The Effect of Human Resources Roles on Organizational Culture

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Abstract

This study examines the relationship between human resources and organizational culture in the context of human resource management, analyzing the reliability of the instruments used, the normality of the data and the relationships between the different variables. The role of Human Resources (HR) in shaping and maintaining organizational culture is essential. This paper highlights the multifaceted impact of HR roles on organizational culture, emphasizing the strategic integration of HR practices with the organization's values and objectives. HR functions such as recruitment, training and development, performance management, employee engagement, communication, recognition, change management and leadership model play a critical role in fostering a cohesive and productive organizational culture. For this study, the data collected in the city of Tirana from questionnaires with the participation of 111 employees were analyzed. Through the use of questionnaires and measurement instruments, the reliability of the instruments was evaluated, where the Cronbach's Alpha coefficient was 0.936, suggesting a high level of reliability. Also, in the ANOVA analysis, it was observed that the role of human resources is very high in the influence of organizational culture. The results suggest that interventions in the field of human resources can improve the organizational culture and the fulfillment of the organization's objectives. This study provides an understanding of the influences of human resources and organizational culture and contributes to the development of human resource management policies at the organizational level.

Keywords: *Organizational culture, Employee engagement, Leadership alignment, Human resources*

1. Introduction

Organizational culture is the collective behavior, set of values and principles that influence the way employees interact and work together. It is the foundation on which a successful organization is created and built, influencing employee satisfaction, productivity and overall business success. (Edgar Schein, 2022)

Human Resources plays a key role in shaping and running this culture, ensuring that it aligns with the organization's goals and values. This paper explores the role of HR in developing and maintaining a positive organizational culture, including the strategies and benefits of a strong workplace culture.

Organizational culture includes the assumptions, values, and beliefs that govern how people behave in organizations. It includes core values and principles that guide decision-making and behavior (Alqudah,2022).

Organizational culture is intertwined with unwritten norms and rules, with unique symbols and language, rituals and

stories that convey cultural values. A strong organizational culture fosters a sense of belonging and purpose among employees, driving engagement and performance.

Today, organizations and organizational structures are completely influenced by the rapidly changing and developing environmental conditions caused by globalization, customer demands, the development of technology and innovation, and the availability of information and communication opportunities. The departments that perform HR functions in organizations are also affected by this process. As a result of all these changes and transformations, new human resource activities appear.

The role of human resources in shaping culture is crucial in developing and maintaining an organization's culture through various recruitment and inclusion strategies. The form of how human resources influence the creation of organizational culture begins with employment, training, management performance, the creation of policies for the inclusion of employees in the organization, the creation of a model for employees to follow, etc.

1.1 Key roles of human resources in creating organizational culture

a. Recruitment and Onboarding in the organization

Recruitment and onboarding are essential processes that significantly influence organizational culture and employee engagement. Both points are composed of several main elements which help in the smooth running of these processes. For an efficient and organized recruitment process, a strong employer brand must be created that reflects the values and culture of the organization. (Diane Catanzaro, 2010) This can also be achieved by using social media, company websites and job fairs to promote the brand and attract top talent. By expanding the range of absorption of the best employees comes the flexibility to have the freedom to choose between the best candidates who best fit the culture of the organization and the established criteria for employment. The diversity of employees will bring different perspectives and developments in the organization. (Kaylee Pike, 2014).

b. Training and development

Training and development play a crucial role in shaping and reinforcing organizational culture. Training programs can be designed to reinforce the core values and mission of the organization. By aligning training content with these values, employees understand and internalize the cultural expectations of the organization. Training programs help employees develop the skills and competencies needed to perform their roles effectively. This not only improves individual performance, but also fosters a culture of continuous improvement and excellence. (Wenny Desty Febrian and Agung Solihin, 2024)

Training and development opportunities show employees that the organization values their growth and development. This fosters a sense of loyalty and commitment, leading to higher levels of employee engagement and motivation.

