Levers (2013), the post-positivist paradigm is characterized by an objectivist epistemology and an ontology that is a critical realist. Critical thinking entails the necessity for rigor, precision, logical reasoning, and careful consideration of evidence, akin to the principles of positivism. However, unlike post-positivism, critical thinking does not limit itself to observable phenomena (Crossan, 2003). Examples include case studies, surveys, experiments, action research, archival research, grounded theory, and ethnography. A survey

technique will be used as the research methodology. The use of the survey technique permitted the effective collection of a large amount of information from the target population to address the study objectives (Denscombe, 2017).

3.2.1 Research Approach

The investigation of the quantitative methodology involved an examination of the trends present in numerical data, which underwent scrutiny through applying statistical, mathematical, and numerical techniques (Guest, Namey, and Chen, 2020). The study centered on the impact of strategic human resource management practices (recruitment, training, and compensation) on work culture through a quantitative research approach. The utilization of quantitative research methodologies was motivated by the researcher's ability to manipulate variables to achieve a specific outcome (Queirós et al., 2017). Using questionnaires in data collection necessitated selecting a quantitative research strategy, as no other approach would have been appropriate for this study.

3.2.2 Research Design

Schell (1992) divides research design into three categories: exploratory, descriptive, and explanatory. According to Mbaka and ISIRAMEN (2021), the primary purpose of the exploratory research design is to find ideas and insights relevant to a particular phenomenon or situation. On the other hand, descriptive studies focus on concise descriptions of events, conditions, persons, or connections between elements. Explanatory research aims to confirm hypotheses by identifying causal links between variables (Dogan and Turkekul, 2016). Klenke (2016) highlighted many study strategies researchers typically use while conducting research projects. The study used a descriptive research technique to help the lay audience understand the numerical data (Skulmoski et al., 2007). This method made analyzing and explaining the influence of strategic human resource management practices (recruitment, training and

development, compensation, and performance management) easier on work culture. Descriptive research approaches, like quantitative research methodologies, have proved valuable in clarifying events and the influence of strategic human resource management practices (recruitment, training and development, compensation, and performance management) on work culture. The research design, data sources (primary and secondary), population, sample and sampling techniques, data collection instruments, questionnaires, data analysis techniques, variable measurements, and organization profile, were all covered in this section. Simon et al. (2015) state that the descriptive research approach primarily addresses inquiries about the "what" category. These were the guidelines that led us to the data presentation, analysis, and discussion of findings to meet the research objectives outlined in Chapter One.

3.3 Research Purpose

Research is mostly conducted to achieve three main aims; the discovery of new topics, the description of phenomena, or an explanation of why something happens. According to Saunders (2011), the purpose of research is classified into exploratory, descriptive, or explanatory purposes. The focus of exploratory research design is to discover ideas and insights about a specific phenomenon or problem. On the other hand, descriptive studies focus on concise descriptions of events, situations, persons, or relationships between variables. The study used exploratory research to investigate and draw conclusions on how strategic human resource management practices have impacted the improvement of work culture in manufacturing companies, both positively and negatively. Therefore, the method of collection of data was administering questionnaires.

3.4 Population of the Study

Van Ham and Feijten (2008) define a study's population as "the entire population of individuals or products that possess the specific characteristics being investigated." Asiamah et al. (2017) discovered that the word "population" may refer to any group of people who share one or more essential qualities with the researcher. Furthermore, the author proposes that a population might comprise people who belong to a specific group category or a small subset of a broader group. To generate a representative sample from a particular population, it is necessary to have an accurate enumeration of the people that comprise this population, as well as an understanding of how these individuals might be classified into various subgroups. According to Robinson (2014), the target population or universe is the demographic most relevant to the researcher. The study looked at the functioning of a manufacturing company in Ghana which constitute 503 working members at the top and lower level. Out of these manufacturing firms, Kasapreko Company Limited, Morgate Plastic Manufacturing Company, Three Stars Paperwork Company Limited, and Africaba Clone Ventures.

3.5 Sample and Sampling Techniques

This section is divided into the study's sample size and sample techniques, as illustrated below.

3.5.1 Sampling Technique

When choosing a sample for a study, researchers have recourse to several sampling approaches. The classification of sampling methods is divided into two basic categories: probability (random) sampling and non-probability sampling (Sharma, 2017). Purposive and convenience sampling were used to choose research respondents from manufacturing organizations. Purposive sampling, also known as judgment sampling, is based on the purposeful selection of participants based on specified attributes or features (Etikan et al., 2016). The study utilized a purposeful sampling technique to concentrate on and identify the appropriate manufacturing firm that could furnish pertinent data to aid in accomplishing the research objectives.

Additionally, the researchers employed convenience sampling to select participants from the manufacturing company. The research study exclusively recruited personnel who held significant positions and demonstrated alignment with the organization's supply chain and procurement functions, owing to their specialized knowledge and experience.

3.5.2 Sample Size

Researchers use statistical sampling to choose a portion of an interest population commonly referred to as a "sample." This method facilitates observations and statistical inferences about the population (Onwuegbuzie & Collins, 2007). As a result of practical and financial limitations, researching an entire population can be exceedingly challenging. Therefore, it is recommended or rational to opt for a sample that accurately reflects the population for observation and conclusion (Oribhabor & Anyanwu, 2019). According to Saunders et al. (2018), guidelines must be established for selecting an optimal sample for a given research study. It is advisable to employ substantial sample sizes, particularly in multiple regression analysis, where an optimal sample size of 50 to 100 is deemed appropriate (Knofczynski, 2017). Hence, this study adopts the rule of 5. This sampling approach is used to determine the size by multiplying the number of items for strategic human resource management (28 items) and work culture (11 items). Therefore, the sampling size of the study is $5 \times 39 = 195$ respondents.

3.6 Sources of Data

This research used two types of data sources to acquire information: primary and secondary data sources.

3.6.1 Primary Data

Primary data for this study comprised first-hand information provided by sampled respondents which provided access to raw data for the researcher to address the objectives of the study. The fieldwork provided the primary data for this study. The data was acquired using a questionnaire

survey sent to the following manufacturing companies in Kumasi. Kasapreko Company Limited, Morgate Plastic Manufacturing Company, Three Stars Paperwork Company Limited and Africaba Clone Ventures. The survey sought to find the impact of strategic human resource management practices on the improvement of work culture.

3.6.2 Secondary Data

Lindström et al (2010), defined secondary data as information obtained for other purposes that are not case-specific but may be relevant to the research topic.

The secondary data used for this study was information collected from existing literature, empirical findings, opinions, and previous works on strategic human resource management practices and work culture. The information gathered considered the theoretical analysis that coordinated the impact of strategic human resource management practices. Secondary data for the study was mostly acquired through articles, journals, existing dissertations, books, and reports.

