THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURES, HUMAN RESOURCES MANAGEMENT (HRM) IN CONSTRUCTION BUSINESS

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ABSTRACT

We need to understand that standard is in relation with the management development and the follow the human resources management strategic view and the management at the follow the human resource management strategic view and the client relationship management in construction businesses. So the relation between the organization culture between the human resources management and communicate management with another client is not a choice but it is a need. The human resources don’t activity in vacuum and it is relation in the organization with other components is in interaction and the environment factors like, policy, economy, and the more important the culture and the inner factors like strategy aims and structure interact it.

This article investigates the relations between strategic human resources management, organizational culture and client relationship management in construction businesses.

Even though the strategic human resources management and the organizational culture are of effective important factors on the client relationship management in the organization, but there is a little studies about how factors effect on the client relationship management.

The main reason at this study is drawn the relation among these organizational important variable clearly and specified. So in the relation at three-study variable the human resource management has mediator role. Finally, also based on the purpose of this study, have presented the conceptual model and based on the study limitations, recommendations have presented.

KEYWORDS: Human Resource, Organizational Culture, Client Relationship, Construction Businesses.

INTRODUCTION
This matter that organizations (construction companies) have to be considered as culture (i.e. presence of a system that its members have common understanding and corollary) is a rather new phenomenon. Organization in classic form considered as a tool or as one of the intellectual and logical tools which with the help of that control a group of people and coordinate their tasks. These organizations had vertical levels of circles, authorizations hierarchy, and these types of specifications; but in fact, organization is a rather more than these.

An organization just like a person has personality, a personality that has flexibility, friendly, conservative, or intimate traits. In an organization, staffs agreed to a certain behavioral pattern and it is the organizational culture. In this context it seems there is a consensus that organizational culture is considered as an equal conceptual system among all members of organization that separate it from other organizations. In a more accurate analysis, this equal conceptual system is a set of key specific characteristics that organizations praise them. According to Mirkamali “Organizational Culture” is a dominate behavioral pattern among members of organization which created based on norms, beliefs, and habits of people and supported by majority; it is clear that human resource strategy of organization and relation with staffs is effective on operation of organization. Although, according to most scholars of human resource management filed, the amount of effect of human resource strategy and staff relation is varied based on differences in pertinence and contextual factors.

Some of these pertinence and contextual factors which have noticed extensively in strategic human resource management literature are strategy and organizational culture with customer relationship management. There are lots of articles on how to create a robust culture and the nature of relation between organizational culture with strategic human resource management and customer relationship management. Alongside of these subjects, there are lots of claims on existence of a relation between organizational culture and strategic human resource management and customer relationship management after 1980th. An issue that recently stated about this subject is moving toward (strategic human resource management).

But, unfortunately less effort has been seen to determine relationship between these three concepts and it is very difficult to obtain a functional tool from these theoretical texts that can establish a relationship between strategic goals, organizational culture, and functions of human resource of organization.

Even if an organization codified its goals in a proper form, still there is this question that how an organization can be assured that its organizational culture supports its codified strategies? Whether organizational culture and strategic human resource management and customer relationship management in construction companies are independent methods to increase the success rate or are interacted to each other? Or in a nutshell, what is the relationship between strategy, culture, and customer relationship management with functions of human resource and how to combine them together to increase competitive advantage of organization through it? The main objective of this article is to answer these
types of questions. Therefore, article starts with reviewing literatures that stated relationship between strategy, culture, customer relationship management and human resource management explicitly or implicitly.

RELATION OF STRATEGY AND HUMAN RESOURCE MANAGEMENT

Coordination of human resource strategies and policies with commercial strategies of construction companies are derived from that point which different levels of strategic decision making in organization can be demonstrate from company strategy, work, and task strategies. Each of these levels are strategic by nature. But that set of decision makings which made in higher levels like company and work strategies are presented as a guideline for decision making in task level strategies. All of these levels are strategic because

1. These levels are conceptual and as shrank from higher to lower levels, they don’t reach operational levels. Conceptual trait is that, it doesn’t have time or location and is out of reach. As a period of time assigned to a concept (5 year period, 500 years period, etc.) it decrease from strategic level to operational level.

2. Territory and subjects can include whole of organization, a sector, or a task and with maintaining the condition of being conceptual still remain in strategic level.

3. Each level considered executive to its higher level, not operational. Difference between operation and implementation of strategy is important.

RELATION OF CULTURE AND HUMAN RESOURCE MANAGEMENT

Culture can be defined as a specific method of doing work in different organizations. In management literature there are many texts about importance of culture role in obtaining competitive advantage but, during past years whatever stated about relation between culture and competitive advantage has changed dramatically. Pioneers of organizational culture fame in 1980th believed that organization situation needs specific cultural orders.

While some of other authors enumerate robust culture –not a specific culture- as a solution to success, these scholars believe robust culture is a culture which there is a general agreement on dominant norms of the organization and members of organization coordinate their personal identity with dominant culture’ norms too. Both of these points of views neglect dynamisms related to time.