Teambuilding activities and group training sessions foster collaboration and strengthen relationships among employees. This creates a supportive and cohesive work environment, which is essential for a positive organizational culture. (Jennifer Patterson, 2023)

c. Employee Engagment

Employee involvement is a critical factor in shaping and reinforcing organizational culture. Engaged employees are more motivated and committed to their work, leading to higher levels of performance and productivity. This contributes to a culture of excellence and accountability within the organization.

When employees are engaged, they are more likely to embrace and embody the organization's values and mission. This alignment fosters a cohesive and unified organizational culture, making them less likely to leave the organization, resulting in lower turnover rates. This stability helps maintain and strengthen the existing culture, as long-term employees continue to support and promote cultural values. These employees are more likely to contribute new ideas and innovative solutions, fostering a culture of creativity and continuous improvement where employees feel empowered to make positive changes that lead to a more positive and supportive work environment. (Wenny Desty Febrian and Agung Solihin, 2024)

Organizations that prioritize employee engagement often implement programs that support employee wellness. This focus on well-being fosters a caring and supportive culture where employees feel valued and appreciated. After all, this results in a greater likelihood of providing excellent customer service, leading to stronger customer relationships, helping to build a positive reputation, and increasing the overall success of the organization. (Joe Mull, 2023)

d. Recognition and reward programs

Recognition and reward programs are essential in creating a positive organizational culture where employees feel

appreciated and valued. These evaluation practices can increase motivation and performance. Employees are more likely to go above and beyond when they feel their efforts are acknowledged. Also, these employees are less likely to leave the organization.

Recognizing the value of the employee's contribution and rewarding them help reinforce the behaviors and values the organization wants to promote. By appreciating these behaviors, the organization encourages others to follow suit and by fostering a positive and supportive work environment, which creates a sense of belonging and increases engagement in their work. (Albert Ferdinand Aalders, 2023)

e. Behavioral model in organizational culture

Behavioral modeling is a powerful tool for shaping and reinforcing organizational culture. Leaders and employees alike play a role in demonstrating the behaviors, values, and attitudes that define the organization's culture. Leaders have a significant impact on organizational culture through their actions and behaviors. When leaders consistently demonstrate desired behaviors and values, they set a standard for others to follow. This creates a culture where employees feel encouraged to adopt similar behaviors. Creating a role model requires consistency and authenticity. When leaders and employees consistently act in ways that reflect the organization's values, it reinforces cultural norms. Authentic behavior creates trust and credibility, making it easier for others to imitate you.

Creating this model is an essential component of mentoring and coaching. Mentors and coaches serve as role models, demonstrating the behaviors and skills they want to impart to their mentees. This hands-on approach helps reinforce the desired culture. When leaders behave in the way they expect others to, it builds trust and credibility within the organization. Harmonizing the actions of the whole team with the goals and values of the organization, this fosters a sense of unity and common purpose. (Alan Gutterman, 2024)

2. Literature Review

Regarding human resources and organizational culture, there are literature and studies that have been made. In this part there are some literature from different studies on human resources and organizational culture.

Organizational culture was first defined by Jaques in 1951 as a business environment that includes cultural aspects in the manufacturing industry. Later, in the 80s, the concept of organizational culture became the subject of scientific research, especially in the USA. The Theory of Organizational Culture, produced in these years, aimed to explain the organizational cultures of organizations in different countries using social science disciplines such as sociology, anthropology and social psychology (Denison, 1990). In the following years, scholars have made the concept of organizational culture a prominent issue in the field of business and leadership with their studies (Childress, 2013).

Süleyman and Ismail, (2015) in their study makes a comparison between Turkish and European companies, analyzing the role of human resources in the adaptation of organizational culture. They indicated that human resource practices are vital to developing a work environment that supports growth and development.