3.7 Data Collection

Persaud (2012) asserts that experiments, administered surveys, questionnaires, field observations, and interviews are common techniques for gathering primary data. The study's questionnaire included structured questions. This was done to guarantee that the researcher had enough information to complete the study and to ensure trustworthiness. Given the nature of the data obtained, the available time, and the study's objectives, a closed-ended questionnaire was employed as the main data-gathering instrument.

The section is divided into variable descriptions, measurements, and data collection instruments, illustrated below.

3.7.1 Variables Description and Measurement

Measures used to gather data to address the research objectives were adopted from existing literature. The questionnaire was closed-ended and solicited responses from the study respondents. The questionnaire was structured in a way that will enable easy understanding by respondents so that reliable responses can be provided. The questionnaire contained items on a Likert-type scale. The Likert-type scale ranged from five categories and these were *1 = strongly agree, 2 =agree, 3 = neither agree nor disagree, 4 = disagree and 5 = strongly disagree.*

Table 3.1 Research Variables and Sources

Variable	Measurement	Reference
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<p>SHRM (28 items)</p>	<p>Training</p> <ol style="list-style-type: none"> 1. Training offered is relevant to employees' jobs 2. Training is aimed at improving organizational performance 3. Employees in each job will generally go through training programs every year <p>Recruitment</p> <ol style="list-style-type: none"> 1. The organization can determine the future demand of employees. 2. The organization can determine the future supply of employees 3. The organization prefers getting employees from within <p>Compensation</p> <ol style="list-style-type: none"> 1. Incentive pay is linked to job performance for all employees 	<p>Center and Basel, (2006)</p> <p>Kiragu, (2012)</p> <p>Fasanghari, (2008)</p> <p>Rodríguez-Escobar, and González-Benito, (2015)</p>
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	2. The organization provides managerial staff with a flexible compensation structure but not a standardized one	
	3. There is a significant discrepancy in incentive pay between the high and low performers for the same job	
Work Culture items) (11	1. My organization is characterized by a culture of creativity	Kiage, (2013)
	2. My organization creates change rather than reacting to change	Salim and Kitheka, (2019)
	3. My organization is characterized by a culture of flexibility	

3.7.2 Control Variables

The control variables included gender, age, level of education, and working experience.

3.7.3 Data Collection Instrument (Questionnaire)

As a data-gathering tool, a questionnaire was used. One main advantage of using questionnaires in a Likert scale was that it provided uniform information, which assured the comparability of data. The survey instrument was designed to gather feedback from employees of manufacturing firms such as Kasapreko Companies Limited, Morgate Plastic Manufacturing Company, Three Stars Paperwork Company Limited, and Africaba Clone Ventures. Every questionnaire collection includes both closed-ended and open-ended items. The questionnaire's constructs were developed from existing literature. The Likert-type scale ranged from five categories and

these were *1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4 = disagree and 5 = strongly disagree*. Participants were asked to rate their agreement with the items on the list. Within the Ghanaian context, these structures conformed to strategic management and work culture criteria. The first part (Section A) concentrated on the respondent's socio-demographic characteristics, including gender, age, educational institution, highest acquired degree of education, and years of working experience. Section B measured the constructs of Strategic Human Resource Management Practices. Section C covered measurement items on Work Culture. Respondents indicated the level at which they agreed or disagreed with each of the statements provided in the sections.

3.8 Data Analysis Technique

The study design's quantitative nature necessitated a corresponding quantitative analysis approach, beginning with the coding, entering, and storing of collected data using version 25 of the Statistical Packaging for Social Science (SPSS) for further analysis and in-depth examination. The dataset underwent a comprehensive analysis encompassing both descriptive and inferential statistical methods. Initial employment of descriptive statistics unveiled insights into participant demographics and the average ratings of measured factors. This phase segued into data consolidation, logical structuring, and organization, facilitating the precise and efficient dissemination of outcomes. Notably, the statistical analysis hinged on utilizing Statistical Package for the Social Sciences (SPSS) version 25 software, harnessing descriptive metrics like means, frequencies, and standard deviations to glean valuable insights.

Moreover, delving into the realm of inferential statistics encompasses the application of correlation and regression techniques. Within this framework, correlation analysis surfaces interrelationships among variables, whereas regression analysis delves into establishing cause-and-effect associations. Specifically, to scrutinize the impact of independent factors on

dependent variables, regression models were employed. Pearson correlations were utilized to unearth associations between the models, and examining p and t values guided the discernment of causal connections between variables.

3.8.1 Validity and Reliability of Constructs/Variables

When evaluating the legitimacy of a research study or technique, internal and external validity considerations come to the fore (Eggel & Würbel, 2021). Internal validity, as proposed by Radhakrishna (2007), revolves around the level of certainty attained. Conversely, as articulated by Polit and Beck (2010), external validity pertains to the extent to which research results can be generalized across diverse contexts, locations, and timeframes. An essential avenue to realizing the core objective of research, which is the pursuit of external validity, is establishing a representative sample (Li et al., 2022). In line with this, the current study diligently employed a questionnaire survey with a sample selected to encompass a range of sectors, ensuring their expertise and knowledge are brought to the table.

The study employed internal consistency to assess instrument reliability, aligning with Polit and Beck's questionnaire recommendation using interval or ratio scales to measure participant experiences. Validity was ensured through self-administered questions based on existing literature, strategically crafted for precision. Model authentication relied on factor analysis, expecting loadings above 0.5, as guided by Treiblmaier and Filzmoser. Reliability was validated by meticulous measures, including Cronbach's alpha analysis, with values nearing 1, indicating robust reliability and internal solid consistency. This fortified the scrutiny of scale dependability within the survey.

3.8.2 Descriptive Analysis

The goal of descriptive analysis is to summarize the information gathered from the field, which reduces the information to its simplest form to make it easier to understand. The researcher

used descriptive statistical methods for frequencies, percentages, and mean and standard deviations (SD) to analyze the data collected. This was aided by the Statistical Package for Social Science (SPSS) version 25.

3.8.3 Regression Analysis

The study used regression analysis to establish the relationship between the independent and dependent variables. In other words, to analyze the influence of the independent variables on the dependent variable, regression analysis was introduced. Also, Pearson's correlation coefficient (r) was employed. The relationship between the variables is considered significant at p less than 0.05. Otherwise not significant (Chen, 2012).

3.9 Ethical Consideration

The research aligned with Bryman et al.'s (2007) ethical guidelines, valuing participants' dignity and safety. Anonymity, privacy, and confidentiality were upheld. Funding sources and connections were transparent; conflicts of interest were avoided. Honesty prevailed in communication and reporting. Participants remained unharmed. The researcher diligently completed the research ethics form, considering the multifaceted implications of ethical research. Before the data collection, respondents were given notice and assurances that the information collected would be treated with strict confidentiality. Approval was secured from the KNUST Ethical Committee Board and Management of the Kasapreko Companies Limited, Morgate Plastic Manufacturing Company, Three Stars Paperwork Company Limited, and Africaba Clone Ventures allowing the collection of specific personal information while treating participants with due care. The study's rationale, data nature, collection purposes, potential impact, and intended usage were thoroughly elucidated. Stringent protocols ensured confidentiality, and participants were informed of their voluntary participation rights.