About the first point of view, it can be stated that it is wrong for doing work; accomplishing works (with best methods). Today, emphasizing on a certain method or having a certain culture can be beneficial for an organization while, this type of culture can be harmful for other organizations. As it is defined before, strategy is a method that organization chooses for obtaining a success or competitive advantage.
Therefore, culture considered as an asset when it encourage behaviors codified by strategy of organization. An organization that can establish this type of coordination between its strategy and culture called an organization with strategic culture.

Organizations after recognition of proper organizational cultural must observe methods to create and maintain this type of culture. One of the best methods to create and maintain organizational cultures is utilizing strategic human resource management and customer relationship management in construction industry. In fact, one of the important roles of human resource management in organization with above operation is developing axial norms of organization and relates it to commercial strategic orientation. Many authors mentioned relation between culture and human resource management but because of universality and ambiguity of these concepts, this relation has not developed properly in management literature. Generally, an organization for obtaining robust strategic culture has to do two things. First of all, the organization has to plan functions of its human resource accurately as in accordance to realizing organization strategy form suitable behavioral norms. And secondly, through accurate choosing of choices which have appropriate values, considered values of organization reinforced.

It is clear that culture is proposed as a tool for obtaining competitive advantage and has to be coordinated with commercial strategy of organization. Culture has to be considered as a tool for realizing goals and it should not be proposed as a goal. In other words, culture should be managed. Culture management is mostly centralized on developing common values and attracts commitment of organization members to values. Therefore, culture management strategies have to determine that which types of behaviors are appropriate and then suggest suitable human resource processes such as operation management process for developing and extending those behaviors. For example, if it is important for organization that staffs as members of groups behave effective and efficient, therefore suitable operational management processes can be introduced. In this article for establishing relation between these concepts, “Increasing pattern” (natural) has been suggested.

According to this pattern:

1- Commercial strategy
2- Human resource management, but there are other factors too which affect number (2), named
3- Organizational Culture- which can be named institutional factors or limiting factors. Therefore, culture (flexibility) can be considered as organizational culture appropriate to commercial strategy (aggressive development).

Motivation is the most important subject in human resource management and organizational behavior management. Despite various point of view and opinions that present around motivation, its place and importance in management and in
psychology generally, and also specifically in human resource management and organizational behavior is non-negligible.

STRATEGIC PLANNING METHODOLOGY: For describing tools which have been used in codifying human resource strategy, data of a company which is severely interested in creating strategic integration among various task fields with its proper codified strategies has been used. For codifying commercial strategy of company, firstly most important strategic factors derived from analysis of internal and external factors of company has been recognized.

Organizational Culture studies: Culture can be defined as specific method of doing work in various organizations. It is clear that methods of accomplishing works can be different based on various groups of people inside a company. For recognition of behaviors in organizational environments, behavior studies in three different levels of individual, group, and organizational behaviors is a must; because, for accurate cognition of attitude and behavior related questions in organizational environments, collecting some information about their reaction as an individual, groups that they belong to, and organization they work at is a must.

Customer relationship management studies: Customer relationship management has been mentioned as a complement for relational marketing. Customer relationship management is a combination of technological and commercial processes which is trying to find an understanding of customers, and specifically this matters that who are customers, what they do and what they like. Customer relationship management focused on develop and maintaining relation to customers. Customer relationship management is a strategy which has been utilized for obtaining more information about needs and behaviors of customers and more relation with them. Good relation with customers is a secret success key in work area.

Customer relationship management is a method to recognizing customers, keep them satisfied and change them to regular customers.

FIRST SCENARIO: CODIFYING HUMAN RESOURCE MANAGEMENT IN A LOGICAL METHOD (RATIONAL)

For creating coordination in a logical method (rational), commercial strategy of company should be considered as the principle, basis, and axial base and other subjects coordinate with it.

Many theories verify this view point which some of them are: Theory based on human resource – Theory based on behavioral role – Theories based on deal cost, and Theories based on resources. In these patterns, one sided relation and from high to low level present this matter that human resource strategy is shaped specifically according to requirement strategy of organization. Regarding that commercial strategy of company is recognized as aggressive development strategy; therefore, organization should persuade creating culture (flexible) and (contract-based strategy) in human resource task field.
SECOND SCENARIO: CODIFYING HUMAN RESOURCE STRATEGY IN INCREASING METHOD (NATURAL)

In first scenario, human resource strategy (contract-based) is suggested based on logical patterns. In this scenario only upper hand strategies’ requirements has been noticed and natural factors limitations and real effective variables on implementation of commercial strategy of company has been neglected extensively. As discussed earlier, one of the most effective natural factors in designing human resource strategy of organization is organizational culture.

Organizational culture of a company: if it is coordinated with strategy of organization, can be presented as the strength point of that company, but if organizational culture is differ from implementing considered strategy of organization, it will be a tough experience for managers.