In his study Aktas (2011) suggested that organizational culture is an important component of the work environment in an organization and can help an organization improve its performance. For this reason businesses are trying to create a strong organizational culture that can accommodate innovation and technological advances while improving corporate performance.

The focus of understanding the impact of HR practices on organizational culture in different companies Shala (2018) show that HR policies such as recruitment, employee training and motivation systems are strongly related to the development of a positive organizational culture in "Albania".

In 2004, Harem's study (2004) concluded that the effectiveness and nature of behavior is determined by the working class. For this reason, management prioritizes social and ethical concerns, i.e. human resources when evaluating a company's performance. Organizations are part of a community's culture because they are connected to society more broadly. Therefore, its growth, management, success and productivity over time are influenced by this culture.

According to (Schein, 2010) values, traditions and fundamental assumptions learned are the foundations of organizational culture. These three factors contribute to the organization's ability to maintain an effective culture. Values are the criteria we use when we evaluate how ethical and competent individuals or communities are and make comparisons between them.

Businesses in general, as well as Albanian businesses in particular, face challenges in terms of leadership and organizational culture. Merkuri and Gjoni (2021) highlights how human resources are a central factor in change management, especially in adapting culture to meet modern business needs, with a special emphasis on leadership

development.

Organizational culture has also been reported to be effective in motivating employees (Al-Rakhimi, 2000). In this view, organizations that have strong organizational cultures and therefore spend more time and effort to take into account the changing preferences of their employees are more likely to be rewarded. An organization that has a clear and consistent concept of ethics is stronger than one that tries to motivate an apathetic workforce. On the other hand, it has been said that organizational culture provides a well-defined framework for employees to perform their tasks and align their personal expectations with the corporate culture (Muslim, 1996).

Kotter and Heskett (1992), in a study they conducted on more than 200 organizations in the United States, found that there is a strong relationship between organizational culture and business performance. Experimental studies have proven that organizational culture is an important component of organizational performance and a source of long-term competitive advantage (Childress, 2013).

In Quinn and Cameron's Organizational Culture model (Cameron and Quinn, 1999; Durendez, 2011), the importance of culture in the success and effectiveness of the organization is noted, and this model is called competitive value.

The role of human resources in organizations has developed as an independent field from industrial relations with the contribution of many disciplines such as behavioral sciences, etc. During Ahmet Alanli's study (2022), it stands out that the role of human resources is currently focused on the change and transformation of organizations.

In the study of Zekiye Erduygun (2023) it has been shown that the sub-dimensions of the strategic partner and the champion employee of human resources roles positively affect the organizational culture. On the other hand, the administrative expert and change agent sub-dimensions of HR roles were not found to have a significant effect on organizational culture. It was found that the sub-dimensions of human resources roles did not differ according to age, position in the organization, professional and organizational seniority.

3. Methodology

3.1 Research hypotheses

This study aims to examine the relationship between the roles of human resources and organizational culture, as well as the relationships of levels of organizational culture according to the demographic characteristics of the participants. This research was conducted in a quantitative research design using a relational survey design.

This research has a total of 2 hypotheses:

H1: HR roles influence organizational culture.

H2: HR role levels vary by demographic characteristics.

3.2 The data

Data for this study were collected using a Google Forms survey. The survey forms consisted of three separate sections: the personal statement form, the HR roles scale, and the organizational culture scale. The demographic information of the participants consists of 6 questions in the personal statement form.

The Human Resource Roles Scale was developed by D. Ulrich and J. Conner. The scale is a 5-point Likert-type scale consisting of 12 statements. The Organizational Culture Scale was developed by Cameron and Quin (1999). The scale is a 5-point Likert-type scale consisting of 10 statements.

The research population consists of employees in the city of Tirana. The research sample consists of 111 employees choosed in a random way, surveyed in the city of Tirana. The data was collected with google forms on 27.12.2024 to 17.01.2025 and analyzed with the SPSS software program.