3.10 Organizational Profile

Kasapreko Company Limited

Kasapreko Company Limited (KCL) is a Ghanaian ISO 22000:2005 certified indigenous manufacturer and producer of alcoholic and non-alcoholic drinks. Alomo Bitters, a herbalbased alcoholic drink is KCL's flagship product. Kasapreko was established in 1989 by Dr. Kwabena Adjei, a businessman, with the determination to respond to the growing demand for quality alcoholic drinks. He started the business in a garage in Nungua, a suburb of Accra with just five employees who put their drive and passion to work. The survival of the company was achieved by adopting a truly authentic approach; producing herbal-based products derived from rich herbs, locally sourced from Ghana's wealth of organic ingredients. With their origins in Ghana, Kasapreko ensures a dominant presence on the market, making sure their products are available in every corner of the country. Their partnerships with distributors are purposefully determined to give their brands a blanket presence nationwide while mapping the course for expansion to neighboring countries and the rest of Africa. In 2010, Kasapreko received the gold award for their export achievements and two years later, was awarded the "Exporter of The Year" in 2012. Kasapreko Company Limited is a multinational company that employs over 500 professionals and hundreds of contracted staff to see to the seamless achievement of their vision; a drive overseen by an august board and championed by a pioneering management team.

Morgate Plastic Manufacturing Company

Morgate Plastic Manufacturing Company is a privately owned company registered in Ghana. Morgate Plastic Manufacturing Company whose current Chief Operating Officer is Nana Kwadwo Poku-Brobbe is a PVC company that specializes in the manufacturing and supply of quality household plastic products. Morgate Plastic Manufacturing Company is located at Naachiaa Estate in Esreso, a suburb of Kumasi in the Ashanti Region. Morgate Plastic

Manufacturing Company. Morgate Plastic Manufacturing Company has an employee workforce of between 501 and 1000 employees.

Three Stars Paperwork Company Limited

Three Stars Paperwork Company Limited is a paperwork company that was established in the year 1999. Three Stars is a company based in the Jachie Industrial site in Kumasi, Ghana. Three Stars Paperwork Company Limited is an established firm that has a reputation for quality and speed, we have a team of dedicated staff that are continuously working on providing excellence. Three Stars aims to become the best-managed paper company in the Ghanaian fine paper conversion industry by focusing on the manufacture, sale, and distribution of envelopes, toilet rolls, and exercise books. Their vision is to be recognized as a dynamic employee-oriented organization creating revolutionary ways of providing exceptional service to support low-cost quality products. Three Stars Paperwork Company Limited has an employee workforce of between 150 and 500 employees.

Africaba Clone Ventures

Africaba Clone Ventures was established in the year 2016. It is located at Kobe City Lane, Market Street - Ahwia Kumasi, in the Ashanti region. Lump wood charcoal is the main product produced by Africaba Clone Ventures. Africaba Clone Ventures has an employee workforce of 100-500 employees.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

4.0 Introduction

The study's main intent was to measure the impact of Strategic Human Resource Management Practices on the improvement of work culture. The results of the study are summarized in this chapter. The chapter emphasizes the presentation of data gathered, analysis, and discussions of the findings of the study. The findings from the research fields are presented using a variety of statistical and inferential approaches. The goal of the research was to collect data from 195 respondents. However, out of the 195, 134 responses were used for the analysis. The study's objectives and questions, introduced in the first chapter, guided the presentation. Analysis was conducted using SPSS version 25. The conclusions of the study are based on the literature in Chapter 2, as determined by thorough frequency analysis, tables, and descriptive statistics.

4.1 Socio-Demographic Profile of Respondents

The demographic analysis of the respondents is analyzed in the sections under section 4.2 below in descriptive tables. 200 questionnaires were administered, but only 134 responses were retrieved, representing a 67.0% response rate. The data presented above shows the demographic distribution of 134 respondents across five categories: Gender, age, educational qualification, and working experience.

The first group, gender, shows that 88 of the respondents were male, representing (65.7%) and 46 were female, representing (34.3%) out of the total 134 respondents. The second category, age, indicates that 41 respondents were between below 30 years of age, representing (30.6%), 63 of the respondents were between 31-40 years of age, meaning (47.0%), 24 of the respondents were between 41-50 years of age representing (17.9%) and 6 of the respondents were between 51-60 years of age representing (4.5%) out of the total 134 respondents. The educational

background shows that 4 of the respondents had SSCE/WASSCE certificates, representing (3.0%); 30 of the respondents had HND/Diploma, representing (22.4%), 71 of the respondents had bachelor's degrees, representing (53.0%) and 29 of the respondents, had MSc/MBA/MPhil representing (21.6%). The respondent's working experience shows that 22 of the respondents had below five years of working experience representing (16.4%); 27 of the respondents had 6-10 years of working experience representing (20.1%); 55 of the respondents had 11-15 years of working experience representing (41.0%), and 30 of the respondents had above 16 years of working experience representing (22.4%) out of the total 134 respondents.

Table 4.1 Demographic of Respondents

Variable	Frequency (134)	Percentage (%)
Gender		
Male	88	65.7
Female	46	34.3
Total	134	100.0
Age		
Under 30 years	41	30.6
31-40 years	63	47.0
41-50 years	24	17.9
51-60 years	6	4.5
Total	134	100.0
Educational Qualification		
SSCE/WASSCE	4	3.0
HND/Diploma	30	22.4
Bachelor's degree	71	53.0

Master's degree	29	21.6
Total	134	100.0
Working Experience		
Less than 5 years	22	16.4
6-10 years	27	20.1
11-15 years	55	41.0
More than 16 years	30	22.4
Total	134	100

Source: Field Data (2023)

4.2 Reliability test

The assessment of the consistency and stability of constructs is a crucial aspect of doing reliability analysis. Cronbach's alpha is a widely employed metric for assessing dependability (Robert, 2003). The Cronbach's alpha coefficient is used to assess the internal consistency of constructs, indicating the extent to which the items within each construct effectively measure the same underlying construct (Carolyne et al., 2015). The reliability analysis conducted on the strategic training and development construct yielded a Cronbach's alpha coefficient of 0.702, suggesting a strong level of internal consistency. The elevated Cronbach's alpha coefficient for this construct indicates that the eleven items comprising the construct are effectively assessing a shared underlying notion. The observed value is above the allowed threshold of 0.7 or above.