THIRD SCENARIO: CODIFYING HUMAN RESOURCE MANAGEMENT STRATEGY IN COMBINED METHOD

As mentioned before, with utilizing second scenario of company two strategies (Paternal) in current activities and (contract-based) strategy in development activities have used.

But these strategies considered as transitive strategies. Based on findings presented in earlier sections, studied company does not have a same integrated culture, and this differ in cultures and establishment of subsidiary cultures is mainly due to organizational position of staffs – created difference due to other interfering factors such as qualification, age, work experience are also same and extensively can be considered as affected by organizational positions; so that managers of construction companies evaluated culture of company as flexible while organizational culture has evaluated oriented to hierarchy by staffs. Therefore, at first company should codify its human resource strategy somehow coordinated to its commercial strategy and secondly, it should utilize its human resource strategy for changing and reinforcing considered organizational culture.

FOR THIS REASON MENTIONED COMPANY HAS TO ACCOMPLISH BELOW ACTIONS

1. Held development programs and train managers to familiarize them with hierarchical culture of organization and explain to them that although their view point and opinion tended to a flexible culture but in reality they did some actions that led to emergence of hierarchical culture in organization.
2. Reason behind suggesting a contract-based strategy in short-term period is that cultural change is not possible simply and company cannot simply utilize committed strategy which needs change of hierarchical culture to participatory culture. Company should considered developing this type of strategy through utilizing contract-based strategy.

As it mentioned in review of literature section of the study, one of the methods that strategic human resource management and customer relationship management can be effective on changing culture of company is developing new values in construction companies.

3. As mentioned earlier, company is using paternal strategy in its current fixed and standard activities in human resource fields. Because utilizing this type of strategy is alongside of exceeding cost for company; therefore, company should considered changing this strategy to secondary strategy in standard productive activities.

Main barrier toward this strategic change is ideology of managers of company about organizational culture. Because as discussed earlier they mentioned organizational culture of company as flexible while other stuffs evaluate this culture as hierarchical. Therefore, notion of managers about managing human resource of company oppose utilizing an efficient strategy –i.e. secondary strategy- in managing current human resource activities of company, because they implement training and development programs with certainty that they have to internal and permanent human resource of the company and therefore they have flexible culture in mind but in reality despite of implementing these kinds of programs with accurate control of processes they pass hierarchical culture in organization and with this contradiction exceed human resource costs. Hence, managers should believe that despite flexible and participatory actions that they do in developing products and new markets and axial competences of organization, they should hand current paternal strategy in current standard activities to external human resource and benefit from a secondary strategy in this filed. Finally, it should notice that authors of this article considered developing an operational tool for codifying human resource strategy. Therefore it was attempted to utilize an increasing pattern in codifying human resource strategy which in that cultural realities of studied company considered.

In this way for coordinating between contents of commercial strategy and organization culture and human resource strategy reference point framework was used.

CONCLUSION

In this article it was tried to cognize current situation of human resource strategic management and customer relationship management in construction industry and analyzing it.

In developing increasing patterns, in addition to organizational culture other factors can be noticed, such as strategic management of human resource and customer
relationship management, organizational developing strategies, change management strategies,

And developing work relationship strategies. In other words, it is necessary that scholars and researchers of human resource before codifying human resource strategies study demanded obligations such as culture, structure, guidance method, etc. and recognize importance of each of them in human resource field of company. After that with designing strategic reference points framework in each of natural factors and content coordination that resulted from this method, commercial strategy coordination with natural factors effective on human resource management and human resource strategy can be assured.

It seems that in today commercial world noticing and utilizing relational marketing principles and customer relationship management can have a major portion in maintain and keep current customers and as a result in profitability of company and it can be considered as a constant competitive advantage for company.

Rapid development in information technology field leads to growth of knowledge and processes of knowledge management. Knowledge management plays a key role in collecting, transferring, transmitting, and developing of knowledge. Coordination idea or strategic base integration is the concept of human resource strategic management. Although, strategic integration means creating coordination between human resource strategic management and customer relationship management in construction industry; But, for establishing such strategic coordination noticing culture as a force that can prevent implementation of strategy is important too. Noticing findings of this article, for creating such coordination in designing human resource strategy of studied company, three different scenarios which suggested based on various patterns of human resource strategy can be used optimally.

Rapid development in information technology field led to growth of knowledge in strategic management of human resource and customer relationship management in construction industry. Knowledge management plays a key role in collecting, transferring, transmitting, and development of knowledge.

Strategic management of human resource helps organization to help its experience with brilliance and insight. With right implementation of human resource management and customer relationship management, assets of organization protect from ruining and flexibility of construction industry will increase. Provident companies understand this point very good that their future work force have highest efficiency when they can utilize their knowledge. Successful companies not only have customer-oriented view, but they are able to link this knowledge with important work decisions.

REFERENCE