During the examination of the data, several statistical analyses were used to ensure the accuracy and validity of the results. Cronbach's Alpha analysis was used to assess whether the questions related to HR functions are consistent and measure the same purpose. The normality test was used to see if the data followed a normal distribution. ANOVA was applied to verify the hypotheses. Also, the relationship between the questions was analyzed through the correlation matrix, and a general summary of the collected data was prepared.

4. Results and Their Interpretation

4.1 Participant demographic information

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	74	66.7	66.7	66.7
	Male	37	33.3	33.3	100.0
	Total	111	100.0	100.0	

Out of 111 participants, 66.7% are women (74 people), while 33.3% are men (37 people).

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	24	21.6	21.6	21.6
	26-46	86	77.5	77.5	99.1
	Over 46	1	0.9	0.9	100.0
	Total	111	100.0	100.0	

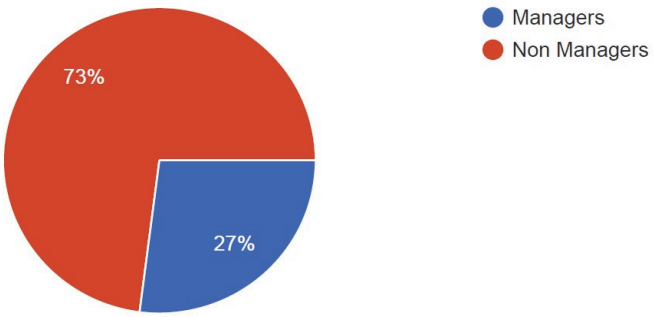
Most of the participants (77.5%) are in the age group of 26-46 years (86 people). A smaller percentage is in the 18-25 age group (21.6%, 24 people), and only 0.9% (1 person) is over 46 years old.

Civil Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	59	53.2	53.2	53.2
	Married	52	46.8	46.8	100.0
	Total	111	100.0	100.0	

53.2% of the participants are single (59 people), and 46.8% are married (52 people).

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PhD	5	4.5	4.5	4.5
	High School	1	.9	.9	5.4
	Postgraduate studies	61	55.0	55.0	60.4
	University Degree	44	39.6	39.6	100.0
	Total	111	100.0	100.0	

The majority (55%, 61 people) have postgraduate studies, 39.6% (44 people) have university degree, 4.5% (5 people) are doctors of science, and only 0.9% (1 person) have high school/vocational school.



The graph shown in the picture shows the percentages of people who are Managers and Non-Managers. According to the chart, 27% of respondents are Managers, 73 % of respondents are Non-Managers.

4.2 Reliability Analysis

Internal consistency coefficients (Cronbach's Alpha) were calculated to analyze the reliability of the scales used in the study.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.936	0.936	22

Cronbach's Alpha value is 0.936. This high value (>0.8), according to Nakip ve Yaraş (2017), indicates excellent internal consistency for items related to human resource roles and organizational culture. This shows that the survey is reliable for measuring the constructs.

4.3 Analysis of Variance (ANOVA)

Hypothesis 1 (H1): HR roles influence organizational culture

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10033.837	12	836.153	38.04	0.001
	Residual	0.001	91	0.003		
	Total	10033.837	103			

Regression analysis confirms that HR roles significantly influence organizational culture. The model was statistically highly significant (F = 38.04, p = 0.001), indicating that the HR functions involved explain a significant portion of the variation in organizational culture. These results support the hypothesis that organizations with structured, strategic, and employee-focused practices are more likely to develop a positive organizational culture that is responsive to change.

H2: HR roles vary by demographic characteristics (t-test/ANOVA)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4535.048	10	453.505	14.21	0.001
	Residual	0.001	94	0.002		
	Total	4535.048	104			

The ANOVA results show that HR roles vary significantly depending on demographic characteristics. The model was statistically significant (F = 14.21, p = 0.001), implying that factors such as age, gender, education level or experience (depending on the data used) influence how HR roles are perceived or implemented. These results highlight the importance of adapting HR practices to the different profiles of employees to increase effectiveness and compliance with their expectations.