The reliability analysis conducted on the work culture construct yielded a Cronbach's alpha coefficient of 0.811, suggesting good internal consistency. The elevated Cronbach's alpha coefficient for this construct indicates that the eleven items comprising the construct are effectively assessing the same underlying notion, demonstrating a substantial degree of internal consistency. The reliability analysis on the strategic recruiting construct yielded a Cronbach's

alpha coefficient of 0.808, suggesting a strong internal consistency. The observed Cronbach's significantly high alpha coefficient indicates that the seven items comprising the construct effectively assess a single latent construct with notable internal consistency.

The reliability analysis on the strategic compensation construct yielded a Cronbach's alpha coefficient of 0.819, suggesting a solid internal consistency. The observed Cronbach's relatively high alpha coefficient indicates that the eleven items comprising the construct effectively assess a shared latent construct with notable internal consistency. The reliability analysis on the strategic performance management construct yielded a Cronbach's alpha coefficient of 0.738, suggesting a solid internal consistency. The observed Cronbach's alpha coefficient, which is high in value, indicates that the seven items comprising the construct possess a solid internal consistency, implying that they effectively measure a shared underlying notion.

Table 4.2 Reliability test

Variable	Number of items	Cronbach's alpha
Strategic training and development	11	0.702
Work culture	11	0.811
Strategic recruitment	07	0.808
Strategic compensation	11	0.819
Strategic performance management	07	0.738

Source: Field Data (2023)

4.3 Descriptive Statistics

This section provides an overview of the descriptive statistics for the variables examined in the study. Additionally, it includes an analysis of the participants' replies on strategic recruitment, strategic compensation, strategic training and development, work culture, and strategic

performance management. Observations are categorized into three levels based on mean ratings. A mean rating falling between 1.0 and 2.49 is classified as a poor observation, while a mean rating ranging from 2.50 to 3.49 is considered moderate. On the other hand, a mean rating falling between 3.50 and 5.00 indicates a very high observation. The mean was employed to calculate the average of the responses provided by the respondents. At the same time, the standard deviation was used to assess the extent of variability in the responses relative to the mean. The participants in the study indicated a significant degree of strategic recruiting, as evidenced by a mean score of 4.4227 and a standard deviation of 0.84470.

This finding indicates that the participants agreed with the assertions on the variable. Once more, the participants indicated a significant agreement with the statements about strategic compensation, training and development, work culture, and strategic performance management. The mean and standard deviation values for these constructs were as follows: 4.2258 (mean) and 0.70502 (standard deviation) for strategic compensation, 3.5616 (mean) and 0.51449 (standard deviation) for strategic training and development, 4.0078 (mean) and 0.58510 (standard deviation) for work culture, and 4.1876 (mean) and 0.66418 (standard deviation) for strategic performance management. This indicates that the participants agreed with the assertions on strategic compensation, training and development, work culture, and strategic performance management.

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Table 4.3: Mean and Standard Deviation

Variables	Mean	Standard Deviation
strategic recruitment	4.4227	0.84470
Strategic compensation	4.2258	0.70502
Strategic training and development	3.5616	0.51449
Work culture	4.0078	0.58510
Strategic performance management	4.1876	0.66418

Source: Field Data (2023)

4.4 Correlational test

Correlation analysis was performed in this segment to test the relationship between the variables. Besides, socio-demographic variables such as age, gender, and educational status were employed. Strategic training and development, strategic recruitment, strategic compensation, strategic performance management, and work culture were the main variables considered in the analysis. The Pearson's bivariate correlational result of the variables is shown below. Several zero show no link, whereas a value of one implies a perfect positive Correlation. For multicollinearity, it was realized that the models adopted for the study were error-free regarding multicollinearity (Hair et al., 1998) since none of the observed connections exhibited a Pearson correlation value of more than 1.0. It was realized in Table 4.4 that all the constructs had positive and significant relationships with each other.

Table 4.4: Pearson’s Correlation Result

Variables	1	2	3	4	5	6		
1 Gender								
2 Age	.149							
3 Education	.002	.143						
4 Strategic training and development	-.158	.135	.032					
5 Strategic recruitment	-.182*	-.053	-.076	.494**				
6 Strategic compensation	-.293**	.045	.023	.515**	.660**			
7 Strategic performance management	-.141	-.005	.008	.483**	.811**	.683**		
8 Work culture	-.212*	-.006	.021	.547**	.719**	.685**	.858**	

**&* signifies Correlation at the 0.01 level and 0.05 level (2-tailed) respectively

4.5 Hypothesis Testing

The section tests the established study hypothesis

4.5.1 The relationship between Strategic Recruitment and Work Culture

In this section, a regression analysis is conducted to determine the extent to which strategic recruiting explains variations in workplace culture. Regression analysis is a statistical technique used to determine the relationship between multiple variables. This study seeks to determine the relationship between strategic recruitment practices and workplace culture. The analysis of the data is predicated on the following findings: The correlation coefficient (R) between the variables is 0.719, indicating a moderately positive relationship. The coefficient of determination (R Square) is 0.517, indicating that the independent variable explains approximately 51.7% of the variance in the dependent variable. Taking into consideration the number of predictors in the model, the adjusted R Square is 0.514. The standard error of the estimate is 0.40802, which represents the average difference between the observed values and the values predicted by the regression model. The R Square coefficient of determination, which equals 0.517, indicates that approximately 51.7% of the observed variance in strategic recruitment may be attributable to the impact of work culture. This finding suggests that the implementation of strategic recruitment practices is a strong indicator of the work ethos of an organization. The table of analysis of variance (ANOVA) depicts the observed variation between the regression and residual components. The F-value of 141.492 is statistically significant at the .000 level, indicating that the model is exceptionally well-suited to explain the data. The standardized coefficient of 0.719 indicates that strategic recruitment has a significant impact on workplace culture, highlighting its predictive value. In addition, the coefficient standardization itself is statistically significant. This result suggests that

implementing a targeted recruitment strategy would result in a 71.9% improvement in workplace culture.

Table 4.5.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.719 ^a	.517	.514	.40802
a. Predictors: (Constant), Strategic recruitment				

ANOVA^a

Variation	Sum of Squares	Df	Mean Square	F	Sig.
Regression	23.556	1	23.556	141.492	.000 ^b
Residual	21.976	132	.166		
Total	45.531	133			
Unstandardized Coefficients		Standardized Coefficients		t	Sig.
B	Std. Error	Beta			
1.804	.189			9.569	.000
.498	.042	.719		11.895	.000
a. Dependent Variable: Work culture					
b. Predictors: (Constant), Strategic recruitment					

Source: Field Data (2023)

4.5.2 The Relationship Between Strategic Training and Work Culture

In this section, a regression analysis is conducted to determine how well independent strategic training and development can account for differences in workplace culture. The model exhibits a statistically significant positive correlation between strategic training and development and workplace culture, as indicated by an R-squared value of 0.299. This suggests that work culture

accounts for roughly 29.9% of the variance in strategic training and development. The analysis of variance (ANOVA) table indicates that the regression model is statistically significant ($F = 55.788$, $p = 0.001$), indicating that strategic training and development has a significant impact on workplace culture. The analysis yields a significant standardized coefficient (Beta = .548, $t = 7.469$, $p = .000$), indicating that strategic training and development exercise a substantial positive influence on workplace culture. This indicates that implementing a higher level of strategic training and development would significantly improve work culture by 54.7%. The regression analysis reveals a statistically significant and positive relationship between strategic training and development initiatives and work culture. Table 4.5 displays the results of a linear regression analysis of the relationship between strategic training and development and workplace culture.

Table 4.5.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547 ^a	.299	.293	.49205
a. Predictors: (Constant), Strategic training and development				

ANOVA^a

Variation	Sum of Squares	Df	Mean Square	F	Sig.
Regression	13.507	1	13.507	55.788	.000 ^b
Residual	31.716	131	.242		
Total	45.223	132			
Unstandardized Coefficients		Standardized Coefficients		t	Sig.
B	Std. Error	Beta			
1.798	.300			6.001	.000

.622	.083	.547	7.469	.000
a. Dependent Variable: Work culture				
b. Predictors: (Constant), Strategic training and development				

Source: Field Data (2023)

4.5.3 The Relationship between Strategic Compensation and Work Culture

To assess the effect of strategic compensation on work culture, a simple linear regression analysis was conducted among them where strategic compensation was the independent construct and work culture was the dependent construct. The R^2 of 0.470 shows that strategic compensation can explain/account for 47.0% of the changes in work culture. The 53.0% unexplained variation can be attributed to other services that contribute to work culture but were not included in this study. Therefore, an increase in strategic compensation is possible to increase work culture. The model indicates that a unit increase in strategic compensation would lead to a 68.5% increase in work culture. This suggests that strategic compensation has an influence on work culture in this study.

Table 4.5.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.685 ^a	.470	.466	.42766
a. Predictors: (Constant), Strategic compensation				

ANOVA^a

Variation	Sum of Squares	Df	Mean Square	F	Sig.
Regression	21.389	1	21.389	116.949	.000 ^b
Residual	24.142	132	.183		
Total	45.531	133			

Unstandardized Coefficients		Standardized Coefficients	t	Sig.
B	Std. Error	Beta		
1.604	.225		7.119	.000
.569	.053	.685	10.814	.000
a. Dependent Variable: Work culture				
b. Predictors: (Constant), Strategic compensation				

Source: Field Data (2023)

4.5.4 The Relationship Between Strategic Performance Management and Work Culture

A simple linear regression analysis was conducted among them to assess the effect of strategic performance management on work culture, where strategic performance management was the independent construct and work culture was the dependent construct. The R² of 0.736 shows that strategic performance management can explain/account for 73.6% of the changes in work culture. The 26.4% unexplained variation can be attributed to other services that contribute to work culture but were not included in this study. Consequently, an increase in strategic performance management can increase work culture. The model indicates that a unit increase in strategic performance management would lead to an 85.8% increase in work culture. This suggests that strategic performance management influences work culture in this study.

Table 4.5.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 ^a	.736	.734	.30163
a. Predictors: (Constant), Strategic performance management				

ANOVA^a

Variation	Sum of Squares	Df	Mean Square	F	Sig.
Regression	33.522	1	33.522	368.456	.000 ^b
Residual	12.009	132	.091		
Total	45.531	133			
Unstandardized Coefficients		Standardized Coefficients		t	Sig.
B	Std. Error	Beta			
.842	.167			5.046	.000
.756	.039	.858		19.195	.000
a. Dependent Variable: Work culture					
b. Predictors: (Constant), Strategic performance management					

Source: Field Data (2023)

4.6 Hypothesis Testing and Findings

This section presents a summary of the results from testing the study's hypothesis. The summary is presented in Table 4.9 below

Table 4.6 Hypothesis testing and findings

Hypothesis	Relationship	P-value	t-value	Beta Value	Results
H ₁	SR → WC	0.000	11.895	.719	Supported
H ₂	ST&D → WC	0.000	7.469	.547	Supported
H ₃	SC → WC	0.000	10.814	.685	Supported
H ₄	SCD → WC	0.000	19.195	.858	Supported

SPM - Strategic performance management

ST&D - Strategic training and development

SR - Strategic recruitment

SC - Strategic compensation.

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4.7 Discussion of Results

This section presents the results obtained from the analysis of the result as well as the literature review. The discussion is divided into sub-sections based on the study's objectives.

4.7.1 Strategic Recruitment and Work Culture

The study's primary objective was to assess the impact of strategic recruitment practices on work culture within selected manufacturing firms in Ghana. This section delves into the exploration of the intricate relationship that exists between strategic recruitment initiatives and work culture outcomes. A comprehensive understanding of this relationship is unveiled through regression analysis, shedding light on its significance and implications. The critical statistical indicator, the R-squared value, stands at 0.517. This value conveys that approximately 51.7% of the variability observed in strategic recruitment practices can be attributed to work culture dynamics. This proportion underscores the considerable role that work culture plays in influencing and shaping the strategic recruitment processes within the selected manufacturing firms.

The results of the ANOVA analysis provide further insights into the statistical significance and robustness of the established relationship. The statistical model constructed is highly significant, with an F-value of 141.492 and a p-value less than 0.001. This outcome reinforces the notion that strategic recruitment practices substantially influence the work culture dynamics within the examined manufacturing firms in Ghana. Also, the standardized coefficient,

represented by Beta and valued at 0.719, solidifies the identified relationship's impact. This coefficient signifies not only the direction but also the strength of the relationship. In this case, the positive value of Beta underlines the robust and positive influence of strategic recruitment on work culture. Notably, a unit increase in strategic recruitment corresponds to a 71.9% increase in work culture. This percentage underscores the magnitude of influence that well-executed and strategic recruitment practices can have on enhancing the overall work culture within the organizational context. Existing research provides substantial evidence consistent with the study's conclusions regarding the effect of strategic recruitment on organizational work culture. According to Pham et al. (2020), the recruitment process significantly impacts how prospective employees perceive an organization's values. This finding is consistent with the study's conclusion that when recruitment techniques are aligned with the organizational culture, the organization attracts candidates who share its values and beliefs. The authors of Taheri et al. (2020) emphasize the importance of strategic recruitment methods in influencing employee commitment and engagement. According to the authors, individuals who experience a sense of cultural alignment during the recruitment process are more likely to demonstrate a sense of belonging. This result supports the study's conclusion that strategic recruitment positively affects workplace culture. Consistent with the findings of the study conducted by

Bryson et al. (2018), the existing literature supports the notion that misalignment between recruitment practices and organizational culture can result in adverse outcomes such as employee discontent and turnover. Existing research supports the study's hypothesis (H1) that targeted recruitment positively affects workplace culture.