5. Relationships and Impact Analyses

Inter-Item Correlation Matrix													
	1. Human Resources help the organization to fulfill its business goals.	2. Human Resources play a decisive role in the strategic planning process.	3. Human Resources influence organizational culture 4. Human Resources provide timely and efficient administrative support.	5. Human Resources ensures compliance with laws and regulations effectively.	6. Human Resources promotes a positive work environment and employee motivation.	7. Human Resources supports the development and growth of employees.	8. Human Resources promotes fair treatment and equal opportunities for all employees.	9. Human Resources effectively handles employee concerns.	10. Human Resources promotes a supportive work environment for employees.	11. Human Resources effectively leads the implementation of change initiatives.	12. Human Resources supports employees during periods of change and transition.	1. The leaders of the organization are generally charismatic and visionary.	1. Human Resources help the organization to fulfill its business goals.
1. Human Resources help the organization to fulfill its business goals.	1.000	.480	.423	.373	.319	.358	.450	.341	.339	.477	.413	.494	.064
2. Human Resources play a decisive role in the strategic planning process.	.480	1.000	.616	.577	.452	.451	.568	.425	.393	.471	.511	.470	-.075
3. Human Resources influence the organizational culture	.423	.616	1.000	.565	.524	.496	.517	.403	.353	.423	.506	.419	.117
4. Human Resources provides timely and efficient administrative support.	.373	.577	.565	1.000	.705	.637	.713	.713	.647	.689	.664	.618	.110
5. Human Resources ensures compliance with laws and regulations effectively.	.319	.452	.524	.705	1.000	.619	.659	.615	.572	.689	.555	.556	.209
6. Human Resources promotes a positive work environment and employee motivation.	.358	.451	.496	.637	.619	1.000	.749	.749	.731	.719	.683	.662	.219
7. Human Resources supports the development and growth of employees.	.450	.568	.517	.713	.659	.749	1.000	.730	.720	.736	.679	.761	.150
8. Human Resources promotes fair treatment and equal opportunities for all employees.	.341	.425	.403	.713	.615	.749	.730	1.000	.806	.772	.648	.660	.176
9. Human Resources handles employee concerns effectively.	.339	.393	.353	.647	.572	.731	.720	.806	1.000	.788	.727	.661	.202
10. Human Resources promotes a supportive work environment for employees.	.477	.471	.423	.689	.689	.719	.736	.772	.788	1.000	.768	.787	.213
11. Human Resources effectively leads the implementation of change initiatives.	.413	.511	.506	.664	.555	.683	.679	.648	.727	.768	1.000	.714	.287
12. Human Resources supports employees during periods of change and transition.	.494	.470	.419	.618	.556	.662	.761	.660	.661	.787	.714	1.000	.122