4.7.2 Strategic Training and Development and Work Culture

The second objective of the study was to examine the impact of strategic training and development on the work culture of selected Ghanaian manufacturing companies. This section

examines the link between strategic training and development programs and organizational work culture. Using regression analysis, a comprehensive understanding of this association is attained. The investigation reveals a positive correlation between strategic training and development initiatives and work culture outcomes. The R-squared value, a statistically significant measure, is 0.299. This finding indicates that approximately 29.9% of the variance in strategic training and development strategies can be attributed to work culture-related factors. In essence, the workplace culture plays a significant role in explaining the observed variation in strategic training and development activities. The ANOVA matrix provides additional information regarding the statistical significance of the established association. The statistical model developed is deemed highly significant, as shown by the F-value of 55.788 and the p-value of less than 0.001. This result demonstrates the significant impact of strategic training and development on the Ghanaian manufacturing companies' work culture. The standardized coefficient, also known as Beta, has been observed to have a value of 0.547. The coefficient is a crucial indicator of the association's magnitude and direction. In this instance, a positive Beta value demonstrates that strategic training and development has a strong and positive effect on the workplace culture. Significantly, an increase in strategic training and development initiatives is associated with a 54.7% increase in work culture. This percentage demonstrates the significant impact that targeted training and development programs can have on shaping and enhancing the overall work culture of manufacturing companies.

The literature aligns seamlessly with the study's findings on the impact of strategic training and development on work culture. Iis et al. (2022) suggest that training programs act as vehicles for cultural socialization, a perspective that aligns with the study's observation that practical training promotes shared cultural identity. The positive outcomes associated with well-designed training programs on employee performance, job satisfaction, and commitment, as noted by Isensee et al. (2020), support the study's conclusion that strategic training and development

enhances work culture. The literature's assertion that training investments signal a commitment to employee growth corresponds with the study's finding of a positive relationship between strategic training and development and work culture. This resonance strengthens the study's hypothesis (H2) that strategic training and development positively influence work culture.

4.7.3 Strategic Compensation and Work Culture

This study's third objective centered on assessing strategic compensation's influence on work culture within selected manufacturing firms in Ghana. This segment delves into the comprehensive examination of the relationship between strategic compensation practices and the dynamics of work culture. A detailed understanding of the implications and significance of this relationship is uncovered using regression analysis. The pivotal statistical measure, the Rsquared value, stands at 0.470. This value signifies that approximately 47.0% of the variability observed in work culture outcomes can be attributed to the strategic compensation strategies implemented. This substantial proportion underscores the considerable impact that strategic compensation practices have on shaping the overall work culture within the context of the examined manufacturing firms.

The ANOVA outcomes provide additional layers of insight into the statistical significance and robustness of the established relationship. The statistical model constructed is deemed highly significant with an F-value of 116.949 and a p-value less than 0.001. This outcome reinforces the critical role that strategic compensation plays in influencing work culture dynamics within the selected manufacturing firms in Ghana. Also, the standardized coefficient, represented by Beta and valued at 0.685, strengthens the identified relationship's impact. This coefficient serves as a valuable indicator of the connection's direction and strength. In this context, the positive value of Beta emphasizes a robust and positive influence of strategic compensation on work culture. Importantly, it is notable that a unit increase in strategic compensation efforts

corresponds to a significant 68.5% increase in work culture. This percentage underscores the substantial degree to which strategic compensation practices can contribute to enhancing the broader work culture within organizations. The literature provides robust backing for the study's conclusions about the link between strategic compensation and work culture. Murtiningsih (2020) accentuates the role of compensation systems in reinforcing cultural values, mirroring the study's finding that compensation strategies are intrinsically linked to organizational culture. Payne et al. (2018) suggest that strategic compensation practices influence motivation and behavior, a view that aligns with the study's observation that strategic compensation impacts work culture. The literature's emphasis on how compensation can drive desired behaviors resonates with the study's conclusion that strategic compensation contributes to work culture enhancement. The study's hypothesis (H3) that strategic compensation positively influences work culture is well-supported by existing literature.

4.7.4 Strategic Performance Management and Work Culture

The quaternary objective of this study aimed to assess the impact of strategic performance management on work culture within selected manufacturing firms in Ghana. This section explores strategic performance management's profound influence over culture dynamics.

Utilizing regression analysis, the study unravels critical insights into the implications and significance of this relationship. This analysis's core is the substantial R-squared value, measuring 0.736. This value underlines that strategic performance management initiatives can elucidate an impressive 73.6% of the variations observed in work culture outcomes. This substantial proportion underscores the considerable role that strategic performance management plays in influencing and shaping the broader work culture dynamics within the context of the manufacturing firms examined.

The outcomes of the ANOVA analysis further accentuate the statistical significance and robustness of the established relationship. The F-value, standing at 368.456, and a p-value less than 0.001 collectively underscore the highly significant predictive capability of the statistical model constructed. This outcome emphasizes that strategic performance management indeed substantially influences the work culture dynamics within the selected manufacturing firms in Ghana. Crucially, the standardized coefficient, Beta, with a value of 0.858, reinforces the magnitude of the identified relationship's impact. This coefficient encapsulates not only the direction but also the strength of the influence. In this context, the positive value of Beta underscores the potent and positive impact of strategic performance management on work culture. Remarkably, it is evident that a unit increase in strategic performance management corresponds to a staggering 85.8% increase in work culture. This percentage is a compelling testament to the transformative power of strategic performance management practices in cultivating and enhancing the broader organizational work culture.

The literature effectively supports the study's findings regarding the impact of strategic performance management on work culture. Pandita and Ray (2018) underscore the role of performance management systems in shaping employee behaviors and attitudes, a viewpoint that parallels the study's conclusion that strategic performance management influences work culture. The literature's spotlight on transparency and fairness in performance management aligns with the study's observation that well-defined performance management fosters a positive work culture. The study's findings on the role of communication, accountability, and continuous improvement in performance management resonate with the literature's insights. Thus, the study's hypothesis (H4) that strategic performance management positively influences work culture is substantiated by existing literature.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter summarizes the significant findings and presents the conclusions of the study's outcomes. The objectives of the study are summarized with the results of the study. Also, recommendations are proposed based on the results of the study. Lastly, the study's limitations are indicated with a recommendation for future studies on the same or similar subjects.

5.2 Summary of Findings

The study aimed to see how strategic human resource management practices affect work cultures. This section presents a summary of the findings from the literature review and forms the data collected from the study. The findings are presented below in sub-headings based on the objectives of the study.

5.2.1 Strategic Recruitment and Work Culture

The first objective of the study sought to investigate the influence of strategic recruitment on work culture. The study found that the relationship between strategic recruitment and work culture is significantly positive. Regression results indicate a substantial relationship between strategic recruitment and work culture, as evidenced by the R-squared value. The ANOVA table highlights model significance, underlining the positive influence of strategic recruitment on work culture. The study findings supported hypothesis one (H1).