Inter-Item Correlation Matrix													
	1. Human Resources help the organization to fulfill its business goals.	2. Human Resources play a decisive role in the strategic planning process.	3. Human Resources influence organizational culture 4. Human Resources provide timely and efficient administrative support.	5. Human Resources ensures compliance with laws and regulations effectively.	6. Human Resources promotes a positive work environment and employee motivation.	7. Human Resources supports the development and growth of employees.	8. Human Resources promotes fair treatment and equal opportunities for all employees.	9. Human Resources effectively handles employee concerns.	10. Human Resources promotes a supportive work environment for employees.	11. Human Resources effectively leads the implementation of change initiatives.	12. Human Resources supports employees during periods of change and transition.	1. The leaders of the organization are generally charismatic and visionary.	1. Human Resources help the organization to fulfill its business goals.
1. The leaders of the organization are generally charismatic and visionary.	.064	-.075	.117	.110	.209	.219	.150	.176	.202	.213	.287	.122	1.000
2. The leaders of the organization are generally focused on performing tasks and achieving results.	.367	.158	.346	.339	.383	.310	.399	.241	.253	.367	.285	.360	.356
3. In the organization, employees are encouraged to be innovative and take risks.	.194	.213	.262	.279	.338	.366	.419	.306	.429	.369	.531	.368	.407
4. In organizations, coordination and control are achieved through formal structures and procedures.	.208	.184	.219	.274	.391	.345	.361	.308	.375	.407	.347	.357	.425
5. In organizations, coordination and control are achieved through informal relationships and networks.	-.062	.117	-.022	.136	.006	.102	.071	.190	.157	.041	.098	-.024	.143
6. The organization is very flexible and adaptable to changes.	.168	.246	.227	.422	.457	.382	.476	.465	.447	.523	.541	.453	.448
7. The management style in the organization is characterized by teamwork, consensus and participation.	.086	.191	.212	.388	.338	.393	.431	.322	.358	.381	.437	.367	.427
8. The organization is focused on the development and growth of employees.	.183	.261	.324	.411	.413	.376	.503	.359	.316	.395	.415	.393	.359
9. The organization emphasizes innovation and creativity in its strategic initiatives.	.220	.208	.250	.374	.456	.295	.423	.357	.302	.430	.361	.440	.551
10. The organization defines success based on customer satisfaction and loyalty.	.244	.266	.364	.472	.547	.447	.424	.356	.460	.531	.592	.409	.389

The table above is an Inter-Item Correlation Matrix, where each cell shows the correlation between two different questions. The correlation matrix between questions showed very good internal consistency among the items related to human resources (HR) functions, with correlation coefficients ranging from r = 0.45 to r = 0.80. Statistically significant correlations were observed among the items related to employee support, equal treatment, and motivation, suggesting that these are essential components of the effective functioning of HR in the organization. Using this information can help identify strongly related and less related areas, providing a clear picture of the structure of the organization and the role of HR. Statistically significant correlations, such as those between the questions related to administrative support and employee development,

suggest that these aspects of HR are interconnected and contribute to a productive and supportive work environment. This indicates that human resources play an important role in promoting employee development and creating a positive work environment. The moderate correlations between HR questions and leadership suggest that, although leaders may have a direct impact on HR performance, they are not strongly linked to specific HR functions.

6. Analysis of Processed Statistics

Case Processing Summary

	5.Work position	Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
2. Human Resources play a crucial role in the strategic planning process.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
1. Human Resources help the organization to fulfill its business goals.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
3. Human Resources influence the organizational culture	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
4. Human Resources provides timely and efficient administrative support.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
5. Human Resources ensures compliance with laws and regulations effectively.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
6. Human Resources promotes a positive work environment and employee motivation.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
7. Human Resources supports the development and growth of employees.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
8. Human Resources promotes fair treatment and equal opportunities for all employees.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
9. Human Resources effectively handles employee concerns.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
10. Human Resources promotes a supportive work environment for employees.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
11. Human Resources effectively leads the implementation of change initiatives.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
12. Human Resources supports employees during periods of change and transition.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
1. The leaders of the organization are generally charismatic and visionary.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
2. The leaders of the organization are generally focused on performing tasks and achieving results.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
3. In the organization, employees are encouraged to be innovative and take risks.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
4. In organizations, coordination and control are achieved through formal structures and procedures.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
5. In organizations, coordination and control are achieved through informal relationships and networks.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
6. The organization is very flexible and adaptable to changes.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
7. The management style in the organization is characterized by teamwork, consensus and participation.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
8. The organization is focused on the development and growth of employees.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
9. The organization emphasizes innovation and creativity in its strategic initiatives.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%
10. The organization defines success based on customer satisfaction and loyalty.	Manager	26	86.7%	4	13.3%	30	100.0%
	Not Manager	75	92.6%	6	7.4%	81	100.0%

It can be said that the percentage of complete responses is very high, which suggests that the samples are reliable and that the data are sufficient for analysis. Missing data is few, making the analysis more robust and reducing the chance that it will greatly affect the final results. This processing shows that the data are complete and reliable for most individuals, making this a good basis for further analysis.

Summary Item Statistics						
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Item Means	3.628	2.782	4.119	1.337	1.480	0.080
Item Variances	1.060	0.862	1.392	0.530	1.615	0.019
Inter-Item Covariances	0.423	-0.080	0.983	1.063	-12.353	0.047
Inter-Item Correlations	0.399	-0.077	0.806	0.883	-10.520	0.036

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
79.82	218.888	14.795	22

Based on the Summary Item Statistics and Scale Statistics, we can reach the results that the overall average of the statements (3.628) shows a general tendency of the respondents to give relatively positive answers. The variability among statements has a relatively narrow distribution, indicating a moderate level of variation among the responses given by participants to individual questions. This means that, in general, the participants have a similar approach regarding the issues addressed in the questionnaire. Correlations between items are relatively high (0.399 on average), indicating a positive relationship between questions. This suggests that the questions were thematically related and the responses were influenced by similar factors. The variance of the total scale is high (218.888) with a standard deviation of 14.795, indicating a wide distribution of total scale scores across participants. Statistics show that the scale has moderate variability in responses and good coherence between questions. This implies that the questions included were relevant and interrelated, providing a solid basis for drawing conclusions from the questionnaire results.

6.1 Results of Hypothesis Testing

Based on the above analysis, it is confirmed that the roles of human resources significantly affect the organizational culture. To strengthen organizational culture, organizations must prioritize HR functions that drive alignment with business goals, ensure legal compliance, and facilitate employee adaptability during transition.

On the other hand, the other hypothesis that the perceptions of the roles of human resources change according to demographic characteristics is not fully true, and is partially accepted; for this another study and analysis is needed.

7. Conclusions

In conclusion, from a practical point of view, the company can focus on workforce development through targeted training programs. These programs should be tailored to address the needs and goals of each department or team. By involving employees, actively listening to their concerns and understanding their needs, leaders can create a more supportive and motivating work environment, ultimately leading to improved performance.

Theoretically, delving into the role of organizational and cultural motivation can provide valuable insights, for which research is needed to understand how these factors affect employee performance, especially superior-subordinate interaction and specific divisions. By studying how an organization's culture is interpreted and implemented in different teams can uncover unique dynamics that affect performance. By exploring these areas, the company can gain a more complete understanding of employee behavior and develop targeted strategies for improvement.

In short, by applying practical advice and deepening the theory about factors influencing employee performance, the company can increase the effectiveness of the management resource and achieve better organizational objectives.

Based on the findings of the study, in order to have a strong organizational culture that will increase organizational performance and efficiency, it can be suggested to give more importance to the roles of human resources.

The findings of this research showed that the perception of organizational culture is not influenced by employee demographics such as gender, age and education level. Therefore, it can be recommended that practices aimed at strengthening organizational culture apply to all employees of the organization.

In summary, it is a fact that the function and role of human resources (HR) cannot be ignored in shaping the culture of the organization. A company's identity usually reflects its organizational culture at the macro level, which defines how employees behave, act and make decisions, and the overall performance of the organization. It is HR professionals who are the main drivers of such a culture at every stage of the employee life cycle, whether recruiting and onboarding, evaluating

and developing performance, or leaving. The synergy between organizational culture and human resources sheds light on the importance of HR in building and maintaining an employee culture that is consistent with the mission, values and goals of the organizational institution. HR leaders have the potential to create workplaces in which employees operate from a position of involvement and passion to give their best and positively impact the business through strategic initiative and proactivity. This will drive organizational excellence and provide businesses with a competitive edge in the marketplace.

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