5.2.2 Strategic Training and Development and Work Culture

The second objective of the study sought to evaluate the effect of strategic training and development on work culture. The results of the study showed that the relationship between

training and work culture is significantly positive. Regression analysis reveals a strong positive correlation between strategic training and development and work culture. The ANOVA table confirms the model's significance, indicating a significant impact of strategic training on work culture. This study provides robust evidence for the positive impact of strategic training on work culture. The study findings supported hypothesis two (H2).

5.2.3 Strategic Compensation and Work Culture

The third objective of the study sought to assess the influence of strategic compensation on work culture. The relationship between strategic compensation and work culture is significantly positive. As the R-squared value suggests, linear regression unveils a substantial connection between strategic compensation and work culture. This study emphasizes the positive impact of strategic compensation on enhancing work culture. The study findings supported hypothesis three (H3).

5.2.4 Strategic Performance Management and Work Culture

The final objective of the study sought to analyze the impact of strategic performance management on work culture. The relationship between strategic performance management and work culture is significantly positive. The regression model strongly connects strategic performance management and work culture. The ANOVA table confirms the model's high significance, reinforcing the positive influence of strategic performance management on work culture. The study findings supported hypothesis four (H4).

5.3 Implications of the Study

The results from the study indicated that positive influence of strategic recruitment on work culture, strategic training has a positive impact on work culture, strategic compensation has a

positive influence on enhancing work culture and there exists a positive influence of strategic performance management on work culture. The study supported all four research hypotheses for the study. The study has several implications to draw from the findings. This section of the chapter, therefore, addresses the implications of the study to practice and theory.

5.3.1 Practical Implications

The practical implications are developed based on the outcomes of the study;

Firstly, companies should invest in programs that foster employees' skill development and align these efforts with the organization's strategic goals. By recognizing the substantial positive impact of strategic training on work culture, organizations can expect a noteworthy enhancement in overall work culture. Consequently, leadership teams should prioritize allocating resources for training programs that improve employee skills and contribute to a more positive and cohesive work environment.

Secondly, organizations should integrate their recruitment practices with the desired work culture to ensure new hires align with existing cultural norms and values. By considering work culture as a vital criterion in the recruitment process, companies can expect to maintain a cohesive and harmonious work environment. This implies that HR departments must collaborate closely with the leadership team to identify the cultural attributes they seek in potential employees. In doing so, organizations can ensure a more seamless integration of new members into the existing work culture.

Thirdly, organizations should recognize the potential of compensation packages to impact employees' motivation and overall work experience. The study's implication suggests that organizations should review their compensation structures to align them with the desired work culture. Designing compensation packages that reward behaviors and outcomes that support

the desired culture can foster a more positive and engaging work environment. However, it is essential to acknowledge that compensation is just one aspect of work culture, and a holistic approach, considering other factors as well, is necessary for optimal results.

Lastly, organizations should establish robust performance management systems that align with the intended work culture. This includes defining clear performance expectations, providing regular feedback, and recognizing and rewarding behaviors contributing to the desired culture. The implication is that companies need to consider performance management as a tool for achieving business goals and shaping and maintaining the organization's work culture. By emphasizing the relationship between performance and culture, organizations can cultivate a more productive, engaged, and positive work environment that aligns with their strategic objectives.

5.3.2 Theoretical Implications

In theory, the research has contributed to the knowledge of strategic human resource management practices and improvement work cultures. The findings of the study have significant implications for the Model of Culture Fit. The positive correlations between strategic training and development, strategic recruitment, strategic compensation, strategic performance management, and work culture support the model's core principles. When human resources practices are aligned with a company's culture, it has a positive effect on the workplace culture as a whole, according to the findings of this study. This statement emphasizes the model's assertion that when the values of individuals, the ethos of the organization, and the human resources procedures are aligned, outcomes are improved. This study provides empirical support for the core concepts of the Model of Culture Fit. It demonstrates that firms employing human resource strategies that align with their culture are associated with a more positive work environment.

In addition, the results are consistent with the Resource-Based View Theory's principles. Significant assets that increase a company's competitive advantage include strategic training and development, recruitment, compensation, and performance management. The research emphasizes the potential for these tools to contribute to a more positive workplace culture, resulting in enhanced organizational performance. The results validate the Resource-Based View Theory by emphasizing the significance of allocating resources and employing human resource methods as distinctive, difficult-to-replicate assets. This study expands on the existing notion by demonstrating that the impact of resources on firm performance extends beyond ordinary influence, as they also play a substantial role in shaping the organizational work culture. Thus, a mutually beneficial relationship is formed between the company's resources, culture, and performance.

In addition, the study's findings imply the possibility of synergistic outcomes resulting from the combination of human resource practices and organizational work culture. The Model of Culture Fit and the Resource-Based View Theory are frequently discussed in academic literature as distinct concepts. However, this research suggests that these two theories may converge. The findings suggest that the strategic alignment of HR practices with the organization's culture can develop a positive and productive work culture, which may improve the organization's overall performance. This implies that HR practices and organizational culture should not be viewed as distinct entities but rather as interconnected elements that, when integrated, can result in enhanced competitive advantage and performance outcomes.

The research concludes by emphasizing the significance of a holistic approach to human resources practices and organizational culture management. Traditionally, the Model of Culture Fit and the Resource-Based View Theories have emphasized different aspects of organizational dynamics. However, the research emphasizes that incorporating HR practices and culture into

a comprehensive framework may result in deeper comprehension. Organizations must recognize that the cumulative effects of these practices have the potential to cultivate a more unified, engaged, and productive workplace culture. This theoretical conclusion calls for additional research into more comprehensive models incorporating the complex interaction between human resource practices, organizational culture, and overall organizational performance. This will contribute to a deeper understanding of their collective impact.

5.4 Recommendation

This section makes recommendations for various stakeholders based on the results of the study. These recommendations are made for organizations, management, and future studies.

5.4.1 Recommendation for Management

Strategic HR Investment

The study's findings offer a clear policy contribution by emphasizing the importance of strategic human resource (HR) investment. Policymakers should encourage organizations to allocate resources toward strategic training and development, recruitment, compensation, and performance management programs. Encouraging HR practices aligned with work culture through tax incentives or funding programs can create positive work environments, benefiting employees and organizations and fostering long-term economic growth.

Cultivating Cultural Alignment

Policymakers can play a pivotal role in promoting cultural alignment in organizations. Policymakers can guide businesses towards better practices by developing guidelines and best practices that align HR practices with organizational culture. This can include recommendations for integrating culture assessment into HR decision-making processes,

creating certification programs for HR professionals, and offering resources to help organizations navigate cultural alignment challenges. These policies would aid in shaping workplaces that are productive and conducive to employee well-being.

Incentivizing Fair Compensation

Manufacturing firms and other policymakers should consider policies encouraging organizations to implement fair and strategic compensation practices. This can involve promoting transparency in pay structures, enforcing equal pay for equal work, and incentivizing companies to tie compensation to performance and cultural fit. By creating a regulatory environment that values and rewards strategic compensation, policymakers can create workplaces that attract and retain top talent while enhancing work culture and overall organizational performance.

Performance Management Frameworks

Policymakers can promote developing and adopting effective performance management frameworks that align with the desired work culture. This can involve offering resources for organizations to implement performance management systems that prioritize regular feedback, recognition, and development opportunities. Policies could also encourage research and development in performance management technologies that facilitate tracking cultural alignment metrics. By supporting comprehensive performance management policies, policymakers can contribute to workplaces that foster employee growth, engagement, and positive cultural impact.

5.5 Limitations and Recommendations for Future Studies

This study, like all empirical research, had some limitations, and as such, the study cannot be declared complete without outlining these limitations. The study was cross-sectional, as a

result, the study could not test for causality among the variables. Future studies could explore the longitudinal effects of aligning human resource practices with organizational culture on sustained work culture improvements. Additionally, investigating potential mediating factors that link strategic human resource practices to overall performance outcomes would provide a deeper understanding of the underlying mechanisms driving these relationships. The study did not introduce any form of mediating effect or moderator hence it is suggested that future studies can introduce other mediating variables such as motivation, employee engagement, and so on. Lastly, a quantitative methodology was used to carry out this investigation. The findings are therefore limited. Therefore, it is advised that a qualitative method be employed to give an indepth understanding of how strategic human resource management practices can improve work culture.

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KNUST

APPENDIX A CONSENT FORM

KNUST School of Business

Department of Marketing and Corporate Strategy

Dear Respondent,

SURVEY ON IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES TOWARDS THE IMPROVEMENT OF WORK CULTURE.

I am Yaw Mensah-Bonsu Junior, a master's student at Kwame Nkrumah University of science and Technology in Kumasi-Ghana. As part of data collection process on the project titled "Impact of Strategic Human Resource Management Practices Towards Work Culture". I am writing to request your participation in the survey by completing the questionnaire.

The findings of the study are expected to add knowledge to the existing academic literature, which would be used for academic purpose and would also be helpful to organizations and other businesses as well as to staff/employees and management of this firm.

I further wish to assure you that all the information provided will be presented as an aggregate summary data and will be used solely for academic purposes and will be treated with utmost confidentiality. It would take a participant approximately 10 to 15 minutes to fill out the questionnaire.

Thank you for your cooperation.

Yours Sincerely,

Yaw Mensah-Bonsu Junior (Student)

APPENDIX B

QUESTIONNAIRE

IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES TOWARDS THE IMPROVEMENT OF WORK CULTURE.

Dear Respondent,

I am Yaw Mensah-Bonsu Junior, a postgraduate student pursuing Master of Business Administration (MBA) at the Kwame Nkrumah University of Science and Technology (KNUST). I am conducting a study to examine “Impact of Strategic Human Resource Management Practices Towards Work Culture” as the case study and your responses are needed to enable me complete this study. The data from the study will be used solely for the purpose of academic research and thus you are assured of anonymity and confidentiality. Thank you for your cooperation and willingness to participate in the study.

Instructions: Please tick the response applicable to your situation in the organization.

SECTION A: SOCIO-DEMOGRAPHIC BACKGROUND OF RESPONDENTS

Kindly answer all the questions either by ticking in the boxes or writing in the spaces provided.

Please Tick (✓) the box that corresponds to your answer

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1. Gender: a. Male [] b. Female []
 2. Age
 - a) Under 30 years []
 - b) 31-40 years []
 - c) 41-50 years []
 - d) 51-60 years []
 3. Level of Education
 - a) WASSCE/SSCE []
 - b) Diploma/HND []
 - c) Bachelor's degree []
 - d) Master's degree []
 4. Working Experience: a) Less than 5 years [] b) 6-10 years [] c) 11-15 years []
d) 16years and above []

SECTION B- STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES

Instructions: Using a scale of 1-5 where, 1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4 = disagree, and 5 = strongly disagree, kindly rate your level of agreement or disagreement to the following statements.

ITEMS	1	2	3	4	5
TRAINING					
1. Training offered is relevant to employees' jobs					
2. Training is aimed at improving organizational performance					
3. Employees in each job will normally go through training programs every year					
4. Training programmes are well planned and designed					
5. All the employees are exposed to different kinds of training					
6. There is training for problem- solving skills.					
7. There is a training policy applicable to all employees					
8. There are plans and budgets for training activities					
9. The organization links training with the company's business strategy					
10. The organization has a full-fledged training department manned by competent professionals					
11. There is evaluation of the training programmes					

RECRUITMENT					
	1	2	3	4	5
1. The organization is able to determine future demand of employees.					
2. The organization is able to determine future supply of employees					
3. The organization prefer getting employees from within					
4. The organization prefer getting employees from external sources					
5. The management understands the requirements for job					
6. A preliminary screening is conducted on all potential employees					
7. Recruitment strategies are aimed at giving the organization a competitive advantage					

COMPENSATION					
	1	2	3	4	5
1. Incentive pay is linked to job performance for all employees					
2. The organization provides managerial staff a flexible compensation structure but not a standardized one					

3. There is a great discrepancy in incentive pay between the high and low performers for the same job					
4. The incentive pays of middle- to high-level managerial staff is linked to the organization's performance					
5. Salary and other benefits are comparable to what is generally obtainable in the industry					
6. There is a clear explanation of remuneration policy and its implementation					
7. There are individual incentives					
8. There is group incentive					
9. There is skill-based pay element in our pay package					
10. Pay is only in terms of salary					

PERFORMANCE MANAGEMENT

	1	2	3	4	5
1. There is emphasis on behavioral based appraisal					
2. Performance of the employees is measured on the basis of objective quantifiable results					
3. The performance evaluation emphasizes guiding employee behaviors toward the company's strategic direction					

4. The main focus of performance evaluation is development as opposed to punishment					
5. Performance evaluation uses a long-term measurement standard					
6. Goals set for performance evaluation are mutually decided					
7. Promotions are strictly based on performance management system					

SECTION C- WORK CULTURE

Using a scale of 1-5 where, 1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4 = disagree, and 5 = strongly disagree, kindly rate your level of agreement or disagreement to the following statements.

ITEMS	1	2	3	4	5
1. My organization is characterized by a culture of creativity					
2. My organization creates change rather than reacting to change					
3. My organization is characterized by a culture of flexibility					

4. In my organization, individual departments are allowed to develop and run with their own ideas					
5. In my organization, individual initiative is rewarded					
6. My organization is driven by achievement of marketrelated goals					
7. Competitiveness is strongly emphasized in my organization					
8. If one does not work hard, one will not fit into the organization's culture					
9. In my firm, every department or division is expected to achieve monthly /quarterly/ annual set goals.					
10. In the firm, increased performance is rewarded accordingly					
11. In my organization, relations are based on performancereward relationships instead of social relationships					